

SAMOA

NATIONAL EMPLOYMENT POLICY

FY2021/2022—FY2025/2026





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**NATIONAL
EMPLOYMENT
POLICY**

FY2021/22—FY2025/26

MESSAGE FROM THE MINISTER

Talofa lava,

I have great pleasure in presenting the second Samoan National Employment Policy (SNEP) to be implemented from financial year (FY) 2021/22 to FY 2025/26.

The SNEP 2021/22–2025/26 is one of the Government of Samoa's Policies developed through the Ministry of Commerce, Industry and Labour, with the goal to facilitate and increase employment opportunities for Samoans in the domestic and international markets. This Policy is built on lessons learnt from the first SNEP (2016–2020), statistics and findings from the Labour Force Survey 2017 and the Labour Market Survey 2019, as well as the Rapid Assessment of the COVID-19 Impact on Businesses, Employment and Households in Samoa. Furthermore, consultations to inform this Policy were held in Upolu and Savaii with Private Sector stakeholders, Non-governmental organizations, Community-based stakeholders, and anticipated Implementing Agencies of the SNEP 2021/22–2025/26.

The vision of the SNEP 2021/22–2025/26 is to *“Recover, increase, and sustain Samoa's employment numbers and standards to pre-COVID-19 levels.”* The SNEP 2021/22–2025/26 is well aligned with the Pathway for the Development of Samoa (PDS) 2021/22–2025/26 which provides the strategic direction for the Government's development initiatives over the next five years with its focus on empowering communities, building resilience, and inspiring growth. The SNEP is particularly relevant to the following key priority areas (KPA) of the PDS: (KPA-6) Community Development; (KPA-8) Tourism Revitalisation; (KPA-9) Business Innovation and Growth; and (KPA-10) Increased Labour Mobility.

The SNEP 2021/22–2025/26 has three overarching Pillars: (1) Strengthen Labour Market Demand; (2) Strengthen Labour Market Supply; and (3) Strengthen Employment Policies, Institutions, and Regulatory Environment. These Pillars are channelled through 16 Policy interventions, encompassing 34 key objectives. Moreover the SNEP 2021/22–2025/26 is expected to be implemented in three phases: (1) Endurance Phase where borders remain closed resulting in economic and employment decline in Samoa; (2) Recovery Phase is focussed on returning employment numbers and state of the economy to the level it was before COVID-19; and (3) Growth and Sustain Phase which is dependent on the recovery pathway and socio-economic developments in Samoa and the region, together with the intention to further progress the work that has been done in the Recovery Phase.

I take this opportunity to express my sincere gratitude to the International Labour Organization for providing the technical assistance to develop the SNEP 2021/22–2025/26, and for their continuous commitment to the developing and improving labour matters and standards in Samoa.

I also acknowledge and extend my sincere appreciation to all Stakeholders who were involved in the development of this Policy. Your valuable contribution ensured this document remains relevant and practical in contextualising employment matters in Samoa. Moreover, I take this opportunity to emphasize the need for Stakeholders to take ownership of this document, and ensure it is fully implemented with the intention of progressing the growth and development of Samoa.

Hon. Leatinu'u Faumuina Wayne So'ialo

MINISTER FOR THE MINISTRY OF COMMERCE, INDUSTRY AND LABOUR



FOREWORD FROM THE CHIEF EXECUTIVE OFFICER

The Government of Samoa, through the Ministry of Commerce, Industry, and Labour (MCIL) is committed to addressing employment and labour issues in the country. The first Samoa National Employment Policy (SNEP) 2016–2020 was formulated as a result of the Samoa Employment Situational Analysis that was done in 2015. This analysis was carried out by the International Labour Organization (ILO), and the MCIL to examine key drivers of employment in Samoa.

The implementation of the first SNEP was challenging and plagued with uncertainties. However, the Policy remains an important component for Samoa's development, and MCIL sought the support of the ILO to review what has been done and determine the next steps forward. Hence, the formulation of this second SNEP anticipated for the period starting from FY 2021/22 to FY 2025/26, builds on the review of the first SNEP.

The development of this Policy also incorporated issues that were identified from analysing the data in the Labour Force Survey 2017, and Labour Market Survey 2019. Additionally, findings from the Rapid Assessment of the COVID-19 Impact on Businesses, Employment, and Households in Samoa were used to develop this Policy. The SNEP 2021/22–2025/26 was developed in the challenging, and uncertain setting of the COVID-19 pandemic. Therefore, the overall objective of the Policy is to prioritise interventions for employers and employees to endure the harsh realities of the pandemic, as well as slowly recovering from its impact.

The MCIL is mindful of limitations associated with policy development and specifically the challenges that were faced while developing this document. Therefore, the constant refining of the document is needed to make it relevant to development. Hence, the MCIL through its Apprenticeship, Employment Services, and Labour Market (AELM) Division will monitor, and report on the implementation of the SNEP 2021/22–2025/26 on an annual basis. The tools are provided in this document to enable the AELM Division to do this monitoring and reporting exercise annually.

I acknowledge with sincere gratitude all the support provided by the ILO to assist Samoa in addressing its labour and employment gaps. I also convey my gratitude to all MCIL stakeholders that have contributed to the development of this Policy. In this connection, I strongly emphasise that the SNEP is an important document that cuts across all sectors and requires a Government-wide approach, partnered with commitment from the Private Sector to ensure its successful implementation. Moreover, the role and commitment of development partners is important, and required to fully implement this Policy. I look forward to working with you all in implementing the policy interventions proposed in this document.



Pulotu Lyndon Chu Ling
CHIEF EXECUTIVE OFFICER





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ACRONYMS

ACC	Accident Compensation Corporation
AIP	Approved in Principle
ASEAN	Association of South-East Asian Nations
CBS	Central Bank of Samoa
CCSP	Civil Society Support Programme
CDC	Cabinet Development Committee
COVID	Corona Virus
CP	Corporate Plans
DCES	Dual Circulation Economic Strategy
DDD	Dual Dynamic Development
DP	Development Partners
EPC	Electric Power Corporation
FAO	Food & Agriculture Organization
GDP	Gross Domestic Product
GIS	Geographic Information System
GMO	Genetically Modified Organisms
GOS	Government of Samoa
HH	Household
IAs	Implementing Agencies
IFAD	International Fund for Agriculture Development
ILO	International Labour Organization
IMF	International Monetary Fund
LERA	Labour and Employment Relations Act
LFPR	Labour Force Participation Rate
LFS	Labour Force Survey
LMS	Labour Market Survey

M&E	Monitoring & Evaluation
MAF	Ministry of Agriculture & Fisheries
MAF	Ministry of Agriculture and Fisheries
MCIL	Ministry of Commerce Industry & Labour
MCR	Ministry of Customs and Revenue
MESC	Ministry of Education, Sports and Culture
MFAT	Ministry of Foreign Affairs and Trade
MNRE	Ministry of natural Resources & Environment
MOF	Ministry of Finance
MOH	Ministry of Health
MOPP	Ministry of Police and Prisons
MSME	Micro, Small and Medium Enterprises
MWCSD	Ministry of Women Community & Social Development
NDG	National Development Goals
NEA	National Employment Authority
NHRDP	National Human Resource and Development Policy
NIDP	National Industrial Development Policy
NUS	National University of Samoa
PACER Plus	Pacific Agreement on Closer Economic Relations
PLS	Pacific Labour Scheme
PDS	Pathways to the Development of Samoa
SDS	Strategies for Development of Samoa

EXECUTIVE SUMMARY

The Government of Samoa (GOS) through the Ministry of Commerce, Industry and Labour (MCIL) requested financial and technical support from the International Labour Organization (ILO) to assist with the review of the current Samoa National Employment Policy 2016-2020 (SNEP-1) and the development of the next SNEP 2021/22-2025/26 (SNEP-2). The first Samoa National Employment Policy (SNEP-1) was launched in 2016 and covered a five-year period. This was preceded by a comprehensive Samoa Employment Situational Analysis conducted and published a year earlier. The 2016-2020 SNEP contained an Action Plan Matrix detailing each Implementing Agency and their respective strategies. The Action Plan was updated and eventually reported to the SNEP Taskforce on a quarterly basis.

During the consultations for the SNEP-2, it was decided to change the timeframe to fiscal years 2021/2022 to 2025/2026 to align with the Government of Samoa Budget and Planning framework. The SNEP-2 was developed incorporating:

- Lessons from the review of the SNEP-1,
- Findings and statistics from the Labour Force Survey 2017 and the Labour Market Survey 2019,
- Samoa National Employment Policy 2016-2020 Labour Market Monitoring Report,
- Outcomes of the Rapid Assessment of the COVID-19 Impact on Businesses, Employment and Households in Samoa,
- Latest Formal Employment Statistics released by SBS in April 2021
- Information from the 2020 UN COVID-19 Socio-Economic Response Plan, and
- Feedback obtained during consultations conducted in both Upolu and Savaii with key Implementing Agencies (IA), Non-Governmental Organisations (NGO), and core stakeholders.

The SNEP-2 is set in a period of great global, regional, and national turmoil and uncertainties because of COVID-19. The domestic economy and employment have retracted more in 2020 due to COVID-19 than any natural or human-made disaster. The sharp economic downturn has had a huge impact on key sectors of the economy. The most affected industries were Tourism, Transportation and other industries relating to hospitality services. The impact has ranged from direct loss in business revenues to disruptions to key supply chains.

Employment in Samoa as with most developing countries comprises of both formal, and informal employment with a greater percentage engaged in informal employment. The challenge has been the transition of those engaged in informal employment towards formal employment. Informal employment is defined in the Labour Force Survey 2017 (LFS) as employment that does not receive leave benefits, statutory pension deductions, and where labour laws are not applied. Out of the 41,140 people in the national labour force, 15,340 are estimated to be informally employed. This issue, and several others were drawn from the LFS and the Labour Market Survey 2019 (LMS) to develop this SNEP-2.

A review was conducted for the SNEP-1 as part of developing the SNEP-2. The review showed that SNEP-1 policies outlined under MCIL were largely implemented. Other non MCIL policies were implemented by their respective IA's albeit only when they overlapped with their own respective sector and corporate plans. This highlighted the degree of exclusiveness of SNEP-1 which affected its linkages to other Policies. The SNEP-1 also highlighted the need for a more focused policy that is based on available resources. Moreover, the absence of a clear monitoring and evaluation tool impacted the implementation of the SNEP-1 in terms of tracking and ensuring activities are presented in IA's work plans and subsequent budget submissions. These lessons were noted for developing the SNEP-2.

The SNEP-2 vision is “Recover, Increase, and Sustain Samoa’s employment and standards to pre-COVID-19 levels.” This planning cycle spans for five fiscal years, and all efforts should be geared towards recovery from COVID-19. The SNEP-2 has three overarching Pillars implemented through 16 Policies.

Moreover, the SNEP-2 implementation is done in three Phases: Endurance (FYs 2021/22 and 2022/23), Recovery (FYs 2023/24 and 2024/25), and Grow and Sustain (FY 2025/26). It is important to note that some proposed strategies will be implemented throughout the life of the SNEP-2. There are 22 Implementing Agencies identified in the SNEP-2 and the strategies are directly linked to these Agencies.

The monitoring and reporting of the SNEP-2 will be done by the Apprenticeship, Employment, and Labour Market Division (AELM) of the MCIL to the Samoa National Tripartite Forum (SNTF). The mid-term and final evaluation of the SNEP-2 will be undertaken by the MCIL (AELM) with input from ILO as an independent verifier and will report to the Samoa National Tripartite Forum.

The GOS is committed to implementing the SNEP-2 and its strategies and calls for the support of development partners in doing so. Considering the fiscal constraints faced by the GOS, some strategies will require supplementary resources. Moving forward, it will be critical that the support provided by development partners for employment and economic development be aligned to this Policy, and that all partner efforts are coordinated to address key strategic gaps identified in this policy document to avoid duplication of efforts.

PART A: CONTEXT FOR THE SNEP 2021/22 – 2025/26 (SNEP-2) POLICY DEVELOPMENT

Background

The Government of Samoa (GOS) through the Ministry of Commerce, Industry and Labour (MCIL) requested financial and technical support from the International Labour Organization (ILO) to assist with the review of the current Samoa National Employment Policy (SNEP) 2016-2020 and the development of the next SNEP 2021/22-2025/26. The implementation period for the previous SNEP ended in 2020 and with the uncertainties posed by the COVID-19; now is the precise time to evaluate what has happened and re-define next steps forward.

The COVID-19 crisis has resulted in a massive disruption to the economy and labour market in Samoa and created a heightened level of uncertainty over economic recovery. Hence, policy responses are now aimed at mitigating the socio-economic impact of the COVID-19 crisis and developing pathways for recovery. A Rapid Assessment Survey conducted by the ILO and the Samoa Impact Assessment and Monitoring Taskforce from June to August 2020 highlighted the severe impact of COVID-19 on businesses, households, and employment (both formal and informal) in Samoa especially in the hospitality industries. These negative impacts infringe on citizens' rights to adequate standards of living.

Prior to the COVID-19 pandemic, economic dynamics have slowed efforts towards achieving labour market progress in Samoa in recent years. While tourism and remittances remained robust, volatile external demand has weighed down some strategic export sectors. The shut down in the largest manufacturing plant¹ has exacerbated efforts in employment generation. In this context, Policy efforts to foster decent and productive employment opportunities must be re-doubled. Unemployment and underemployment remain priority issues that are currently faced by most countries, including Samoa, especially with the current socio-economic impact of COVID-19 on enterprises, industries, and workers.

Therefore, the overall objective of this Policy is to prioritise remedial policy actions for employers and employees to endure and recover from the impacts of COVID-19 before re-focussing attention in the final year of this planning cycle on sustaining the developments post-COVID-19 and addressing the long-standing employment issues in Samoa. Exploring emerging opportunities if any as a result of Covid19 should also be pursued. The successful implementation of this policy would minimize some of the negative social issues arising from unemployment in Samoa.

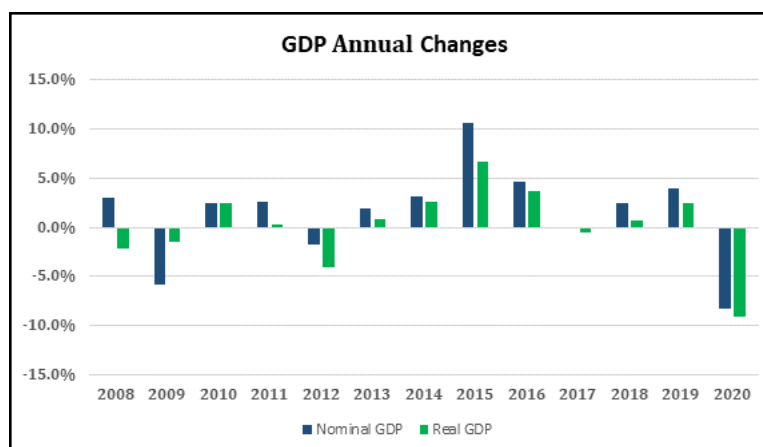
The Samoa 2040 provides the long-term planning approach for Samoa, and it is heavily linked to this policy. The Samoa 2040 vision is “to transform the economy over the next twenty years to sustainably increase the incomes and employment of all Samoans, allowing each citizen the opportunity to pursue the best, most productive life possible” (Samoa 2040, 2021:7).

¹ Yazaki Samoa

Macroeconomic Environment and Employment in Samoa

The Samoan economy experienced its highest real Gross Domestic Product (GDP) decline in 2020 and subsequent employment losses especially in the hospitality related industries. The latest GDP estimates produced by Samoa Bureau of Statistics (SBS) shows 8.3 percent nominal GDP decline and real GDP retraction of 9.2 percent as shown in Figure 1.

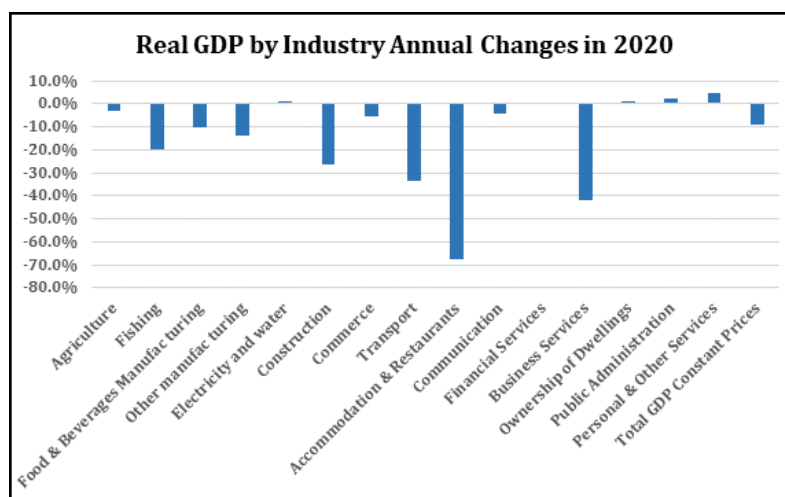
Figure 1: Nominal and Real GDP annual growth rates (2008 – 2020)



Source: Raw Data from Samoa Bureau of Statistics April 2021 Release

This is a significant impact when compared to the decline of 5.9 percent and 1.5 percent for nominal and real GDP respectively for 2009 following the financial crises and 1.8 percent and 4.1 percent still in that order in 2012 due to natural disasters intensified by Cyclone Evans.

Figure 2: Real GDP growth by industry (2020)



Source: Raw Data from Samoa Bureau of Statistics April 2021 Release

The decline in economic growth in 2020 has been the largest since National Account estimates were compiled in 1994. As shown in Figure 2 the main industries that suffered the most between 2020 and 2019 were “Accommodation and Restaurants” decreasing by 67.7 percent. “Business Services” and “Transport” fell by 41.8 percent and 33.7 percent respectively, for the same period. “Construction”, “Fishing”, “Food & Beverage Manufacturing” and “Other Manufacturing” also declined between 2020 and 2019. This has had a huge impact on overall employment in both formal and informal sectors in Samoa (refer to Table 1, as a reference point).

Pre-COVID-19 Period vs. COVID-19 Impact Period

The ILO has provided a “Policy Framework for tackling the Economic and Social impact of the COVID-19 crisis”, supported by 4 Pillars. This Framework is presented in Appendix 1.

At the aggregate level, the total for the formally employed was reduced by 0.4 percent between 2020 and 2019. Formal Employment is defined as those that are entitled to annual and sick leave benefits and contribute to the Samoa National Provident Fund (SNPF). At the industry level, the most affected in terms of annual job losses between 2020 and 2019 was in “Accommodation” which registered job loss of 529, comprising of 316 males and 213 females. This was followed by “Transportation”, “Construction”, “Restaurant” and “Personal Services” sectors. This decline was offset by increases in “Commerce”, “Public Administration” and “Finance Services”. Full results are shown in Table 1.

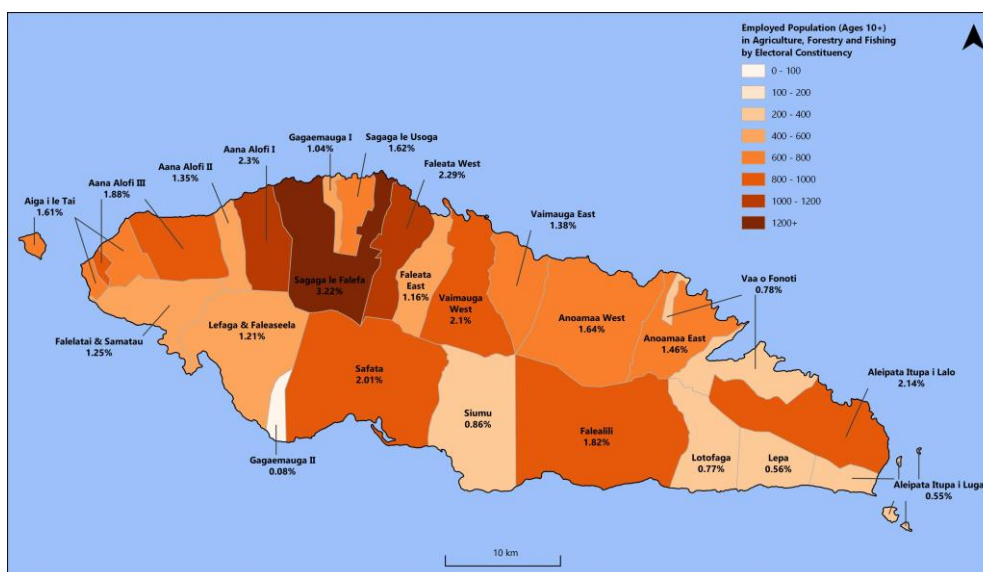
Despite disruption such as supply chain issues and reduced trading hours, the formal employment in “Commerce” increased in 2020 when compared to 2019. In terms of salary paid as recorded by SNPF, total wages increased in 2020, up from SAT\$564.1 million in 2019 to SAT\$566.2 million in 2020. This may be due to the continuing increase of SNPF statutory deduction from 16 percent (Employee and Employer pay 8 percent each) in July 2019 to 18 percent (Employee and Employer pay 9 percent each) in July 2020. However, for the affected industries, total wages declined between 2019 and 2020 by: SAT\$4.1 million in “Accommodation”; SAT\$0.47 million in “Transport”; SAT\$0.3 million in “Personal Services”; and SAT\$0.1 million in “Restaurants”.

Table 1: Formal employment (2019-2020)

INDUSTRY	2019 TOTAL EMPLOYED	2020 TOTAL EMPLOYED	%age CHANGE FROM 2019 TO 2020	Actual CHANGE FROM 2019 TO 2020	2019 TOTAL EMPLOYED MALE	2020 TOTAL EMPLOYED MALE	%age CHANGE FROM 2019 TO 2020	Actual CHANGE FROM 2019 TO 2020	2019 TOTAL EMPLOYED FEMALE	2020 TOTAL EMPLOYED FEMALE	CHANGE FROM 2019 TO 2020	Actual CHANGE FROM 2019 TO 2020
Agriculture	151	179	18.6%	28	122	144	18.1%	22	28	34	21.1%	6
Fishing	114	106	-6.6%	-8	93	87	-7.2%	-7	20	19	-3.9%	-1
Food Manufacturing	538	592	10.1%	55	377	413	9.5%	36	161	180	11.6%	19
Other Manufacturing	501	511	2.0%	10	335	334	-0.3%	-1	166	177	6.7%	11
Electricity	341	352	3.1%	11	275	283	2.9%	8	67	69	3.9%	3
Water	316	340	7.4%	23	238	256	7.6%	18	79	84	7.0%	6
Construction	1,124	1,056	-6.0%	-67	1023	964	-5.7%	-59	101	93	-8.7%	-9
Commerce	3,619	3,752	3.7%	134	2230	2272	1.9%	42	1389	1481	6.6%	92
Accommodation	1,514	985	-35%	-529	816	499	-38.8%	-316	698	485	-30.5%	-213
Restaurant	459	414	-9.8%	-45	250	226	-9.6%	-24	209	188	-10.0%	-21
Transport	1,942	1,873	-3.6%	-69	1402	1386	-1.1%	-16	540	487	-9.9%	-53
Communication	388	442	13.7%	53	239	272	13.7%	33	149	170	13.8%	21
Financial Services	1,091	1,200	10.0%	109	458	512	11.8%	54	633	688	8.7%	55
Business Services	698	723	3.5%	25	440	471	7.1%	31	258	252	-2.6%	-7
Public Administration	5,863	5,973	1.9%	110	2749	2783	1.3%	35	3114	3189	2.4%	75
Education	583	647	11.1%	64	195	232	18.8%	37	388	416	7.2%	28
Health	1,050	1,100	4.7%	50	443	467	5.4%	24	607	633	4.2%	26
Personal Services	1,407	1,368	-2.7%	-38	824	806	-2.2%	-18	582	562	-3.5%	-20
Other Services	2,772	2,756	-0.6%	-16	1425	1422	-0.2%	-3	1347	1334	-1.0%	-13
TOTAL	24,471	24,370	-0.4%	-101	13932	13827	-0.7%	-104	10539	10542	-0.0%	-3

Source: Raw Data from Samoa Bureau of Statistics April 2021 Release

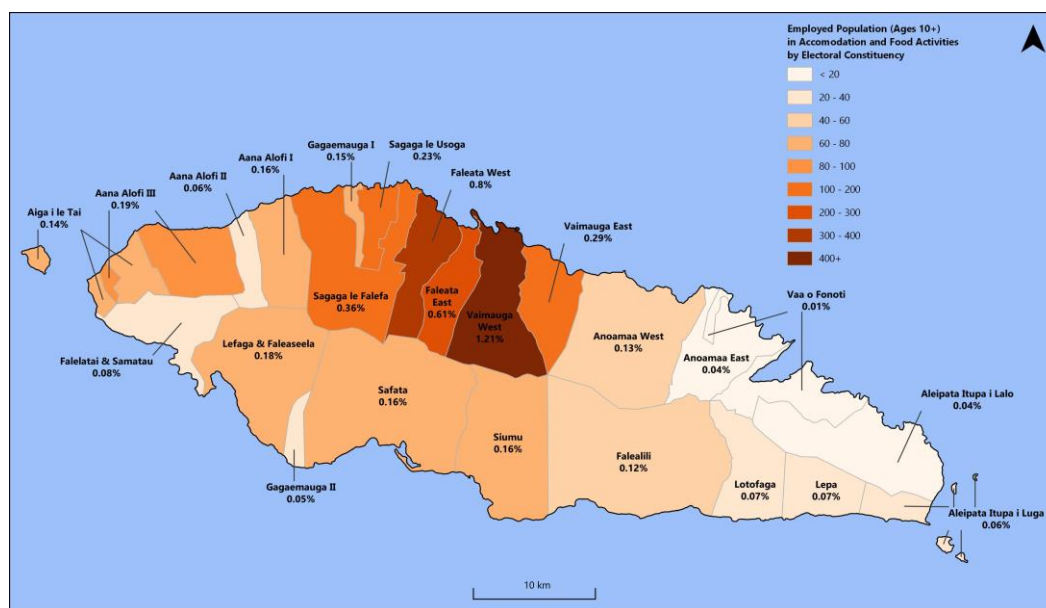
Figure 3: Primary sector employment (Upolu)



Source: GIS Maps produced based on 2016 SBS Population Census Results

In addition to the majority of the population residing in Upolu, most of employment opportunities including “Public Administration”, “Commerce”, “Manufacturing”, “Accommodation” and related infrastructure are located in Upolu. The majority of the population are employed in the primary sector with 41.7 percent according to the 2016 population census. Figure 3 shows that employment in the primary sector is fairly distributed across Upolu.

Figure 4: Accommodation and food-activities related employment (Upolu)



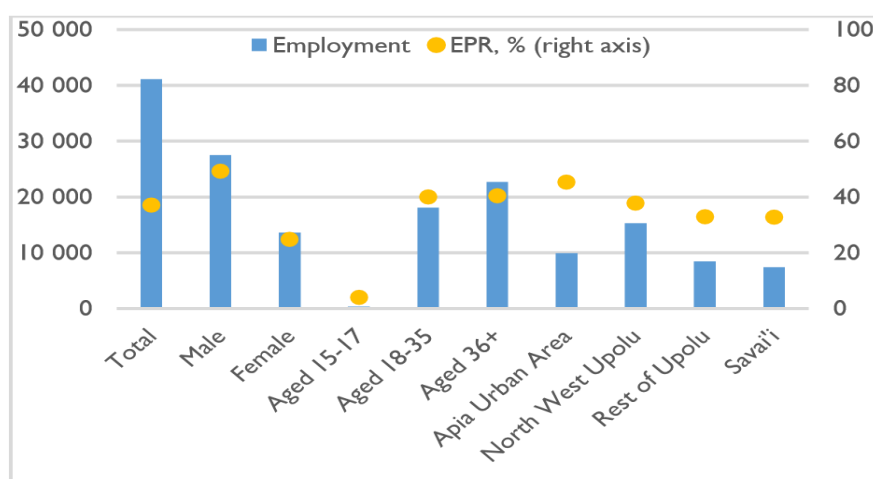
Source: GIS Maps produced based on 2016 SBS Population Census Results

Figure 4 illustrate employment distribution for Accommodation and Food Activities for Upolu. This shows that the majority employed in these industries are situated mainly in the mid northern area. Accommodation accounts for 4.9 percent of employment and Food Activities accounting for 7.7 percent according to the 2016 population census overlay with employment estimates as shown in the relevant GIS maps. There is no detailed breakdown for Savaii available.

In 2019, the ILO produced a Samoa National Employment Policy 2016-2020 Labour Market Monitoring Report. This report analysed the 2017 Samoa Labour Force Survey and provided the following estimates for 2017:

- Employment was estimated at 41,142
- Around two-fifths of the youth population (aged 18 to 35) and the adult population (aged 36+) were employed.
- Apia Urban Area had the highest employment-to-population ratio (45.3 per cent), followed by Northwest Upolu (37.8 per cent).
- Around 30% of those employed were own account workers or contributing family workers.
- Around 37.3% of employment was informal.
- 94.4% of informal employment was in Agriculture and Fishing Industries.
- 65.8% of employment in Savaii was informal employment.
- Around 25% of employed persons were employed in a high-skill occupation as a manager, professional or technician.
- Slightly more than two-thirds of all employment was filled by men mainly in the informal sector.
- Employment-to-population ratio for women was estimated at 24.8 percent.
- More men were own account workers and less likely to be in wage employment compared to females.
- Females dominate employment in Services, Sales Workers with 26.3 percent.
- Female also dominate High-Skilled Professionals with 17.4% reflecting the high percentage of Females that graduate from tertiary education when compared to Males.

Figure 5: Employment & Employment to Population Ratio (EPR) by Gender, Age and Region



Source: ILO Estimates from SBS: Samoa Labour Force Survey 2017.

Overall, the Labour Market Monitoring Report highlighted the normal trends that has been established in terms of the Labour Market condition in Samoa. There is a high percentage of those who are not employed OR are employed² under less desirable quality employment. The bulk of informal employment is in Agriculture and Fishing.

The informal employment is dominated by Males. There is a strong correlation between education access and attainment and decent employment opportunities. Furthermore, wages were directly correlated with education as employees with more schooling earned higher wages and employees with an advanced education earned on average twice as much as those with no more than basic schooling levels. Of interest, wages in manufacturing were very low and comparable to levels in agriculture. This has resulted in a high demand for seasonal employment opportunities.

² Employed in unregistered employment thus no benefits such as NPF, ACC or normal employment protection.

Females dominate the High-Skilled Professionals reflecting the high percentage of Females that graduate from tertiary education when compared to Males. Thus, more focus should be catered towards either improving Males education attainment OR providing an alternative education stream so Males could be employment in more decent employment opportunities.

Youth unemployment remains a challenge. Youth continue to face considerable disadvantages in their search for jobs. Currently there are far more school leaver seeking employment than the number of formal employment created on an annual basis. In 2017, young people aged 18 to 35 accounted for less than half the Labour force but more than three-fourths of the nearly 7,000 unemployed. Consequently, the youth unemployment rate was 22.6 per cent, compared to the overall rate of 14.5 per cent for the general population aged 15 and above (see Figure 5). There is a need to develop a conducive environment for youth to pursue the option of being self-employed if they wish and to fully utilize opportunities offered by Information Communication and Technology as well as changing market conditions as a result of COVID19.

The finding from Labour Market Monitoring Report on youth employment is a combination of two key factors: The population demography is dominated by youth and annual employment opportunities has not kept pace with the number of school leavers/graduates each year.

The public sector has absorbed tertiary graduates in the past, but this trend is not sustainable given the size of the public sector and its available resources. In the past 2 two decades, the following areas have been explored namely:

- Providing support for youth (Financial Management, Business Planning) to set up business ventures through the Samoa Business Hub.
- Providing business incubators for youth.
- Providing³ support to match youth skills to employers (MCIL) thus improving alignment of skills and Labour market demand. This includes the apprenticeship scheme and
- Keeping youths in the education system by providing more vocational studies.

Key 2017 Labour Force Survey Finding

The Labour Force Survey results presented include both formal and informal employment.

- **Low Labour Force Participation Rate (LFPR):** The LFPR stood at 44.3 percent which is the proportion of the working age population that engages actively in the labour market, either by working or looking for work. The figure in 2017 although has increased from 32.2 percent (2012 figure) is still less than half (50 percent) and this is somewhat considered low. (LFS 2017, p.21)
- **Gender imbalance:** Males have a higher LFPR than females and this is true for all the age groups and for Samoa overall. A total of about 41,140 persons were reported to be employed of which 27,530 (66.9 percent) were males and 13,610 (33.1 percent) were females. Around two thirds of the employed population engaged in subsistence activities were males. A total of about 12,500 persons who were classified to be labour underutilized where the majority were females with 55.7 percent. (LFS 2017, p.21)
- **Low level of Tertiary or Post-Secondary Education completed:** The highest level of completed education by the LFS was Primary Education, with a low level of the labour force completing tertiary education. The WAP's highest completed level of education was primary school (53.2 percent) and only 11.4 percent completed tertiary education. Of the labour force, 44.3 percent indicated that they have primary school level as their highest completed level of education, while 19.47 percent of the labour force have tertiary as their highest completed level of education. (LFS 2017, p.21)
- **High percentage of population outside of Labour force:** The population outside the labour force (previously referred to as economically inactive) is defined as people who are not in employment or unemployed, including students, old age and those engaged in unpaid

³ The MCIL currently runs an Apprenticeship and Mentoring program to assist in this area

domestic duties. Interestingly, about 57,100 or 90.8 percent of those outside the labour force indicated “not wanting employment” as the main reason for being outside the labour force but only 140 or 0.2 percent reported as seeking employment but not available when an opportunity exists. (LFS 2017, pp.22-23)

- **Unemployment rate:** A total of about 6,960 persons were unemployed, where the majority were females constituting 53.1 percent, implying that females tend to seek employment more than males. Most of the unemployed are in the age groups of 20-24 and 25-29 years, as these are the critical age groups where people will start to enter the labour force looking for employment or even to start a business. The national unemployment rate is 14.5 percent and females’ unemployment rate of 21.3 percent is twice as much of that of males, with 10.6 percent. (LFS 2017, pp.32-33)
- **Large percentage of population engaged in unpaid domestic and household care work:** This refers to all those aged 15 years old and above who either provided care or assist any household member aged 18 years or older because of a disability, illness or a problem related to old age or spend time looking after children aged 17 years or younger. Over 60 percent of the WAP provided some household care, where the majority were females representing 55.6 percent. (LFS 2017, p.48)
- **Low representation of Persons with Disability:** From the survey, 2,604 persons of the WAP were found to have a disability, and the LFPR for people with disability was 7.3 percent (i.e., 190 of 2,604), which is extremely low, and the majority are employed in the Education sector. However, the unemployment rate for people with disability was 10.8 percent of the labour force. (LFS 2017, pp.72-73)

Distinct Issues noted in the Labour Market Survey 2019

- **Low educational attainment by workforce:** The majority (53%) of the formal private sector workforce completed secondary education and only 29% of the workforce finished tertiary level education. Males comprise the majority of educational attainment across all levels, whereas there is a close gap between male and female that have completed tertiary level education. (LMS 2019, p.15)
- **Low Occupational Safety and Health (OSH) compliance rate for PPEs and accident registers:** Only 424 (45 percent) of 932 employers complied with Personal Protective Equipment (PPEs) and just 327 (35 percent) of employers that have ‘Accident Registers’ in place to document workplace accidents, incidents and illness. (LMS 2019, pp.22-23)
- **Skills shortage challenge:** 571 of 932 (61 percent) employers identified skills shortage as a challenge for their businesses. By occupation, the “Service and Sales Workers” have the highest number of skill shortage, while “Skilled Agriculture, Forestry and Fishery Workers” have the least. The “Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles” industry has the highest number of employees with skills shortage. (LMS 2019, p.24)
- **High rate of employers and employees with training needs:** There were 2,709 employees or 15 percent of the formal private sector workforce that needed upskilling. The three industries that require the most trainings are: “Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles”; “Accommodation and Food Service Activities”; and “Manufacturing”. Over the past three surveys, there has been an increase in the number of employers and employees with training needs in the private sector. (LMS 2019, p.25)
- **Low percentage of Green jobs:** Only 508 (3 percent) of 18,295 employee positions in the formal private sector workforce can be classified as green jobs. It is anticipated that there should be more positions that fall under the green jobs category but not identified and captured. (LMS 2019, p.27)
- **Low rate of wage payable:** The majority of the Formal Private Sector workforce receives hourly wages within the 2.61 tala to 3.60 tala range. There is still a significant proportion of the workforce receiving minimum wage, and a small proportion is paid below minimum wage. 3,167 employees (17 percent of workforce) earn the lowest wage payable by employers. (LMS 2019, Figure 9)

Main Lessons Learned from the SNEP 2016-2020 (SNEP-1) and its Implementation

The following lessons were obtained from the SNEP 2016-2020 (SNEP-1) Review followed by one-on-one discussions with key officials within the Central Agencies as well as Development Partner (DP) representatives. The main thematic issues relating to the SNEP-1 were:

- Most of the activities in which MCIL was the leading IA's have been addressed.
- Secluded from the adopted and operationalized Government planning and budgetary framework and processes.
- Broad coverage with minimal consideration on the current resource constraints.
- Absence of a clear Monitoring and Evaluation (M&E) Framework, limited implementation, monitoring and reporting.
- Hence, reporting did not reach the key decision-making forums such as the Cabinet Development Committee (CDC) and Government of Samoa (GOS) budget screening directly.

The thematic lessons are not mutually distinctive but have considerable overlap. In some cases, they are sequenced in such a way that one issue leads onto another.

- The SNEP-1 was developed under the Samoa National Tripartite Forum (SNTF) and followed conventional Employment Policy Formats. These factors made it arduous for the SNTF to directly raise SNEP-1 policies in both GOS budgetary process as well as key DP plans and programs. Furthermore, the SNEP-1 was not fully integrated into (in silo) Samoa operationalized planning and budgetary framework processes. The Strategy for the Development of Samoa (SDS) is implemented under 14 distinctive sectors with multiple IA whose programs are coordinated under each of the Sector Coordination Divisions housed under each of the sectors lead Agency. This resulted in IA's outside of MCIL giving presence to their respective Corporate Plans (CP) and their aligned Sector Plans (SP) which are directly linked to National Development Goals and settings as outlined in the SDS which is reviewed every 5 years. Furthermore, IA's performances were based on the achievement of their CP and the efficacy in delivering stated outputs outlined in their annual budgets.
- The SNEP-1 was the first Employment Policy, and the pillars were structured along the key broad factors in relation to employment namely, Labour Market Demand, Labour Market Supply and the supporting institution arrangements. Following broad consultations with key stakeholders, a multitude of objectives, policies and strategies were identified and incorporated into the document. Whilst this approach satisfied all stakeholders including key DP, there was clearly a lack in resource consideration both financial and human resources to fully implement all SNEP-1 policies. Furthermore, the prioritization of activities implemented by IA was not apparent at that time.
- The SNEP-1 had a tentative Action Plan that was revised by the SNEP Taskforce during the implementation of the Policy. These revisions reflected what was achieved and more importantly a realization that some of the policies and strategies were too ambitious given the available resource envelope. The SNEP-1 had very few measurable targets a combination in the absence of key employment statistics⁴ and a sound commitment from Implementing Agencies. The SNEP-1 had no clear M&E Framework in place and there was limited to no monitoring and reporting done.
- The SNEP-1 reported to the SNEP Taskforce and ultimately reported to the SNTF. The issue raised above partially account for the SNEP-1 actions not being discussed at key budgetary decision-making forums especially for IA's outside of the Ministry for Commerce Industry and Labour.

⁴ National Unemployment Statistics and Spatial Unemployment Statistics

The review however showed that some SNEP-1 policies and strategies were implemented albeit under various SP and IA's Corporate Plans. Thus, when the SNEP-1 policies and strategies were the same as those stated under the CP and SP, these were more likely to be implemented. Thus, in developing SNEP-2 it was important to ensure it was integrated into the GOS planning and budgetary processes.

The Rapid Assessment of the COVID-19 Impact on Businesses, Employment and Households in Samoa (RAS) provided a detailed insight into the affected industries. The RAS covered 119 most affected Enterprises and reported 893 job losses with 64 percent females and 36 percent males reflecting that these affected Industries were dominated by females. The selected Enterprises showed a reduction of 27.8 percent in wages paid which declined from SAT\$48.61 million in 2019 to SAT\$35.11 million for 2020. Of the 200 laid off employees sampled, only 4 percent were able to find work elsewhere. The main alternative source of income stated by laid off employees if border remained closed was Agriculture with 58 percent followed by being Self-Employed with 12 percent. The United Nations (UN) August 2020 COVID-19 Social Economic Response Plan also showed a high decline in these same industries and covered both formal and informal employment estimates.

Achievements

The following achievements were noted:

- Assistance provided to both foreign and local investors thus creating employment opportunities.
- Improved coordination between DP and GOS in planning and implementing projects that impact on employment.
- Additional labour mobility programs were initiated in the SNEP-1 planning cycle: New Zealand's Pacific Trade Partnership (PTP) and Approved-in-Principle (AIP); and Australia's Pacific Labour Scheme (PLS) which recruited workers for semi-skilled jobs (age care, hospitality, and tourism).
- Work undertaken on Green Job Opportunities in Samoa – Cash for Work now operational under the Ministry of Natural Resources and Environment (MNRE) and Ecosystem-based Adaptation (EbA) rolled out via the Civil Society Support Programme (CSSP).

Main resolution & Policy Considerations

During the consultations, participants identified a list of possible actions, and these were deliberated thoroughly via focus group discussions covering a cohort of issues. The following list some possible actions to address these issues:

- Explore the viability in establishing a central agency that is mandated with all employment issues, a dedicated national authority as an example. This is to conduct a feasibility study to explore the merits and costs in establishing such as dedicated national authority. This recommendation was thoroughly debated by Implementing Agencies, and it was agreed to start with a study to confirm if this was feasible. The fact that employment generation in Samoa has stagnated with the current institutional structure was a key motivating factor for this proposal. The NEA would be mandated with all employment related issues and would present these directly to the Ministry of Finance, CDC and Cabinet to negotiate for direct funding from the GOS as well as Development Partners. Although employment is viewed as a cross cutting sector, other sectors such as Environment and Women do have separate Ministries/Agencies and therefore play the lead agency role in these sectors. As such, the Ministry of Environment and Natural Resource (MNRE) and Ministry of Women Community and Social Development (MWCSO) have Sector Coordination Divisions housed within these lead agencies to monitor and coordinate the implementation of their respective sector policies and strategies. The MCIL wear both hats, Employers through its Industry Policies and the Employee under its Labour arm. The feasibility study in setting up a central agency for employment should also look at the functions performed by other related Ministries/Agencies in addition to MCIL to ensure these are appropriately transferred across to avoid duplication.

- Develop and structure the SNEP-2 so that it aligns with the current National Planning and Budgetary process. This would greatly improve the implementation of the SNEP as it will become part of IA's implementation and reporting framework.
- In the absence of a NEA, mechanisms should be developed so that employment strategies outlined in SNEP could be screened separately by the MOF as well as development partners on an annual basis with reporting mechanisms with relevant channels well established.
- Develop M&E Framework and this was discussed at length with IA's to ensure their buy-in and that the baseline and stated targets are realistic. The M&E Framework is in the SNEP-2 Implementation Plan attached.
- The SNEP-2 to be more focused and if possible, identify lead IA's and appropriate costs for the delivering of these policies and strategies.

Other additional recommendations from Stakeholders were noted during the Review:

- Maintain and continue to promote national efforts in developing renewable energy with the Electric Power Corporation (EPC) and MNRE playing a leading role.
- Promote activities implemented by EPC as it transits into 100 percent renewable energy thus creating more Green Job Opportunities. This includes reskilling of their respective workforce.
- Further promote agriculture and fisheries development projects such as SAFPRO, and Samoa Agribusiness.
- Regular update of the National Human Resource and Development Policy: (NHRDP).
- Integrate and work with the Samoa Tourism Workforce Development Plan (STWDP) 2020-2025 under development.
- Ensure timely publication of key indicators through the Labour Market Survey (LMS).
- Continue to update Three Year Tracer Studies and Employer Satisfaction Surveys.
- Continue trainings for job seekers as provided by MCIL and other relevant institutions including non-government organizations.
- Maintain and expand entrepreneurship training and awareness programs conducted by MWCSD for villages to generate rural employment opportunities.
- Promote on-the-job training programs coordinated by the Ministries and Corporation in addition to trainings conducted by PSC and other relevant institutions.
- Update the Human Resource Priority List to match national labour demands with scholarship allocations done through PSC.
- Establish a Disability Reference Group to provide comprehensive perspective on their key issues.
- Link in domestic violence and gender issues to employment matters.
- Promote awareness and coverage of mental health in employment matters.
- Improve access for people with disabilities in workplaces.
- Ensure the national minimum wage is reviewed regularly.

The development of the SNEP-2 has considered key employment issues reflected above and the programmatic prioritisation of implementation is key in determining the success of this Policy. The immediate focus of the SNEP-2 will be on proposing policy actions that will assist employers, employees, and industries to endure the impact of COVID-19. These policy actions should look at resuscitation of severely impacted industries and propose coping mechanisms to curb current levels of employments from declining further.

The SNEP-2 should consider recovery efforts and policy actions once COVID-19 impact has normalised. The actions proposed should link to the increasing of employment numbers and economy recovery back to pre-COVID-19 levels. The challenges and successes that have been experienced during the COVID-19 impact and recovery periods should be well documented to anticipate any future shocks and disruptions. The SNEP-2 situates itself as an ideal document to reflect these challenges and successes.

The SNEP-2 should propose realistically actionable strategies to avoid it becoming a shelved Policy document. The monitoring and reporting of the SNEP-2 should be robust to enable the efficient

providing of effective policy advice to decision-makers. Hence, Policy and Regulatory frameworks need to be consistently monitored and updated to ensure a proactive approach is taken in discussing and tabling employment issues.

The latter part of SNEP-2 should consider the long-standing issues related to employment in Samoa. Given the crucial focus on COVID-19 recovery in this planning cycle, there would be insufficient time to properly address these long-standing employment issues.

Nevertheless, these issues will not be neglected, whereas the small amount of time left in this planning cycle would be spent on addressing some of them; and reviewing some of them to be reflected in the next SNEP planning cycle.

Policy and Planning Context

This SNEP-2 aligns with the Government's short- through long-term strategic direction, specifically:

- Samoa 2040: Transforming Samoa to a Higher Growth Path.
- Strategy for the Development of Samoa and
- Samoa's Sector Plans

PART B: THE SNEP 2021/22 – 2025/26 (SNEP-2) FRAMEWORK

SNEP-2 Vision for Samoa

“Recover, increase, and sustain Samoa’s employment numbers and standards to pre-COVID-19 levels.”

SNEP-2 Pillars, Policies and Objectives

The SNEP-2 has three overarching Pillars: (1) Strengthen Labour Market Demand; (2) Strengthen Labour Market Supply; and (3) Strengthen Employment Policies, Institutions and Regulatory Environment. Moreover, these Pillars are channelled through 16 Policy interventions encompassing 34 Objectives (Refer to Table 2 below for reference).

Table 2: SNEP-2 Pillars, Policies, Objectives, and Implementation Phases

POLICIES	OBJECTIVES
PILLAR 1 – STRENGTHEN LABOUR MARKET DEMAND	
1.1 Stabilise the state of COVID-19 affected industries to ensure current employment level does not decline further.	1.1.1. Maintain and promote affected hospitality industries. 1.1.2. Strengthen access pathways for labour mobility.
1.2. Promote Dual Circulation Economy by focusing on local goods and services.	1.2.1. Generate employment as a result of greater domestic circulation (Increase demand for local products).
1.3. Continue to carry out investment in current employment generation initiatives.	1.3.1. Sustain current investment initiatives to maintain employment levels during COVID-19.
1.4. Increase economic growth and employment generation to pre-COVID-19 level.	1.4.1. Continue to foster domestic demand in the hospitality industries while also restarting international promotion to traditional (and COVID-19 stable) countries. 1.4.2. Strengthen industries that promote local consumption and start refocussing on prioritised development industries for the next ten years (refer to NIDP). 1.4.3. Increase labour mobility numbers to those before COVID-19.
1.5. Sustain economic growth and decent employment generation post-COVID-19 recovery.	1.5.1. Sustain the recovery and slowly grow the hospitality industries beyond the pre-COVID-19 level. 1.5.2. Progress the formalisation of informal businesses.
1.6. Sustain domestic commitment to locally produced goods to ensure the continuous operation of a Dual Circulation Economy.	1.6.1. Strengthen the Private Sector capacity to sustain the supply of their goods and services to the local and international demand.
PILLAR 2 – STRENGTHEN LABOUR MARKET SUPPLY	
2.1. Provide rapid support to those who have become unemployed due to COVID-19.	2.1.1. Provide the necessary tailored trainings at the PSET level. 2.1.2. Upskill and reskill laid off workers from affected industries. 2.1.3. Reskill the labour mobility workers.
2.2. Take decisive actions in dealing with issues related to child labour and street vendors.	2.2.1. Reintegrate child labour into the education system in-line with the compulsory education Policy of GOS.
2.3. Support the access of Female, Youth, and People with Disabilities (PwD) to decent employment opportunities.	2.3.1. Research and take effective actions to promote female employment. 2.3.2. Provide optimum education and decent employment pathways for youth. 2.3.3. Improve access of PwD to decent employment opportunities.
2.4. Overhaul and modernise the education and training system to include emerging skills.	2.4.1. Upskill the labour force with relevant emerging skills in Information, Communication & Technology. 2.4.2. Promote access to online training material for PSET and on-the-job training. 2.4.3. Upgrade Samoa’s National Human Resource Development (HRD) Needs.
2.5. Progress work to incorporate informal employees into the formal sector.	2.5.1 Provide incentives via direct assistance and easing/simplifying reporting requirements for informal enterprises/businesses. 2.5.2 Provide assistance to informal employees through education programs and apprenticeship scheme as they shift towards being formal employees. 2.5.3. Enforce compulsory statutory contributions for all employees. 2.5.4. Regulate the informal sector to promote decent employment standards.
PILLAR 3 – STRENGTHEN LABOUR MARKET POLICIES AND INSTITUTIONS	
3.1. Strengthen Labour Market Policies including decent employment.	3.1.1 Strengthen MCIL and NGO to effectively promote labour market policies. 3.1.2. Monitor and inspect compliance of employers with national labour standards.

POLICIES	OBJECTIVES
	3.1.3. Fully incorporate decent employment standards into Samoa's Employment Regulatory framework for a covid19 build back better employment labour market
	3.1.4. Greater emphasis on Occupational Safety and Health (OSH) monitoring including mental health at the workplace as part of build back employment initiatives.
3.2. Strengthen Employment Services.	3.2.1. Provide support and capacity building initiatives to NGO's providing employment related services.
3.3. Strengthen the linkages of the SNEP-2 to other Policies.	3.3.1. Harmonise the SNEP-2 with the National Planning Framework and other National Policies, building on established linkages and synergies
	3.3.2. Explore employment-related opportunities available via the Pacific Agreement on Closer Economic Relations (PACER) Plus.
3.4. Strengthen the institutional arrangements of IA to better implement the SNEP-2.	3.4.1. Strengthen and explore measures to build the capacities of IA.
	3.4.2. Strengthen the capacity of the SNTF to discuss and decide on employment matters.
3.5. Monitor and report the SNEP-2 progress for efficient and effective decision-making and future planning.	3.5.1. Monitor and report SNEP-2 progress.

SNEP-2 Implementation Phases

The SNEP-2 is proposed to be implemented in three phases spanning over its five-year timeframe. The 3 phase timeframes are not perfectly sequential in that some activities under phase 2 could be implemented whilst the country borders are still under lockdown. The phases are set merely to identify the rationale for the initiated outlined as well as for monitoring purpose.

The three phases are:

1. **Endurance Phase:** During the Endurance Phase, the borders remain closed which resulted in the greatest economic and employment decline in Samoa's recorded and published data by the SBS⁵. The Endurance Phase is dependent on the roll-out of COVID-19 vaccinations and reopening of borders. Nonetheless, the SNEP-2 estimates this Phase to span for the first two years of implementation that is FY2021/22 and first half of FY2022/23.
2. **Recovery Phase:** The Recovery Phase is focussed on returning employment numbers⁶ and state of the economy⁷ to the level it was before COVID-19 that is the level it was by the end of 2019. The pre-COVID-19 level of employment and state of the economy are outlined in the 2016-2020 SNEP Review document. The SNEP-2 estimates this Phase to span for two years after the Endurance Phase that is FY2023/24 and FY2024/25.
3. **Grow and Sustain Phase:** The Grow and Sustain Phase is dependent on the recovery pathway and on any socio-economic developments in Samoa and the region. This Phase is about slowly growing the economy and sustaining the work done during the Recovery Phase. In this Phase the IA's would have to relook at employment issues that were backpedalled due to COVID-19. This is also the ideal time to initiate the final evaluation of the SNEP-2, and plan for the SNEP-3. The Grow and Sustain Phase will cover the final year of the SNEP-2 with the employment aim of build back better.

⁵ 1994 for National Accounts and 1998 for Employment

⁶ Formal Employment (SNPF Numbers) return to 2019 employment numbers for affected industries.

⁷ Real GDP levels for affected industries return to 2019 levels.

PART C: STRATEGIES TO ACHIEVE THE SNEP-2 POLICIES

This Part of SNEP-2 presents the Policy actions to be implemented under each Pillar and at which Phase it is most appropriate to implement.

PILLAR 1: Strengthen Labour Market Demand

Pillar 1 proposes Policies targeted towards maintaining, growing, and sustaining labour market demand. The policies, objectives, and strategies under this Pillar are focussed on facilitating development for employers to ensure the constant growth of their demand for employees.

Policy 1.1: Stabilise the state of COVID-19 affected industries to ensure current employment level does not decline further.

The Issue(s):

Impact of COVID-19 on tourism and hospitality industries

The tourism and hospitality industries are the most affected by the COVID-19. The close of borders halted incoming tourists which was the income source for most accommodation providers. A number of them, with the support of the STA, resorted to revive and target the local market, whereas some have opted to close shop to cut back losses due to COVID-19. The majority of hospitality support services have also closed.

Impact of COVID-19 on labour mobility

The COVID-19 has impacted the labour mobility schemes by limiting worker numbers and mobility options. There have been stops imposed on all schemes resulting in re-deployment of labourers already in New Zealand and Australia. The re-deployed labourers have also had limited options to return to Samoa, due to COVID-19. This has resulted to workers experiencing physical strain due to their continuous re-deployment across multiple employers in New Zealand and Australia.

The issues faced by seafarers are similar to those experienced by workers under the New Zealand and Australia labour mobility schemes. However, the returning of seafarers into Samoa has been a strenuous experience given the ships they were employed on, were stranded in COVID-19 hotspots. Moreover, the ship operators have also opted to source their seafarers from countries closer to their operations due to COVID-19 restrictions.

The Strategies

This Policy proposes five strategies to achieve two objectives. The implementation of these strategies span from the Endurance Phase to the first year of the Recovery Phase. Moreover, the proposed strategies are geared toward the tourism and hospitality industries to endure the impact of COVID-19 and prevent them from closing which translates to complete lay-off of all employees. The other proposed strategies envisage are to maintain or revive the demand of existing labour mobility schemes, which have significantly decreased due to COVID-19.

Table 3: Strategies for the implementation of Policy 1.1

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
1.1.1. Maintain and promote affected hospitality industries.	1.1.1.1. Samoa Tourism Authority (STA) and hospitality industries to develop in-partnership packages that would increase domestic tourism.	Lead IA is STA. Include Hospitality Industries	Endurance Phase (FY2021/22)
	1.1.1.2. STA to promote hospitality industries locally to attract local tourist demand.	Lead IA is STA. Include Hospitality Industries	Endurance Phase (FY2021/22)
	1.1.1.3. Government of Samoa (GOS) to increase targeted assistance for the Tourism industry to sustain their current COVID-19 levels of employment.	Lead IA is Ministry of Finance (MOF), Include STA and Hospitality Industries	Endurance Phase (FY2021/22 & FY2022/23)
1.1.2. Strengthen access pathways	1.1.2.1. Ministry of Commerce, Industry and Labour (MCIL) to continue negotiation with New	Lead IA is MCIL-Labour Employment Export Programs	Endurance Phase (FY2021/22)

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
for labour mobility.	Zealand (NZ) and Australia for convenient mobilising of workers with less stringent COVID-19 requirements.	(LEEP)	
	1.1.2.2. Samoa Shipping Services (SSS) to negotiate with cruise liners and cargo ships for re-employment of Seafarers.	Lead IA is SSS	Recovery Phase (FY2023/24)

Policy 1.2: Promote dual circulation economy by focussing on local goods and services.

The Issue(s):

Limited consumer awareness and purchasing power

The success of the dual circulation economy is sustained by the continuous commitment of locals to consume locally sourced products. Furthermore, having accessible, and understandable product information for locals would ensure their long-term commitment to a product. Most of the local crops, vegetable produce are healthier compared to imported products which require preservative additives. Local produce should be marketed in conjunction with initiatives promoted by the MOH as part of improving the local diets thus reducing the incidence of Non-Communicable diseases in Samoa.

Remittance is expected to remain strong, and it is a significant source of income for families and communities in Samoa. However, the spending of these remittances is immediate with no future planning on how to sustain onto the medium- to long-term. Financial literacy programs are also limited, and they should consider options for re-investment of remittances (e.g., investment in slowly depreciating assets (e.g., dwellings), investment in a business, building an investment portfolio).

Under-researched options for import substitution

Import substitution has been a challenge in the last 4 decades. This has been a combination of factors ranging from limited support for farmers and agro-processing to a complete opening up of tariffs in the late 1990's. The few products that has had success have been eggs, certain vegetables and beef. However, the challenge facing other products that could be successfully substituted are limited local market size, changing consumer preferences and inconsistent supply. The WB SAFPROM project building on the success of the SACEP aims to address some of these challenges but would need to be supplemented with more marketing of local produce and direct tax protection for⁸ selected products based on health benefits.

Undefined linkages of employment to economic development

It was noted in the SNEP-1 Review that it took a silo-approach to implementation. In doing so, the SNEP-1 alienated itself from other existing Strategies and Policies. This resulted in the SNEP-1 having a limited impact and being severely under-reported. Therefore, strengthening these linkages would address these issues and align its Pillar one to the Private Sector development work that is directly done through other existing Strategies and Policies (e.g., Trade, Commerce, and Manufacturing Sector Plan, Samoa Agriculture Sector Plan, Samoa Micro, Small, Medium Enterprises (MSME) Development Policy and Strategy, National Industrial Development Policy (NIDP).

The Strategies

This Policy proposes four strategies to achieve one objective. The implementation of these strategies are all in the Endurance Phase. The proposed strategies are mechanisms that strengthen and build the local consumption for local products based on their health merits, increasing their purchasing power, and building long-term investment thinking.

⁸ For example, higher tax on Noodles as to promote the consumption of local crops.

Table 4: Strategies for the implementation of Policy 1.2

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
1.2.1. Generate employment as a result of greater domestic circulation (Increase demand for local products).	1.2.1.1. Ministry of Health (MOH), Ministry of Agriculture and Fisheries (MAF) and MCIL to promote local produces to increase the local demand.	Lead IA is MOH. Include MAF, MCIL-Fair Trade & Competition Division (FTCD)	Endurance Phase (FY2021/22 & FY2022/23)
	1.2.1.2. Private Sector Employers to conduct supply chain analysis of their local produces to determine stock turnover rate.	Lead IA is Samoa Business Hub. Include Private Sector Employers	Endurance Phase (FY2021/22)
	1.2.1.3. Central Bank of Samoa (CBS), with support from MCIL, to widen the reach of their financial literacy program, by scope (e.g., community outreach) and content (e.g., including remittances re-investment).	Lead IA is CBS. Include MCIL-Industry Development, and Investment Promotion Division (IDIPD)	Endurance Phase (FY2021/22 & FY2022/23)
	1.2.1.4. MCIL to link the SNEP-2 into the work of other existing Policies (e.g., Samoa Micro, Small, and Medium Enterprises (MSME) Development Policy and Strategy) and Sector Plans (e.g., the Trade, Commerce and Manufacturing Sector Plan, Agriculture Sector Plan) to further influence decision-making on business and economic development regimes.	Lead IA MCIL-AELM	Endurance Phase (FY2021/22)

Policy 1.3: Continue to carry out investment in current employment generation initiatives.

The Issue(s):

Limited Government assistance

The Private Sector have raised their concerns on several forums and platforms regarding the effectiveness of GOS stimulus packages as a response to COVID-19. However, it was noted during the development of stimulus packages that there was limited discussions and consultation, and this could have contributed to the backlash. The MOF, CBS and MCIL would lead discussion with inputs from the private sector when developing such measures in the future.

Prior to the COVID-19 pandemic, the GOS was already limiting tax expenditures on incentives and assistance. Fortunately, the assistance from DP projects filled some gaps, but they were also limited to their implementation timeframes. The COVID-19 has caused a resurging need for GOS incentives and assistance and there is a linked-in but standalone document in the MSME Development Policy and Strategy – *The Role of Incentives for MSME in Samoa* – that could be used as a reference point for exploring realistic options to take.

The Strategies

This Policy proposes three strategies to achieve one objective. The implementation of these strategies is all in the Endurance Phase. The proposed strategies are all connected to GOS assistance and incentives programs, and the Samoa Micro, Small, and Medium Enterprises (MSME) Development Policy and Strategy and the National Industrial Development Policy (NIDP) are the appropriate Policies to push forward this agenda.

Table 5: Strategies for the implementation of Policy 1.3

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
1.3.1. Sustain current investment initiatives to	1.3.1.1. GOS through MOF to further explore and roll-out additional stimulus packages to sustain the current levels of employment, to prevent it from declining further.	Lead IA is MOF.	Endurance Phase (FY2021/22 & FY2022/23)

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
maintain employment levels during COVID-19.	1.3.1.2. MCIL to link in the SNEP-2 to the roll-out of the Samoa MSME Development Policy and Strategy to ensure employment generation remains a key component.	Lead IA is MCIL (AELM & IDIPD)	Endurance Phase (FY2021/22)
	1.3.1.3. MCIL to finalise and roll-out the National Industrial Development Policy (NIDP) and ensure linkages with the SNEP-2.	Lead IA is MCIL-IDIPD	Endurance Phase (FY2021/22)

Policy 1.4: Increase economic growth and employment generation to pre-COVID-19 levels.

The Issue(s):

Continuing impact of COVID-19

The medium- to long-term impact of COVID-19 poses uncertainties for employment and economic development. The continuous commitment of all SNEP-2 stakeholders is needed to re-grow the employment numbers and economic development back to pre-COVID-19 levels.

The Strategies

This Policy proposes six strategies to achieve three objectives. The implementation of these strategies span across all Phases. The proposed strategies are geared toward reinvigorating key COVID-19 affected industries to reach pre-COVID-19 employment and economic development levels.

Table 6: Strategies for the implementation of Policy 1.4

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
1.4.1. Continue to foster domestic demand in the hospitality industries while also restarting international promotion to traditional (and COVID-19 stable) countries.	1.4.1.1. STA and hospitality industries to continue local promotion while also restarting promotion to traditional markets.	Lead IA is STA. Include Hospitality Industries	Recovery Phase (FY2023/24)
	1.4.1.2. STA and the tourism industry to work closely with the MOH and front-line agencies to reach reasonable COVID-19 compliance requirements for travellers.	Lead IA is MFR. Include Hospitality Industries STA, MOH	Endurance Phase (FY2022/23)
1.4.2. Strengthen industries that promote local consumption and start refocussing on prioritised development industries for the next ten years (refer to NIDP).	1.4.2.1. Private Sector Employers to learn from their supply chain analysis and determine products that they can reasonably substitute and advise the GOS on the outcomes of their analysis for immediate policy action.	Lead IA is Samoa Business Hub. Include Private Sector Employers	Endurance and Recovery Phases (FY2022/23 & FY2023/24)
	1.4.2.1. MCIL to link in the SNEP-2 to the work of the NIDP.	Lead IA is MCIL- AELM & IDIPD	Endurance Phase (FY2021/22)
1.4.3. Increase labour mobility numbers to those before COVID-19.	1.4.3.1. MCIL to continue discussions and negotiations with New Zealand and Australian Governments and Employers to resume full operations of the labour mobility programs. In addition, MCIL to continue with the development and utilize the Internal Recruitment Database (IRD) and Operating Procedure Manual to securitize RSE,	Lead IA is MCIL-LEEP	Recovery Phase (FY2023/24)

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
	SWP, PTP and PLS applicants to ensure ⁹ current requirements are satisfied.		
	1.4.3.2. MCIL to advance further negotiations with NZ and Australia for expansion of labour mobility programs to other industries including trade skills.	Lead IA is MCIL-LEEP	Grow and Sustain Phase (FY2025/26)

Policy 1.5: Sustain economic growth and decent employment generation post-COVID-19 recovery.

The Issue(s):

Low Labour Force Participation Rate (LFPR)

The LFS reported about 62,900 of the population outside of the labour force who are comprised of people who are not willing to be employed, including students, old age and those engaged in unpaid domestic duties with about 90.8 percent indicating 'not wanting employment' as the main reason for being outside the labour force."

The LFPR stood at 44.3 percent which is the proportion of the working age population that engages actively in the labour market, either by working or looking for work. The figure in 2017 although has increased from 32.2 percent (2012 figure) is still less than half (50 percent) and this is somewhat considered low.

The Strategies

This Policy proposes four strategies to achieve two objectives. The implementation of these strategies span from the latter half of the Recovery Phase to the Grow and Sustain Phase. Not only are these strategies geared towards recovery measures, but they are also proposing measures that aim to grow beyond the normal level. These strategies are also linked to the implementation of Policy 2.5.

Table 7: Strategies for the implementation of Policy 1.5

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
1.5.1. Sustain the recovery and slowly grow the hospitality industries beyond the pre-COVID-19 level.	1.5.1.1. STA to reset international promotional campaigns with focus on emerging markets (e.g., Asian countries).	Lead IA is STA	Recovery Phase (FY2023/24)
	1.5.1.2. STA and hospitality industries to develop competitive package deals for tourists from emerging markets.	Lead IA is STA. Include Hospitality Industries	Recovery Phase (FY2023/24)
1.5.2. Progress the formalisation of informal businesses.	1.5.2.1. Ministry of Customs and Revenue (MCR) to consider compulsory incorporation of all licensed businesses in the tax system.	Lead IA is MCR	Recovery Phase (FY2024/25)
	1.5.2.2. Samoa National Provident Fund (SNPF) to link in with the MCR system and start compulsory incorporation of all employers into the fund.	Lead IA is SNPF. Include MCR	Grow and Sustain Phase (FY2025/26)

⁹ Current Requirements could be amended as Government sees fit based on prevailing government policies including outcome from "The Impact of Seasonal Workers Study in Samoa." As an Example: (i) Applicants must be unemployed OR (ii) Employed Applicant must be earning an annual salary below SAT\$5,000 p.a

Policy 1.6: Sustain domestic commitment to locally produced goods to ensure continuous operation of a dual circulation economy.

The Issue(s):

Limited research and development opportunities

The research and development for products is the onus of the interested Private Sector entity. However, the tools for product research and development are not readily available, this was a justification for the establishment of the Scientific Research Organisation of Samoa (SROS). However, the strengths that SROS has in scientific research are negated by the limited business and financial research of products. This is where the Ministry of Agriculture and Fisheries (MAF) intervenes as the key agency for agriculture economics and development.

Limited nutritional information for local produces

Specifically for locally produced food products, their nutritional information is not readily available. Hence, there is limited information on local produces for consumers to immediately assess local produces against imported goods. Samoans also have limited understanding, or are misinformed about product information (e.g., not knowing how to properly read nutritional information).

The Strategies

This Policy proposes three strategies to achieve one objective. The implementation of these strategies span across all Phases. The proposed strategies link in Research and Development for products, to enable producers to grow and therefore increasing their labour demand.

Table 8: Strategies for the implementation of Policy 1.6

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
1.6.1. Strengthen the Private Sector capacity to sustain the supply of their goods and services to the local and international demand.	1.6.1.1. MAF and Scientific Research Organisation of Samoa (SROS) to support the Private Sector in research and development of additional goods that could be reasonably substituted and sustained in Samoa.	Lead IA is SROS. Include MAF	Endurance Phase (FY2021/22 & FY2022/23)
	1.6.1.2. MOH to conduct effective public awareness campaigns on nutrition.	Lead IA is MOH	All Phases (All FYs)
	1.6.1.3. MOH (with support from MCIL) to advise MCR on imposing excise tax on nutritional-deficient food products; and increasing the tariff for imported products that could be sustainably substituted in Samoa. Consideration should also be given to raw products that are needed for local processing and consumption.	Lead IA is MOH. Include MCIL-FTCD, MCR	Grow and Sustain Phase (FY2025/26)

PILLAR 2: Strengthen Labour Market Supply

Pillar Two proposes policies targeted towards building the capacities of labour market supply. The policies propose strategies that ensure employable persons could easily access decent employment opportunities. In detail, the policies, - of the labour force; establishing career pathways; and facilitating employment access for vulnerable groups.

Policy 2.1: Provide rapid support to those who have become unemployed due to COVID-19.

The Issue(s):

Laid-off employees due to COVID-19

At the industry level, the most affected in terms of annual job losses between 2020 and 2019 was in “Accommodation” which registered 529 job losses (316 males; 213 females). This was followed by “Transportation”, “Construction”, “Restaurant” and “Personal Services” sectors. This decline was offset by increases in “Commerce”, “Public Administration” and “Finance Services”. Total wages declined between 2019 and 2020 by: SAT\$4.1 million in “Accommodation”; SAT\$0.47 million in “Transport”; SAT\$0.3 million in “Personal Services”; and SAT\$0.1 million in “Restaurants”.

The Rapid Assessment of the COVID-19 Impact on Businesses, Employment and Households in Samoa (RAS) provided a detailed insight into the affected industries. The RAS covered 119 Enterprises most affected and reported 893 job losses with 64 percent females and 36 percent males reflecting that these affected Industries were dominated by females. The selected Enterprises showed a reduction of 27.8 percent in wages paid which declined from SAT\$48.61 million in 2019 to SAT\$35.11 million for 2020. Of the 200 laid off employees sampled, only 4 percent were able to find work elsewhere.

Low educational attainment

The LFS reported that only 44.3 percent of the labour force completed Primary Education, and only 11.4 19.47 percent have completed Tertiary Education. The LMS also recorded similar results where it noted 53 percent of the formal Private Sector workforce (18,295 persons) completed secondary education and only 29 percent finished tertiary level education.

Skill shortages

The LMS recorded 571 of 932 formal Private Sector employers (61 percent) reported skills shortage as a challenge for their businesses. By occupation, the “Service and Sales Workers” have the highest number of skill shortage, while “Skilled Agriculture, Forestry and Fishery Workers” have the least. The “Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles” industry has the highest number of employees with skills shortage.

Although, the Private Sector employers reported skills shortage, they did not specify the exact skills that were lacking, and in which areas that upskilling, and trainings were needed.

The Strategies

This Policy proposes four strategies to achieve three objectives. The implementation of these strategies span across all Phases. The proposed strategies are geared towards reskilling of laid-off employees due to COVID-19, to enable them to find other employment opportunities.

Table 9: Strategies for the implementation of Policy 2.1

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
2.1.1. Provide the necessary tailored trainings at the PSET level.	2.1.1.1. Ministry of Education, Sports and Culture (MESC) and Education Institutions to commit to increasing the number of training and upskilling opportunities available to those who were left unemployed by COVID-19.	Lead IA is MESC. Include Education Institutions	Endurance Phase (FY2021/22 & FY2022/23)

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
2.1.2. Upskill and reskill laid off workers from affected industries. Continue with the apprenticeship scheme	2.1.2.1. Private Sector Employers and Education Institutions to commit to upskilling and reskilling their laid off staff.	Lead IA is SQA. Includes Samoa Business Hub, MCIL and MESC	Recovery & Grow and Sustain Phases (FY2023/24 & FY2025/26)
2.1.3. Reskill the labour mobility workers.	2.1.3.1. MCIL and SSS to effectively conduct behaviour trainings of their labour mobility workers.	Lead IA is SSS. Includes MCIL-LEEP,	All Phases (All FYs)
	2.1.3.2. MCIL to strengthen pre-departure and reintegration training for labour mobility workers.	Lead IA is MCIL-LEEP	Endurance & Grow and Sustain Phases (FY2021/22 & FY2025/26)

Policy 2.2: Take decisive actions in dealing with issues related to child labour and street vendors.

The Issue(s):

Increasing number of children that are street vendors

The increasing number of children that are selling goods in Apia has been a consistent problem. The two reasons this has become an issue is (1) these children are selling goods during school hours; and (2) these children are becoming increasingly susceptible to being harmed (traffic accidents, physically or sexually abused) and becoming criminals (theft, burglary, damaging properties)¹⁰.

The Strategies

This Policy proposes two strategies to achieve one objective. The implementation of these strategies span from the Recovery Phase to the Grow and Sustain Phase. The strategies call on the relevant implementing agencies to take decisive actions to reintegrating these children back into their communities and the education system.

Table 10: Strategies for the implementation of Policy 2.2

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
2.2.1. Reintegrate children labour into the education system in-line with the compulsory education Policy of GOS.	2.2.1.2. Ministry of Police (MOP), MESC, and Ministry of Women, Community and Social Development (MWCSD) to take decisive measures in curbing child labour and street vendor issues in Samoa.	Lead IA is MOP. Include MOH, MESC, MWCSD	Recovery Phase (FY2024/25)
	2.2.1.1. MOP, MESC, MWCSD and MCIL to implement recommendations proposed by Studies done on street vendors and child labours.	Lead IA is MOP. Include MESC, MWCSD, MCIL-IROSHWP & AELM	Grow and Sustain Phase (FY2025/26)

¹⁰ Report of the 2017 Rapid Assessment of Children Working on the Streets in Apia, Samoa.

Policy 2.3: Support the access of Females, Youth, and People with Disabilities (PwD) to decent employment opportunities.

The Issue(s):

Anomalies of Female employment

The LFS 2017 reported that females only make up 33 percent of the 41,142 employed population. That is only 13,613 females. The interesting finding from these figures is that female employment peak at the 25-29 age group and then the participation figures start declining thereafter. Male employment peak at the 20-24 age group and these figures remains more or less constant until the 45-49 age group. Moreover, the LFS 2017 also reported the majority of underutilised labour are female, and they also account for about 60 percent of the population outside of the labour force.

The LFS 2017 also reported that there is large number of population engaged in unpaid domestic and household care work, which may coincide with the Census 2016 finding – *“Women dominated domestic work and men dominated subsistence work which reflected cultural division of work in the Samoan society.”*

Increased Youth unemployment

The LFS 2017 reported the increase of youth unemployment from 16.4 percent in 2012, to 31.9 percent in 2017. Youth unemployment is also suspected to have increased further due to COVID-19.

Low representation of People with disabilities

From the LFS 2017, 2,604 persons of the WAP were found to have a disability, and the LFPR for people with disability was 7.3 percent (i.e., 190 of 2,604), which is extremely low, and the majority are employed in the Education sector. However, the unemployment rate for people with disability was 10.8 percent of the labour force

The Strategies

This Policy proposes eight strategies to achieve three objectives. The implementation of these strategies span across all Phases. The proposed strategies are geared towards better understanding and addressing of bottlenecks faced by vulnerable groups when trying to access employment opportunities.

Table 11: Strategies for the implementation of Policy 2.3

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
2.3.1. Promote female employment.	2.3.1.1. MCIL and Samoa Qualifications Authority (SQA) with support from MWCSD to conduct a research on the underlying barriers for women in the labour market.	Lead IA is MCIL-Apprenticeship, Employment, Labour Market (AELM), SQA, MWCSD	Recovery Phase (FY2023/24)
	2.3.1.2. MESC and Education Institutions to provide PSET training, upskilling, and reskilling opportunities targeting women (building on the research on women employability).	Lead IA is MESC. Include Education Institutions	Recovery Phase (FY2024/25)
	2.3.1.3. MCIL to offer tailored employment services for women.	Lead IA is MCIL-AELM	Grow and Sustain Phase (FY2025/26)
	2.3.1.4. MCIL to conduct public awareness of the updated LERA, especially on provisions that cover harassment in the workplace.	Lead IA is MCIL-Industrial Relations, Occupational Safety & Health, and Work Permits (IROSHWP)	Endurance & Grow and Sustain Phases (FY2022/23 & FY2025/26)
2.3.2. Provide optimum education and decent employment pathways for youth.	2.3.2.1. MESC and Education Sector to incorporate labour demand data and information in their policymaking.	Lead IA is MESC. Include Education Sector	All Phases (FY2021/22, FY2023/24 & FY2025/26)
	2.3.2.2. Education Institutions to incorporate employment prospects and pathways for the programs they offer.	Lead IA is MESC. Include Education Sector	Endurance Phase (FY2021/22 & FY2022/23)

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
2.3.3. Improve access of PwD to decent employment opportunities.	2.3.3.1. Public and Private Sector Employers to incorporate infrastructure that promote access for PwD in their businesses and workplaces.	Lead IA is MCIL. Include Public and Private Sector Employers	Grow and Sustain Phase (FY2025/26)
	2.3.3.2. MCIL to ensure the PwD issues are incorporated into the labour Policy and Regulatory framework.	Lead IA is MCIL-IROSHWP	Recovery Phase (FY2023/24)

Policy 2.4: Overhaul and modernise the education system to include emerging skills.

The Issue(s):

Education system not supplying the labour needed

There continues to be a mismatch between what the labour market demands and the supply that is provided by our education system. This is further amplified by two problems: (1) the limited data and information on labour market demands (e.g., skills shortages, training needs, etc.); and (2) the limited inclusion of current labour demand and supply statistics into the planning framework of the Education Sector. The Education Sector is continuously reforming, but whether the challenge is to translate these changes to an optimal matching of labour supply to demand.

Limited skills and knowledge in Information Technology (IT)

The digital economy plays a vital role in supporting employment initiatives. Unfortunately, the capacity and infrastructure to service the demand for ICT skills and knowledge is limited. Employers are seeing the value and role of ICT in sustaining their businesses, and their labour demands are starting to reflect this.

The COVID-19 has also catapulted the demand for virtual classrooms, meetings, conferences, and the labour force need to be upskilled to enable themselves to navigate through these platforms.

Limited understanding of Green Jobs

Green jobs are decent employment that contributes towards preserving or environmental restoration and covers sectors such as renewable energy, transportation, manufacturing and construction to name a few. Current efforts in promoting green jobs in electricity generation, agriculture and projects protecting the environment would still be prioritized and coordinated under the respective Implementing Agencies.

The Strategies

This Policy proposes five strategies to achieve three objectives. The implementation of these strategies span from the Endurance Phase to the first year of the Recovery Phase. The proposed strategies are geared towards modernising and continuous reviewing of curriculums and the National Human Resource Development Needs, to ensure they are responsive to development and employment needs.

Table 12: Strategies for the implementation of Policy 2.4

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
2.4.1. Upskill the labour force with relevant emerging skills in technology.	2.4.1.1. MESC, Education Institutions, and Training Providers to review their curriculum and include teachings and theories on the different fields of information technology.	Lead IA is MESC. Include Education Institutions	Recovery Phase (FY2023/24 & FY2024/25)
2.4.2. Promote access to online training material for PSET and on-the-job training.	2.4.2.1. MESC, Education Institutions, and MCIL to promote access to teaching and training materials, e.g., publicly available online courses.	Lead IA is MESC. Include Education Institutions	Endurance Phase (FY2021/22 & FY2022/23)

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
2.4.3. Upgrade Samoa's National Human Resource Development (HRD) Needs.	2.4.3.1. PSC to review and update the Samoa National HRD Needs to refocus on emerging skills needed.	Lead IA is PSC	Endurance Phase (FY2021/22)
	2.4.3.2. MCIL to review the Labour Market Survey questionnaire to include better coverage of Green Jobs and Private Sector training needs and skills shortage.	Lead IA is MCIL-AELM	Endurance Phase (FY2021/22)
	2.4.3.3. PSC to ensure incorporation of Private Sector HRD needs into their review and update.	Lead IA is PSC	Recovery Phase (FY2023/24)

Policy 2.5: Progress work to incorporate informal employees into the formal sector.

The Issue(s):

Provide incentives and support for the transition from Informal to formal employment

One of the lessons from the SNEP-1 was the transition from informal to informal requires additional support. This includes a combination of incentives and trainings offered to enable this transition.

Limited Social Protection in the informal economy

The Samoa National Provident Fund (SNPF) and Accident Compensation Corporation (ACC) are mandated to implement and monitor statutory deductions, which are expected long-term benefits for employees. Unfortunately, workers in the informal economy are not becoming part of the SNPF and ACC, leaving them with limited financial access and credibility, and no retirement plan.

Informal employment infringement of decent employment provisions

Due to the lack of information on the informal sector, it is challenging to determine whether they are following the stipulated labour standards and protection under the Labour and Employment Relations Act (LERA). The SNEP-2 should reassess the scope of the informal sector with a view towards transition towards the formal sector.

The Strategies

This Policy proposes three strategies to achieve two objectives. The implementation of these strategies is in the Endurance and the Grow and Sustain Phases. The proposed strategies are geared towards building the Social Protection and financial credibility of all employees in the informal sector. The other strategies propose policing of the informal sector to ensure compliance with decent work standards.

Table 13: Strategies for the implementation of Policy 2.5

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
2.5.1 Provide incentives via direct assistance and easing/simplifying reporting requirements for informal enterprises/businesses.	2.5.1.1. MCR to provide incentives to Informal Enterprises/Businesses such as transitional period for enforcement of their tax obligations.	Lead is MCR	Endurance & Grow and Sustain Phases
	2.5.1.2. MCR to provide trainings for Informal Enterprises/Businesses on Income Tax and VAGST Reporting obligation. Also included is ACC and SNPF obligations	Lead is MCR – SNPF, ACC	Endurance & Grow and Sustain Phases
2.5.2 Regulate the informal sector to promote decent employment standards and promote the transition to formal employment.	2.5.2.1 MCIL to offer apprenticeship scheme for employees in the informal sector that have committed to transition to the formal sector.	MCIL	Grow and Sustain Phase (FY2025/26)
2.5.3. Enforce compulsory statutory contributions for all employees.	2.5.3.1. SNPF to roll-out public awareness campaign on statutory deductions and enforce compulsory deductions for all	Lead IA is SNPF	Grow and Sustain Phase (FY2025/26)

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
	employers and employees. 2.5.3.2. Accident Compensation Corporation (ACC) to modernise and streamline their processes for easy access of employees.	Lead IA is ACC	Grow and Sustain Phase (FY2025/26)
2.5.4. Regulate the informal sector to promote decent employment standards.	2.5.4.1. MCIL to ensure the LERA scope expands to cover under-reported employment grievances in the informal sector.	Lead IA is MCIL-IROSHWP	Endurance & Grow and Sustain Phases (FY2021/22 & FY2025/26)

PILLAR 3: Strengthen Employment Policies, Institutions, and Regulatory Environment

Pillar Three proposes Policies targeted towards strengthening national employment Policy and Regulatory Framework and Implementing Agencies to ensure successful implementation of the SNEP-2. The policies, objectives, and strategies under this Pillar are focussed on strengthening the Policies, implementation arrangements, and linkages of the SNEP-2.

Policy 3.1: Strengthen Labour Market Policies including decent employment.

The Issue(s):

Lay the foundation for building back better employment labour market with decent work standards

There is a need to lay the foundation as to build back better employment labour market. This could be achieved by improving MCIL and relevant NGO's capacity including SNTF to promote relevant labour market policies, improve compliance and to develop national labour standards.

Greater Emphasis on Occupational Safety and Health Standards (OSH)

This policy advocates for greater emphasis on OSH through a collaboration of relevant MCIL Divisions, Other key Ministries and relevant Non-Government Organizations.

Compliance with decent work standards

The challenges presented by the COVID-19 could possibly result in non-compliance with decent work standards. Decent work sums up the aspirations of people in their working lives. It involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organise and participate in the decisions that affect their lives and equality opportunity and treatment for all women and men.¹¹

The Strategies

This Policy proposes eleven strategies to achieve four objectives. The implementation of these strategies span across all Phases. The proposed strategies stipulate key areas for Policymakers to implement to ensure decent work standards are maintained as part of build back better employment campaign.

Table 14: Strategies for the implementation of Policy 3.1

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
3.1.1. Strengthen MCIL and NGO to effectively promote labour market policies.	3.1.1.1 Relevant MCIL Divisions and selected NGO's to undertake appropriate formal trainings.	Lead IA is MCIL	Endurance Phase (FY2022/23)
3.1.2. Monitor and inspect compliance of employers with national labour standards.	3.1.2.1. MCIL to conduct monitoring visits and spot-checks to ensure compliance of employers and employees with labour standards.	Lead IA is MCIL-IROSHWP	All Phases (All FYs)
	3.1.2.2. MCIL to strengthen the accessibility of employees and employers to their mediation services.	Lead IA is MCIL-IROSHWP	All Phases (All FYs)
	3.1.2.3. MCIL to strengthen their capacities to provide mediation services for employment grievances.	Lead IA is MCIL-IROSHWP	All Phases (All FYs)
	3.1.2.4. Develop a program for enterprises/businesses that would like to be accredited according to compliance with national labour standards and monitor their performances on a regular basis.	Lead IA is MCIL	Endurance & Grow and Sustain Phases (FY2021/22 & FY2025/26))
	3.1.2.5. Develop a National Labour Standard Compliance Index for enterprises/businesses that have been	Lead IA is MCIL	Endurance & Grow and Sustain Phases (FY2021/22 &

¹¹ <https://www.ilo.org/global/topics/decent-work/lang--en/index.htm>

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
	registered.		FY2025/26)
3.1.3. Fully incorporate decent employment standards into Samoa's Employment Regulatory framework for a covid19 build back better employment labour market	3.1.3.1. MCIL to review the LERA to align with decent employment standards.	Lead IA is MCIL-Legal Division and Labour Divisions (IROSHWP, AELM, LEEP)	Endurance & Grow and Sustain Phases (FY2021/22 & FY2025/26)
	3.1.3.2. MCIL and SNTF to conduct timely reviews of the national minimum wage.	Lead IA is MCIL-IROSHWP, SNTF	Recovery Phase (FY2023/24)
	3.1.3.3. MCIL to work with SBS and the SNTF to review the working age population to ensure uniformity of data and information for policymaking.	Lead IA is MCIL-AELM, SBS, SNTF	Endurance Phase (FY2022/23)
	3.1.3.4. MCIL and SNTF with technical support from ILO to continue the ratification and compliance with labour conventions	Lead IA is MCIL-IROSHWP, SNTF	All Phases (All FYs)
	3.1.3.5. MCIL to ensure the LERA scope expands to cover unpaid domestic and household care work.	Lead IA is MCIL-IROSHWP	Endurance & Grow and Sustain Phases (FY2021/22 & FY2025/26)
3.1.4 Greater emphasis on Occupational Safety and Health (OSH) monitoring including mental health at the workplace as part of build back employment initiatives.	3.1.4.1. Develop and implement awareness programs on Occupational Safety and Health (OSH) including mental health at the workplace	Lead IA is MCIL	All Phases (All FYs)

Policy 3.2: Strengthen the linkages of SNEP-2 to other Policies

The Issue(s):

Capacity Building for NGO's providing employment related services

Employment Services is also provided by non-government organizations. It is important that MCIL and the relevant NGO's liaise together to ensure the consistency and that the services they offer complement each other. In addition, it is crucial that support and capacity building is provided to NGO's.

Increasing Role of NGO Actors in providing employment services

NGO are playing an increasing role in the provision of support in terms of employment services. These compliments the activities currently performed by the Ministry of Commerce Industry and labour. The main focus is to ensure NGO's are well equipped through capacity building initiatives as well as ongoing dialogue with MCIL to ensure their respective activities are complementary.

The Strategies

This Policy proposes two strategies to achieve one objectives. The implementation of these strategies span across all phases.

Table 15: Strategies for the implementation of Policy 3.2

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
3.2.1. Provide support and capacity building initiatives to NGO's providing employment related services.	3.2.1.1. Provide formal training opportunities for selected NGO's that are providing employment related services.	Lead IA is ILO and MCIL, MOF	All Phases (All FYs)
	3.2.1.2. Conduct workshops between MCIL and selected NGO on relevant topics relating to employment services.	Lead IA is MCIL-ILO, MOF	All Phases (All FYs)

Policy 3.3: Strengthen the linkages of the SNEP-2 to other Policies.

The Issue(s):

The Final Review of the SNEP-1 highlighted the following issue:

- The SNEP-1 was secluded from the adopted and operationalized Government planning and budgetary framework and processes.

The Strategies

This Policy proposes four strategies to achieve two objectives. The implementation of these strategies span across all Phases. The proposed strategies are geared towards enhancing the linkages of the SNEP-2 to other national Policies.

Table 15: Strategies for the implementation of Policy 3.2

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
3.3.1. Harmonise the SNEP-2 with the National Planning Framework and other National Policies, building on established linkages and synergies	3.3.1.1. MCIL to work with MOF to link in the implementation of the SNEP-2 to the overarching National Planning Framework.	Lead IA is MCIL (AELM). Include MOF	All Phases (FY2021/22, FY2023/24 & FY2025/26)
	3.3.1.2. MCIL to strengthen linkages of the SNEP-2 with the Education Sector and Economic Sectors to better link and facilitate labour demand and supply.	Lead IA is MCIL (AELM, IROSWP, LEEP), MESC, MOF, MAF	All Phases (All FYs)
	3.3.1.3. MCIL to strengthen linkages of the SNEP-2 with their other Policies (e.g., the MSME, NIDP, National Investment Policy Statement, National Intellectual Properties Statement, etc.).	Lead IA is MCIL (AELM)	All Phases (FY2021/22, FY2023/24 & FY2025/26)
3.3.2. Explore employment-related opportunities available via the Pacific Agreement on Closer Economic Relations (PACER) Plus.	3.3.2.1. MFAT with support from the MCIL to roll-out public awareness campaigns on PACER Plus especially on Trade in Services and Labour Mobility.	Lead IA is MFAT. Include MCIL (All relevant Divisions)	Endurance and Recovery Phases (FY2022/23 & FY2024/25)

Policy 3.4: Strengthen the institutional arrangements of Implementing Agencies to better implement the SNEP-2.

The Issue(s):

The Final Review of the SNEP-1 highlighted the following issues:

- The SNEP-1 had a broad coverage with minimal consideration on the current resource constraints.

The Strategies

This Policy proposes six strategies to achieve two objectives. The implementation of these strategies span across all Phases. The strategies are geared toward strengthening institutional arrangements for the SNEP-2.

Table 16: Strategies for the implementation of Policy 3.3

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
3.4.1. Strengthen and explore measures to build the capacities of IA.	3.4.1.1. Implementing Agencies (IA) to strengthen their Institutional capacities to effectively implement, coordinate and report on SNEP-2 and other employment generation and economic development Policies.	Lead IA is MCIL. Include All IA	All Phases (All FYs)

3.4.2. Strengthen the capacity of the SNTF to discuss and decide on employment matters.	3.4.1.2. MCIL to strengthen inter-ministerial networks, linkages, and cooperation to ensure inclusiveness and ownership of SNEP-2 implementation.	Lead IA is MCIL-AELM	All Phases (All FYs)
	3.4.1.3. MCIL to conduct a feasibility study to establish a National Employment Authority.	Lead IA is MCIL-AELM	Grow and Sustain Phase (FY2025/26)
	3.4.2.1. MCIL to efficiently provide thorough information to the SNTF to ensure they make informed and effective decisions.	Lead IA is MCIL-IROSHWP & AELM	All Phases (All FYs)
	3.4.2.2. MCIL, with support from ILO to provide information on international labour developments that could influence the work of the SNTF.	Lead IA is MCIL-IROSHWP, ILO	All Phases (All FYs)
	3.4.2.3. SNTF to take ownership of and commit themselves to the implementation of their decisions.	Lead IA is MCIL. Include SNTF	All Phases (All FYs)

Policy 3.5: Monitor and report the SNEP-2 for efficient and effective decision-making and future planning.

The Issue(s):

The Final Review of the SNEP-1 highlighted the following issue:

- There was an absence of a clear M&E Framework and limited implementation, monitoring and reporting done by the responsible MCIL Division. Hence, reporting did not reach the key decision-making forums such as the CDC and GOS budget screening directly.

SNTF and MCIL to improve and coordinate the SNEP-2 Implementation

During consultation it was highlighted that the role of SNTF and MCIL are vital in ensuring the SNEP reporting are well coordinated, and that key decision are reflected at the highest level to ensure resources are made available as to implement SNEP-2 activities.

The Strategies

This Policy proposes three strategies to achieve one objective. The implementation of these strategies span across all Phases. The proposed strategies are geared towards better monitoring, evaluation, and reporting of the SNEP-2.

Table 17: Strategies for the implementation of Policy 3.4

OBJECTIVES	STRATEGIES	RESPONSIBLE AGENCIES	TIMEFRAME
3.5.1. Monitor and report SNEP-2 progress.	3.5.1.1. MCIL to monitor and report the progress of the SNEP-2 to the SNTF on a quarterly basis.	Lead IA is MCIL-AELM	All Phases (All FYs)
	3.5.1.2. MCIL and SNTF to conduct the mid-term and final evaluation of the SNEP-2 in the relevant time periods.	Lead IA is MCIL-AELM, SNTF	Recovery & Grow and Sustain Phases (FY2023/24 & FY2025/26)
	3.5.1.3. MCIL and SNTF to take relevant SNEP-2 realignment based on findings from the M&E reports.	Lead IA is MCIL-Labour Divisions (AELM, IROSHWP, LEEP), SNTF	Recovery & Grow and Sustain Phases (FY2023/24 & FY2025/26)

PART D: MOBILISING, MONITORING AND REPORTING THE SNEP-2

SNEP-2 Implementation and Implementing Agencies

The implementation of the SNEP-2 is aligned to the fiscal year of the GOS. The Implementation Plan presented in Annex 3 presents the expected timeframe to implement the SNEP-2 strategies. This sustains the momentum of the Policy implementation. The GOS fiscal year spans from the 1st of July to 31st June, therefore the fiscal year quarters indicated in the Implementation Plan have the following timeframes:

- Quarter 1 (Q1): 1st July to 30th September
- Quarter 2 (Q2): 1st October to 31st December
- Quarter 3 (Q3): 1st January to 31st March
- Quarter 4 (Q4): 1st April to 30th June

The Implementation Plan also specifies the IA responsible for each strategy as well as the Lead implementing Agency. The SNTF would play a vital role in monitoring the SNEP implementation. For ease of reference the following is a list of all SNEP-2 IA:

1. Accident Compensation Corporation (ACC)
2. Central Bank of Samoa (CBS)
3. Education Institutions
4. Education Sector
5. Government of Samoa (GOS)
6. Hospitality Industries
7. International Labour Organization (ILO)
8. Ministry of Agriculture and Fisheries (MAF)
9. Ministry of Commerce, Industry, and Labour (MCIL)
 - Apprenticeship, Employment, and Labour Market Division (AELM)
 - Fair Trading, Codex Alimentarius, and Consumer Protection Division (FTCD)
 - Industrial Relations, Occupational Safety & Health, and Work Permits (IROSHWP)
 - Industry Development and Investment Promotion Division (IDIPD)
 - Labour Employment Export Programmes (LEEP)
 - Legal Division (LD)
10. Ministry of Customs and Revenue (MCR)
11. Ministry of Education, Sports, and Culture (MESC)
12. Ministry of Finance (MOF)
13. Ministry of Health (MOH)
14. Ministry of Police (MOP)
15. Ministry of Women, Community, and Social Development (MWCSD)
16. Private Sector Employers
17. Samoa National Provident Fund (SNPF)
18. Samoa National Tripartite Forum (SNTF)
19. Samoa Qualifications Authority (SQA)
20. Samoa Shipping Services (SSS)
21. Samoa Tourism Authority (STA)
22. Scientific Research Organisation of Samoa (SROS)

The implementing of the SNEP-2 is wide, and the strategies are specific enough for the IA to understand what needs to be done. However, the process of implementation should be effectively coordinated and organized.

SNEP-2 Monitoring and Reporting

The reporting of the SNEP-2 implementation will be done on a quarterly basis by the MCIL (AELM Division) to the SNTF, with support from the MCIL Labour Divisions (IROSHWP and LEEP).

APPENDICES

Appendix 1: Rationale for SNEP Format and Approach

Since the outbreak of COVID-19, the ILO has produced a comprehensive guide in addressing the impact of the crisis on employment. The framework recommends four pillars to guide recovery efforts at the national level. The pillars are shown below.



Source: 2019: ILO "A policy framework for tackling the economic and social impact of the COVID-19 crisis"

Relevant areas from this framework have been adopted or are similar to what was developed in the 2021/22-2025/26 SNEP. However, areas that were not relevant to the Samoan context and environment have been omitted. Furthermore, the SNEP takes an imbalanced approach to developing the second Samoa National Employment Policy. It proposes a pilot project to be developed by IA's and MCIL and DP's and if successful could be rolled out nationally in coming policies.

One of the key if not the main lessons drawn from the first SNEP was the structure and approach in which the SNEP was developed that resulted in 3 key lessons:

1. The SNEP did not reflect local priorities, available resources and absorptive capacity of IA's. As such, the first SNEP followed conventional format thus dealing with all employment issues at once. This was a result of trying to please all stakeholders thus adopting a short-term planning approach that all issues could be addressed in a 5-year period. Revise to, "The first SNEP covered areas that were not significant or relevant to the Samoan context, and thus hindered its effectiveness and implementation within the planning and budgetary framework for Samoa."

2. Considering the many challenges during the implementation of the first SNEP, we need to have a policy that can be implementable and suit the Samoan context. *As an example, costing for implementing the first SNEP was never discussed with LA's as what was done for the 2021/22-2025/26 SNEP.*
3. Finally, the first SNEP averaged all issues, took a national approach, and did not look at the specific issues of why this group or region was not employed and the different challenges facing each district, community, or village. *As an example, Gender employment in Samoa is a mixed bag with different operating factors. Management and Senior Management in the public sector is dominated by females which is a natural progression as more males are dropping out at the Secondary and Tertiary levels. This has been identified by the Ministry of Education Sports and Culture. One of the factors highlighted is the high number of female teachers especially Year 1 to Year 8.*

Appendix 2: SNEP-2 Implementation Plan

STRATEGIES	IMPLEMENTING AGENCIES	ENDURANCE		RECOVERY		SUSTAIN
		2021/22	2022/23	2023/24	2024/25	2025/26
PILLAR 1 – STRENGTHEN LABOUR MARKET DEMAND						
Policy 1.1. Stabilise the state of COVID-19 affected industries to ensure current employment level does not decline further.						
Objective 1.1.1. Maintain and promote affected hospitality industries.						
1.1.1.1. Samoa Tourism Authority (STA) and hospitality industries to develop in-partnership packages that would increase domestic tourism.	STA, Hospitality Industries	X				
1.1.1.2. STA to promote hospitality industries locally to attract local tourist demand.	STA, Hospitality Industries	X				
1.1.1.3. Government of Samoa (GOS) to increase targeted assistance for the Tourism industry to sustain their current COVID-19 levels of employment.	GOS, MOF, STA	X	X			
Objective 1.1.2. Strengthen access pathways for labour mobility.						
1.1.2.1. Ministry of Commerce, Industry and Labour (MCIL) to continue negotiation with New Zealand (NZ) and Australia for convenient mobilising of workers with less stringent COVID-19 requirements.	MCIL (LEEP)	X				
1.1.2.2. Samoa Shipping Services (SSS) to negotiate with cruise liners and cargo ships for re-employment of Seafarers.	SSS			X		
Policy 1.2. Promote Dual Circulation Economy by focusing on local goods and services.						
Objective 1.2.1. Generate employment as a result of greater domestic circulation (Increase demand for local products).						
1.2.1.1. Ministry of Health (MOH), Ministry of Agriculture and Fisheries (MAF) and MCIL to promote local produces to increase the local demand.	MOH, MAF, MCIL (FTCD)	X	X			
1.2.1.2. Private Sector Employers to conduct supply chain analysis of their local produces to determine stock turnover rate.	Private Sector Employers	X				
1.2.1.3. Central Bank of Samoa (CBS), with support from MCIL, to widen the reach of their financial literacy program, by scope (e.g., community outreach) and content (e.g., including remittances re-investment).	CBS, MCIL (IDIPD)	X	X			
1.2.1.4. MCIL to link the SNEP-2 into the work of other existing Policies (e.g., Samoa Micro, Small, and Medium Enterprises (MSME) Development Policy and Strategy) and Sector Plans (e.g., the Trade, Commerce and Manufacturing Sector Plan, Agriculture Sector Plan) to further influence decision-making on business and economic development regimes.	MCIL (AELM)	X				
Policy 1.3. Continue to carry out investment in current employment generation initiatives.						
Objective 1.3.1. Sustain current investment initiatives to maintain employment levels during COVID-19.						
1.3.1.1. GOS through MOF to further explore and roll-out additional stimulus packages to sustain the current levels of employment, to prevent it from declining further.	GOS, MOF	X	X			
1.3.1.2. MCIL to link in the SNEP-2 to the roll-out of the Samoa MSME Development Policy and Strategy to ensure employment generation remains a key component.	MCIL (AELM & IDIPD)	X				
1.3.1.3. MCIL to finalise and roll-out the National Industrial Development Policy (NIDP) and ensure linkages with the SNEP-2.	MCIL (IDIPD)	X				
Policy 1.4. Increase economic growth and employment generation to pre-COVID-19 level.						
Objective 1.4.1. Continue to foster domestic demand in the hospitality industries while also restarting international promotion to traditional (and COVID-19 stable) countries.						
1.4.1.1. STA and hospitality industries to continue local promotion while also restarting promotion to traditional markets.	STA, Hospitality Industries			X		
1.4.1.2. STA and the tourism industry to work closely with the MOH and front-line agencies to reach reasonable COVID-19 compliance requirements for travellers.	STA, MOH		X			
Objective 1.4.2. Strengthen industries that promote local consumption and start refocussing on prioritised development industries for the next ten years (refer to NIDP).						

STRATEGIES	IMPLEMENTING AGENCIES	ENDURANCE		RECOVERY		SUSTAIN
		2021/22	2022/23	2023/24	2024/25	2025/26
1.4.2.1. Private Sector Employers to learn from their supply chain analysis and determine products that they can reasonably substitute and advise the GOS on the outcomes of their analysis for immediate policy action.	Private Sector Employers		X	X		
1.4.2.1. MCIL to link in the SNEP-2 to the work of the NIDP.	MCIL (AELM & IDIPD)	X				
Objective 1.4.3. Increase labour mobility numbers to those before COVID-19.						
1.4.3.1. MCIL to continue discussions and negotiations with New Zealand and Australian Governments and Employers to resume full operations of the labour mobility programs.	MCIL (LEEP)			X		
1.4.3.2. MCIL to advance further negotiations with NZ and Australia for expansion of labour mobility programs to other industries.	MCIL (LEEP)					X
Policy 1.5. Sustain economic growth and decent employment generation post-COVID-19 recovery.						
Objective 1.5.1. Sustain the recovery and slowly grow the hospitality industries beyond the pre-COVID-19 level.						
1.5.1.1. STA to reset international promotional campaigns with focus on emerging markets (e.g., Asian countries).	STA			X		
1.5.1.2. STA and hospitality industries to develop competitive package deals for tourists from emerging markets.	STA, Hospitality Industries			X		
Objective 1.5.2. Progress the formalisation of informal businesses.						
1.5.2.1. Ministry of Customs and Revenue (MCR) to consider compulsory incorporation of all licensed businesses in the tax system.	MCR				X	
1.5.2.2. Samoa National Provident Fund (SNPF) to link in with the MCR system and start compulsory incorporation of all employers into the fund.	SNPF, MCR					X
Policy 1.6. Sustain domestic commitment to locally produced goods to ensure the continuous operation of a Dual Circulation Economy.						
Objective 1.6.1. Strengthen the Private Sector capacity to sustain the supply of their goods and services to the local and international demand.						
1.6.1.1. MAF and Scientific Research Organisation of Samoa (SROS) to support the Private Sector in research and development of additional goods that could be reasonably substituted and sustained in Samoa.	MAF, SROS	X	X			
1.6.1.2. MOH to conduct effective public awareness campaigns on nutrition.	MOH	X	X	X	X	X
1.6.1.3. MOH (with support from MCIL) to advise MCR on imposing excise tax on nutritional-deficient food products; and increasing the tariff for imported products that could be sustainably substituted in Samoa. Consideration should also be given to raw products that are needed for local processing and consumption.	MOH, MCIL (FTCD), MCR					X
PILLAR 2 – STRENGTHEN LABOUR MARKET SUPPLY						
Policy 2.1. Provide rapid support to those who have become unemployed due to COVID-19.						
Objective 2.1.1. Provide the necessary tailored trainings at the PSET level.						
2.1.1.1. Ministry of Education, Sports and Culture (MESC) and Education Institutions to commit to increasing the number of training and upskilling opportunities available to those who were left unemployed by COVID-19.	MESC, Education Institutions	X	X			
Objective 2.1.2. Upskill and reskill laid off workers from affected industries.						
2.1.2.1. Private Sector Employers and Education Institutions to commit to upskilling and reskilling their laid off staff.	Private Sector Employers,			X		X
Objective 2.1.3. Reskill the labour mobility workers.						
2.1.3.1. MCIL and SSS to effectively manage the attitudes of their labour mobility workers and impose sanctions on them if needed.	MCIL (LEEP), SSS	X	X	X	X	X
2.1.3.2. MCIL to strengthen pre-departure and reintegration training for labour mobility workers.	MCIL (LEEP)	X				X
Policy 2.2. Take decisive actions in dealing with issues related to child labour and street vendors.						
Objective 2.2.1. Reintegrate child labour into the education system in-line with the compulsory education Policy of GOS.						
2.2.1.2. Ministry of Police (MOP), MESC, and Ministry of Women, Community and Social Development (MWCSO) to	MOP, MESC, MWCSO				X	

STRATEGIES	IMPLEMENTING AGENCIES	ENDURANCE		RECOVERY		SUSTAIN
		2021/22	2022/23	2023/24	2024/25	2025/26
take decisive measures in curbing child labour and street vendor issues in Samoa.						
2.2.1.1. MOP, MESC, MWCSO and MCIL to implement recommendations proposed by Studies done on street vendors and child labours.	MOP, MESC, MWCSO, MCIL (IROSHWP, AELM)					X
Policy 2.3. Support the access of Female, Youth, and People with Disabilities (PwD) to decent employment opportunities.						
<i>Objective 2.3.1. Promote female employment.</i>						
2.3.1.1. MCIL and Samoa Qualifications Authority (SQA) with support from MWCSO to conduct a research on the correlation between women's age and their employability.	MCIL (AELM), SQA, MWCSO			X		
2.3.1.2. MESC and Education Institutions to provide PSET training, upskilling, and reskilling opportunities targeting women (building on the research on women employability).	MESC, Education Institutions				X	
2.3.1.3. MCIL to offer tailored employment services for women.	MCIL (AELM)					X
2.3.1.4. MCIL to conduct public awareness of the updated LERA, especially on provisions that cover harassment in the workplace.	MCIL (IROSHWP)		X			X
<i>Objective 2.3.2. Provide optimum education and decent employment pathways for youth.</i>						
2.3.2.1. MESC and Education Sector to incorporate labour demand data and information in their policymaking.	MESC, Education Sector	X		X		X
2.3.2.2. Education Institutions to incorporate employment prospects and pathways for the programs they offer.	Education Institutions	X	X			
<i>Objective 2.3.3. Improve access of PwD to decent employment opportunities.</i>						
2.3.3.1. Public and Private Sector Employers to incorporate infrastructure that promote access for PwD in their businesses and workplaces.	Public and Private Sector Employers					X
2.3.3.2. MCIL to ensure the PwD issues are incorporated into the labour Policy and Regulatory framework.	MCIL (IROSHWP)			X		
Policy 2.4. Overhaul and modernise the education and training system to include emerging skills.						
<i>Objective 2.4.1. Upskill the labour force with relevant emerging skills in technology.</i>						
2.4.1.1. MESC, Education Institutions, and Training Providers to review their curriculum and include teachings and theories on the different fields of information technology.	MESC, Education Institutions			X	X	
<i>Objective 2.4.2. Promote access to online training material for PSET and on-the-job training.</i>						
2.4.2.1. MESC, Education Institutions, and MCIL to promote access to teaching and training materials, e.g., publicly available online courses.	MESC, Education Institutions	X	X			
<i>Objective 2.4.3. Upgrade Samoa's National Human Resource Development (HRD) Needs.</i>						
2.4.3.1. PSC to review and update the Samoa National HRD Needs to refocus on emerging skills needed.	PSC	X				
2.4.3.2. MCIL to review the Labour Market Survey questionnaire to include better coverage of Green Jobs and Private Sector training needs and skills shortage.	MCIL (AELM)	X				
2.4.3.3. PSC to ensure incorporation of Private Sector HRD needs into their review and update.	PSC			X		
Policy 2.5. Progress work to incorporate informal employees into the formal sector.						
<i>Objective 2.5.1. Provide incentives via direct assistance and easing/simplifying reporting requirements for informal enterprises/businesses.</i>						
2.5.1.1. MCR to provide incentives to Informal Enterprises/Businesses such as transitional period for enforcement of their tax obligations.	MCR			X		
2.5.1.2. MCR to provide trainings for Informal Enterprises/Businesses on Income Tax and VAGST Reporting obligation. Also included is ACC and SNPF obligations	Lead is MCR – SNPF, ACC					X
<i>Objective 2.5.2. Regulate the informal sector to promote decent employment standards and promote the transition to formal employment.</i>						
2.5.2.1 MCIL to offer apprenticeship scheme for employees in the informal sector that have committed to transition to the formal sector.	MCIL					X
<i>Objective 2.5.3. Enforce compulsory statutory contributions for all employees.</i>						
2.5.3.1. SNPF to roll-out public awareness campaign on statutory deductions and enforce compulsory deductions for	SNPF					X

STRATEGIES	IMPLEMENTING AGENCIES	ENDURANCE		RECOVERY		SUSTAIN
		2021/22	2022/23	2023/24	2024/25	2025/26
all employers and employees.						
2.5.3.2. Accident Compensation Corporation (ACC) to modernise and streamline their processes for easy access of employees.	ACC					X
<i>Objective 2.5.4. Regulate the informal sector to promote decent employment standards.</i>						
2.5.4.1. MCIL to ensure the LERA scope expands to cover under-reported employment grievances in the informal sector. [IA – MCIL (IROSHWP)]	MCIL (IROSHWP)	X				X
PILLAR 3 – STRENGTHEN LABOUR MARKET POLICIES AND INSTITUTIONS						
Policy 3.1. Strengthen Labour Market Policies including decent employment.						
<i>Objective 3.1.1 Strengthen MCIL and NGO to effectively promote labour market policies.</i>						
3.1.1.1 Relevant MCIL Divisions and selected NGO's to undertake appropriate formal trainings.	Lead IA is MCIL	X				
<i>Objective 3.1.2. Monitor and inspect compliance of employers with national labour standards.</i>						
3.1.2.1. MCIL to conduct monitoring visits and spot-checks to ensure compliance of employers and employees with labour standards.	Lead IA is MCIL-IROSHWP	X	X	X	X	X
3.1.2.2. MCIL to strengthen the accessibility of employees and employers to their mediation services.	Lead IA is MCIL-IROSHWP	X	X	X	X	X
3.1.2.3. MCIL to strengthen their capacities to provide mediation services for employment grievances.	Lead IA is MCIL-IROSHWP	X	X	X	X	X
3.1.2.4. Develop a program for enterprises/businesses that would like to be accredited according to compliance with national labour standards and monitor their performances on a regular basis.	Lead IA is MCIL	X				
3.1.2.5. Develop a National Labour Standard Compliance Index for enterprises/businesses that have been registered.	Lead IA is MCIL	X				
<i>Objective 3.1.3. Fully incorporate decent employment standards into Samoa's Employment Regulatory framework for a covid19 build back better employment labour market</i>						
3.1.3.1. MCIL to review the LERA to align with decent employment standards.	Lead IA is MCIL-Legal Division and Labour Divisions (IROSHWP, AELM, LEEP)	X				
3.1.3.2. MCIL and SNTF to conduct timely reviews of the national minimum wage.	Lead IA is MCIL-IROSHWP, SNTF			X		
3.1.3.3. MCIL to work with SBS and the SNTF to review the working age population to ensure uniformity of data and information for policymaking.	Lead IA is MCIL-AELM, SBS, SNTF	X				
3.1.3.4. MCIL and SNTF with technical support from ILO to continue the ratification and compliance with labour conventions	Lead IA is MCIL-IROSHWP, SNTF	X	X	X	X	X
3.1.3.5. MCIL to ensure the LERA scope expands to cover unpaid domestic and household care work.	Lead IA is MCIL-IROSHWP	X	X			
<i>Objective 3.1.4. Greater emphasis on Occupational Safety and Health (OSH) monitoring including mental health at the workplace as part of build back employment initiatives.</i>						
3.1.4.1. Develop awareness programs on Occupational Safety and Health (OSH) including mental health at the workplace	Lead IA is MCIL	X	X	X	X	X
Policy 3.2. Strengthen Employment Services						
<i>Objective 3.2.1. Provide support and capacity building initiatives to NGO's providing employment related services.</i>						
3.2.1.1. Provide formal training opportunities for selected NGO's that are providing employment related services.	Lead IA is ILO and MCIL	X	X	X	X	X
3.2.1.2. Conduct workshops between MCIL and selected NGO on relevant topics relating to employment services.	Lead IA is MCIL-ILO	X	X	X	X	X
<i>Objective 3.1.1. Incorporate decent employment standards into Samoa's Employment Regulatory framework.</i>						
3.1.1.1. MCIL to review the LERA to align with decent employment standards.	MCIL (LD, IROSHWP, AELM & LEEP)	X				X
3.1.1.2. MCIL and SNTF to conduct timely reviews of the national minimum wage.	MCIL (IROSHWP), SNTF			X		
3.1.1.3. MCIL to work with SBS and the SNTF to review the working age population to ensure uniformity of data and	MCIL (AELM), SBS, SNTF		X			

STRATEGIES	IMPLEMENTING AGENCIES	ENDURANCE		RECOVERY		SUSTAIN
		2021/22	2022/23	2023/24	2024/25	2025/26
information for policymaking.						
3.1.1.4. MCIL and SNTF with technical support from ILO to continue the ratification and compliance with labour conventions	MCIL (IROSHWP), SNTF	X	X	X	X	X
3.1.1.5. MCIL to ensure the LERA scope expands to cover unpaid domestic and household care work.	MCIL (IROSHWP)	X				X
<i>Objective 3.1.2. Monitor and inspect compliance of employers and employees with national labour standards.</i>						
3.1.2.1. MCIL to conduct monitoring visits and spot-checks to ensure compliance of employers and employees with labour standards.	MCIL (IROSHWP)	X	X	X	X	X
3.1.2.2. MCIL to strengthen the accessibility of employees and employers to their mediation services.	MCIL (IROSHWP)	X	X	X	X	X
3.1.2.3. MCIL to strengthen their capacities to provide mediation services for employment grievances.	MCIL (IROSHWP)	X	X	X	X	X
Policy 3.3. Strengthen the linkages of the SNEP-2 to other Policies.						
<i>Objective 3.3.1. Harmonise the SNEP-2 with the National Planning Framework and other National Policies, building on established linkages and synergies</i>						
3.3.1.1. MCIL to work with MOF to link in the implementation of the SNEP-2 to the overarching National Planning Framework.	MCIL (AELM)	X		X		X
3.3.1.2. MCIL to strengthen linkages of the SNEP-2 with the Education Sector and Economic Sectors to better link and facilitate labour demand and supply.	MCIL (AELM, IROSHWP, LEEP), MESC, MOF, MAF	X	X	X	X	X
3.3.1.3. MCIL to strengthen linkages of the SNEP-2 with their other Policies (e.g., the MSME, NIDP, National Investment Policy Statement, National Intellectual Properties Statement, etc.).	MCIL (AELM)	X		X		X
<i>Objective 3.2.2. Explore employment-related opportunities available via the Pacific Agreement on Closer Economic Relations (PACER) Plus.</i>						
3.2.2.1. MFAT with support from the MCIL to roll-out public awareness campaigns on PACER Plus especially on Trade in Services and Labour Mobility.	MFAT, MCIL (All relevant Divisions)		X		X	
Policy 3.4. Strengthen the institutional arrangements of IA to better implement the SNEP-2.						
<i>Objective 3.4.1. Strengthen and explore measures to build the capacities of IA.</i>						
3.4.1.1. Implementing Agencies (IA) to strengthen their Institutional capacities to effectively implement, coordinate and report on SNEP-2 and other employment generation and economic development Policies.	All IA	X	X	X	X	X
3.4.1.2. MCIL to strengthen inter-ministerial networks, linkages, and cooperation to ensure inclusiveness and ownership of SNEP-2 implementation.	MCIL (AELM)	X	X	X	X	X
3.4.1.3. MCIL to conduct a feasibility study to establish a National Employment Authority.	MCIL (AELM)					X
<i>Objective 3.4.2. Strengthen the capacity of the SNTF to discuss and decide on employment matters.</i>						
3.4.2.1. MCIL to efficiently provide thorough information to the SNTF to ensure they make informed and effective decisions.	MCIL (IROSHWP & AELM)	X	X	X	X	X
3.4.2.2. MCIL, with support from ILO to provide information on international labour developments that could influence the work of the SNTF.	MCIL (IROSHWP), ILO	X	X	X	X	X
3.4.2.3. SNTF to take ownership of and commit themselves to the implementation of their decisions.	SNTF	X	X	X	X	X
Policy 3.5. Monitor and report the SNEP-2 progress for efficient and effective decision-making and future planning.						
<i>Objective 3.4.1. Monitor and report SNEP-2 progress.</i>						
3.5.1.1. MCIL to monitor and report the progress of the SNEP-2 to the SNTF on a quarterly basis.	MCIL (AELM)	X	X	X	X	X
3.5.1.2. MCIL and SNTF to conduct the mid-term and final evaluation of the SNEP-2 in the relevant time periods.	MCIL (AELM), SNTF			X		X
3.5.1.3. MCIL and SNTF to take relevant SNEP-2 realignment based on findings from the M&E reports.	MCIL (AELM, IROSHWP, LEEP), SNTF			X		X

Appendix 3: SNEP-2 Monitoring and Evaluation matrix

Phase 1 M&E Matrix

	Pillar	Policy	Objective	Strategies	Unit of Measurement	Indicator	Baseline (2020/2021 FY)	Mid Term (2020/2023 FY)	End of SNEP (2025/2026 FY)	Key IA's
Phase 1: Endurance	Strengthened Labour Market Demand	Economic growth and decent employment generation revived.	To maintain and promote affected Hospitality Industries	Tourism Industry and Government to develop in partnership packages that would increase domestic tourism. This includes the public sector providing subsidies or utilizing the facilities for conferences meeting etc.	Number (#)	Number of New Tourism Products per year	0	5	5	STA, MCIL, Chamber of Commerce, SHA
				Promote Domestic Tourism Demand	Number (#)	Number of Ad/Promotions co-funded between PPP	0	TBC	TBC	SAT, SHA, MCIL
				Targeted assistance for the Hospitality (Tourism Operators) Industries.	Value (\$ SAT)	Value of assistance	Obtain from MOF for 2020	TBC	TBC	MOF, SAT, SHA, Chamber of Commerce, LTA, MFR
				Refresher and advanced Trainings for COVID19 related laid-off staff.	Number (#)	Number of people Trained	Obtain from MCIL number for 2020	Maintain Baseline Number	Maintain Baseline Number	STA, MCIL, SWA, NUS
			To Revive/Assist Overseas workers (Seasonal & Term Workers)	To continue Negotiation with NZ and Australia for seasonal workers in the primary sector.	Text	Number of Seasonal Workers	2020 Levels	Increase by 20%	Increase by 40%	Office of the Prime Minister, MFAT, MCIL
				Negotiate with Cruise Liners and Cargo Ships for re-employment of Seafarers.	Text	Number of Seafarers	2020 Levels	Increase by 20%	Increase by 40%	Office of the Prime Minister, MFAT, MCIL
				Initiate/Further advance negotiations with NZ and Australia for seasonal workers in the secondary sector focusing on trade skills need in the Construction (Housing) Industries.	Text	Number of Seasonal Workers in Trade	2020 Levels	Increase by 20%	Increase by 40%	Office of the Prime Minister, MFAT, MCIL
		Promote Dual Circulation Economy by focusing on local goods and services, Green Jobs and Climate Resilience Initiatives.	To generate decent employment as a result of greater domestic consumption in local products.	Increase Awareness in healthy local produce especially Organic and Non GMO produce. Focus on health benefits, freshness and non additives.	Number (#)	Formal Awareness Campaigns	2	4	8	MOH, MAF, WHO
				Increase production for local produce especially organic and Non GMO produce.	Number (#)	Sales of Local Produce	2020 Levels	Increase by 10%	Increase by 20%	MAF, MCIL
			To generate decent employment by focusing on Green Job and Climate Resilience Initiatives.	Conduct comprehensive Tariff Review focusing in increasing tariffs for unhealthy products with a strong incentive towards import substitutions AND reducing tariffs for energy efficient appliances and Green Products (Solar panels etc.). AND Implement Recommended New Tariff rates.	Text	Tariff Review Conducted and New Rates Implemented	N.A	Tariff Review Completed	Tariff Review recommendations Implemented	MCIL, MFR, MOH, EPC, MNRE
				Focus on Green Job initiatives: Reforestation, Renewable Energy	Number (#)	Green Job Employment	2020 Levels	Increase by 10%	Increase by 20%	MNRE, EPC, CSSP
			Productive Utilization of Remittances.	Conduct a Study on the percentage of Remittance by type of use.	Text	Remittance Income and Usage Study Completed with Recommendations on how to contribute towards decent employment.	0	Remittance Study Completed.	Remittance Study recommendation Implemented	MCIL, ILO
				Liaise with remittance providers, to send money directly for development purposes that would generate decent employment.	Text	Overseas Awareness campaigns	0	2	4	MFAT
		Increase Investment towards Decent Employment generation.	Increase Public Private Partnership in Decent Employment Initiatives.	Work through the Community Services Support Program (CSSP) to develop PPPs projects that promote decent employment opportunities at the community levels.	Number (#)	Amount Disbursed by CSSP for decent employment.	SAT \$5 million	SAT \$15 million	SAT \$30 million	CSSP, MOF, WB, ILO, UNDP, GCF, AusAid
				Provide support for Cooperatives such as farmers association to access funds and effectively manage their respective Projects that generate decent employment.	Number (#)	Number of Trainings Provided.	2	10	20	CSSP, Business Hub
	Strengthened Labour Market Supply	Provide rapid support to economic growth and decent employment opportunities aiming to recover back better.	To Provide the necessary tailored trainings at the PSET level	Increase dialogue and cooperation between Affected Industries and Relevant Authorities to identify and provide the necessary trainings.	Number (#)	Improvement in Affected Industries Responses (Survey)	Fair	Improved	Greatly Improved	SQA, NUS, SWA, STA, SHA, Chamber of Commerce
				Conduct upskilling courses for Seafarers	Number (#)	Number of Trainings	2020 Levels	Increased by 20%	Increased by 10%	SSS, NUS, SQA
		Provide/develop alternative education stream/pathway towards employment in the secondary sectors focusing in trade.	Provision of Labour Supply for Secondary Sector especially Trades such as carpentry.	Continue to Liaise with NZ and Australia with SQA, MCIL, MFAT for trades to be increased under the Overseas Work Program.	Number (#)	Number of seasonal trade workers	10	50	200	APTC, NUS
		Provide Niche Trainings	Provision of Labour Supply for Niche employment such as Care Giving for overseas market.	Continue to liaise with NZ and Australia with APTC, MOH, MCIL for services to be increased under the Overseas Work Program. (Care Giving, Financial/Accounting and Others)	Number (#)	Number of niche trainings offered	0	5	10	APTC, NUS
		Provide long term employment opportunities for child labors and street vendors.	Provide long term skills for child labors and street vendors to seek decent employment opportunities.	Identify and offer mandatory schooling/trainings for child labors and street vendors	Number (#)	Number of Child Labors and Street Vendors trained	0	25	50	MESC, Samoa Business Hub, Selected Village Councils
	Strengthened Employment Policies, Institutions & Regulatory Environment	SNEP Policies, Strategies harmonized and supported by and Effective Institutional Regulatory Environment with a clear Monitoring and Reporting Framework.	To have policy harmonization that establishes their linkages and synergies mapped to a strong institutional framework for stimulating and managing employment initiatives at all levels.	Conduct a review of the current SNEP reporting framework	Text	Review Approved & Implemented	Review Conducted	Review Recommendations Adopted	Improved SNEO Reporting and	MCIL
				Explore the viability in establishing a National Employment Authority/Agency based on Public-Private Partnership that would be mandated with Employment related issues.	Text	Study Approved & Implemented	Study Conducted	Study Recommendations Adopted	N.A	MCIL, MOF, PSC
				Strengthen the current Institutional capacities at IA's as to effectively implement, coordinate and report on SNEP policies and strategies as well as other employment creation initiatives at all levels, and amongst all sectors of the economy.	Number (#)	Number of capacity building trainings undertaken	2020 Training Numbers and Pre and After Training self assessment evaluations	Increase by 10%	Increase by 20%	MCIL, SQA, NUS
				Further strengthened and enhance inter ministerial networks, linkages and cooperation to realize the impact of the SNEP.	Text	Stakeholder Feedback Survey	No Change	Moderate Change	Significant Change	MCIL, MOF, PSC
		Support the regulatory environment for decent employment opportunities.	Strengthen the capacity of MCIL to implement/monitor decent employment initiatives.	ILO and MCIL to work together in developing appropriate policies that fits into the national context for developing and monitoring decent employment in Samoa	Text	Policy Developed	0	Policy Developed	Policy Implemented	MCIL, ILO

Phase 2 M&E Matrix

	Pillar	Policy	Objective	Strategies	Unit of Measurement	Indicator	Baseline (2020/2021 FY)	Mid Term (2020/2023 FY)	End of SNEP (2025/2026 FY)	Key IA's
Phase 2: Adjustment	Strengthened Labour Market Demand	Economic growth and decent employment generation increased.	To continue to foster domestic demand thus strengthening decent employment opportunities	Re-Establish traditional Tourism markets and to develop new emerging (Asia) tourism markets	Number (#)	Umer of arrivals and Tourism Earning	2020 levels	Tourism Earning Increase by 25%	Tourism Earning Increase by 50%	STA, MCIL, Chamber of Commerce, SHA
				Develop New Tourism Products that matched emerging markets (Asia)	Number (#)	Umer of arrivals and Tourism Earning	2020 levels	Tourism Earning Increase by 25%	Tourism Earning Increase by 50%	STA, MCIL, Chamber of Commerce, SHA
				Strengthen Manufacturing including both Food & Beverage based on local products and Manufacturing of niche products	Number (#)	Number of Employment in Manufacturing (Food and Non Food)	2020 Employment Levels in these industries	Employment increased by 15%	Employment increased by 30%	MOF, SAT, SHA, Chamber of Commerce, LTA, MFR
		Continue to Increase Investment in decent employment generation initiatives.	Enhance overseas workers (Seasonal & Term Workers). Provide direct support for males that drop out from tertiary education stream to acquire the necessary trade qualifications as to access trade employment opportunities overseas.	Expand Seasonal workers placing emphasis on secondary sectors namely trades.	Number (#)	Number of Seasonal Workers	2020 Levels	Increase by 20%	Increase by 40%	MCIL, MFAT, MESC
		Provide support for females to access decent employment opportunities.	Ensure equal access for skilled females and vulnerable groups by removing obstacles to decent employment opportunities.	Identify and address obstacles such as ownership of driving licenses, support for office daycare facilities as examples.	Percentage (%)	Overall Percentage of Females with Driving Licenses	15%	30%	45%	MWTI - Transport Infrastructure Sector Coordination Division (TISCD)
		Targeted support to increase employment opportunities for vulnerable groups including women and domestic violence victims.	Develop Arts & Crafts with a focus on Samoan Culture (link to Tourism) including arts and crafts (drama, music etc.)	Revitalize Arts and Crafts including both traditional and modern drama and music.	Number (#)	Number of formal shows and competitions coordinated by GOS	2	4	8	MESC, STA, SHA
				Work with NGO's and Development Partners involved with women's groups, vulnerable and youths as well as victims of domestic violence.	Value (#) SAT	Number of Trainings and direct Assistance provided to NGO's such as SVSG	\$ -	\$ 5,000.00	\$1,000,000.00	MCIL, UNDP, ILO and Community Services Support Program (CSSP)
		Increase financial resources to develop projects and programs that generate decent employment	Develop a Centralized Pool of Funds between the GOS and Development Partners. This central fund would finance Projects/Programs that generate decent employment opportunities and provides safeguard and Social Protection for vulnerable communities.	Liaise with relevant DP's and Central Government Agencies in establishing a Centralized Pool of Funds. This would include where the fund is located (could be with CSSP), application criteria and relevant legislation and regulations.	Text	Central Pool of Funds in Operations	Feasibility Study Conducted	Central Pool of Funds Established	Central Pool of Funds in Operations	MOF, CSSP, MCIL
				Utilize Village structures and assets (land and Labour) to generate employment creation initiatives.	Number (#)	Number of Trainings conducted	2	6	12	MCIL, CSSP
	Strengthened Labour Market Supply	Address high dropout rates for males, youth unemployment and further enhance opportunities for skilled females in the private sector.	Provide a pathway (through the education system) for Males to acquire trades skills thus reducing the high dropout rates.	Continue and expand the current MESC alternative pathway towards trades	Text	Alternative Courses Offered	TBD	TBD	TBD	MESC, SQA
				Address youth unemployment.	Text	Number of Trainings	TBD	TBD	TBD	CSSP, Business Hub, MAF, NUS APTC
				Provide support for females to acquire decent employment in the private sector.	Text	%age of females with Driver Licenses	15%	30%	45%	WB, CSSP
		Provide support through tailored education to support economic growth and decent employment opportunities.	To Provide the necessary tailored trainings at the PSET level.	Increase dialogue and cooperation between Employers and Relevant Authorities to identify and provide the necessary formal trainings.	Number (#)	Improvement in Responses Affected Industries (Survey)	TBC	TBC	TBC	SQA, NUS, SWA, STA, SHA, Chamber of Commerce
			To provide the foundation for optimum education pathways to meet Labour Market Demand	Education Sector to continue to work in promoting opportunities for expanding and tailoring towards Trades	Number (#)	Number of Trade Graduates	2020 Trade Graduates	Increase by 10%	Increase by 20%	MESC, NUS, SQA
		Incorporate/modernize rural economy.	Utilize existing traditional structures and tailor trainings to improve their access to funds and good business management practices.	Relevant NGO's to provide the necessary trainings for village groups and cooperative to access funds such as the Civil Society Support Program (CSSP) to access funds to generate decent employment opportunities.	Number (#)	Number of Trainings Conducted	2	8	20	CSSP, Samoa Business Hub
	Strengthened Employment Policies, Institutions & Regulatory Environment	SNEP Policies, Strategies harmonized and supported by and Effective Institutional Regulatory Environment with a clear Monitoring and Reporting Framework.	To have policy harmonization that establishes their linkages and synergies and mapped to a strong institutional framework for stimulating and managing employment initiatives at all levels.	Conduct a review of the current SNEP reporting framework.	Text	Review Approved & Implemented	Review Conducted	Review Recommendations Adopted	Improved SNEO Reporting and Monitoring	MCIL
				Explore the viability in establishing a National Employment Authority/Agency based on Public-Private Partnership that would be mandated with Employment related issues.	Text	Study Approved & Implemented	Study Conducted	Study Recommendations Adopted	N.A	MCIL, MOF, PSC
				Strengthen the current Institutional capacities at IA's as to effectively implement, coordinate and report on SNEP policies and strategies as well as other employment creation initiatives at all levels, and amongst all sectors of the economy.	Number (#)	Number of capacity building trainings undertaken	2020 Training Numbers and Pre and After Training self assessments	Increase by 10%	Increase by 20%	MCIL, SQA, NUS
				Further strengthened and enhance inter ministerial networks, linkages and cooperation to realize the impact of the SNEP.	Text	Stakeholder Feedback	No Change	Moderate Change	Significant Change	MCIL, MOF, PSC
		Support the regulatory environment for decent employment opportunities.	Strengthen the capacity of MCIL to implement/monitor decent employment initiatives.	ILO and MCIL to work together in developing appropriate policies that fits into the national context for developing and monitoring decent employment in Samoa.	Text	Policy Developed	0	Policy Developed	Policy Implemented	MCIL, ILO

Phase 3 M&E Matrix

	Pillar	Policy	Objective	Strategies	Unit of Measurement	Indicator	Baseline (2020/2021 FY)	Mid Term (2020/2023 FY)	End of SNEP (2025/2026 FY)	Key IA's
Phase 3: Recovery	Strengthened Labour Market Demand	Re-Adjust SNEP environment.	Ensure the SNEP is in tune with global, regional environment and serves the SNEP Vision of "Integrating productive employment at all levels to support the creation of more and better decent jobs."	Conduct a thorough review of the 2021/22-2025/26 SNEP based on the M&E Framework.	Text	2021/22-2025/26 SNEP Review Completed	N.A	2021/22-2025/26 SNEP Review Completed	2021/22-2025/26 SNEP Policies Adjustment If Warranted and M&E Framework Indicators Revised.	MCIL, ILO
				Coordinate Sector-Wide Dialogue with IA's and DP's to discuss decent employment issues, challenges and opportunities.	Number (#)	Sector-Wide Dialogue with IA's and DP's completed with Recommendation	N.A	Sector-Wide Dialogue completed with Recommendations	Dialogue Recommendations incorporated into revised SNEP document.	MCIL, ILO, MOF
		Economic growth and decent employment generation increased.	To Fully develop Dual Circulation Demand focusing on both domestic produce and export in niche exports goods and services.	Re-Establish traditional markets and to develop new emerging (Asia) tourism markets.	Number (#)	Umbur of arrivals and Tourism Earning	2020 levels	Tourism Earning Increase by 25%	Tourism Earning Increase by 50%	STA, MCIL, Chamber of Commerce, SHA
				Develop New Tourism Products that matched emerging markets. (Asia)	Number (#)	Umbur of arrivals and Tourism Earning	2020 levels	Tourism Earning Increase by 25%	Tourism Earning Increase by 50%	STA, MCIL, Chamber of Commerce, SHA
				Strengthen Manufacturing including both Food & Beverage based on local products and Manufacturing of niche products.	Number (#)	Number of Employment in Manufacturing (Food and Non Food)	2020 Employment Levels in these industries	Employment increased by 15%	Employment increased by 30%	MOF, SAT, SHA, Chamber of Commerce, LTA, MFR
				To increase Demand for Decent Employment.	Number (#)	Number of Formal Employment and Formal Wages	2020 Levels	Increase by 20%	Increase by 40%	STA, MCIL, SWA, NUS
		To fully develop Dual Circulation Demand focusing on both domestic produce and export in niche exports goods and services.	To fully develop Dual Circulation Demand focusing on both domestic produce and export in niche exports goods and services.	Revisit the Impact of Dual Circulation Demand and its Impact on decent employment generation.	Text	2021/22-2025/26 SNEP Review Completed	N.A	2021/22-2025/26 SNEP Review Completed	2021/22-2025/26 SNEP Policies Adjustment If Warranted and M&E Framework Indicators Revised.	MCIL, ILO
				Revisit rural economy and rural decent employment development.	Text					
		Further Promote Decent Employment Opportunities as a means to achieving Safeguard and Social Protection for vulnerable communities.	Coordinate and centralized development assistance to promote decent employment and linking to safeguard and social protection for vulnerable groups and communities.	Coordinate Programs for decent employment generation for vulnerable groups and communities.	Value (\$)	Amount spent on decent employment generation.	SAT \$ 2 million	SAT \$ 10 million	SAT \$ 20 million	MCIL, CSSP, MOF
	Strengthened Labour Market Supply	Provide support to economic growth and decent employment opportunities.	Ensure Labour force could operate under a reset global, regional and national environment.	Revisit Education Curriculums focusing on Artificial Intelligence, Robotics.	Text	Curriculums Reviewed Including Math's and Science Courses	N.A	Curriculums Reviewed Completed	New Curriculums Implemented.	MESC, SQA
			To Provide the necessary tailored trainings at the PSET level.	Increase dialogue and cooperation between Employers and Relevant Authorities to Identify and provide the necessary formal trainings.	Number (#)	Improvement in Responses Affected Industries (Survey)	TBC	TBC	TBC	SQA, NUS, SWA, STA, SHA, Chamber of Commerce
			To provide Trainings for employment regulatory institutions as to ensure decent employment opportunities are promoted and rewarded. This also includes communities and villages.	Online Trainings for employment regulatory institutions and awareness programs for communities and villages.	Number (#)	Number of Trainings and Awareness Programs	2020 Trainings; 2020 Awareness programs	Increase by 10%	Increase by 20%	MESC, NUS, SQA, MWCD
	Strengthened Employment Policies, Institutions & Regulatory Environment	SNEP Policies, Strategies harmonized and supported by and Effective Institutional Regulatory Environment and to utilize local structures with greater inclusion to include Village "Fono"	To have policy harmonization that establishes their linkages and synergies mapped to a strong institutional framework for stimulating and managing employment initiatives at all levels.	SNEP Reporting Framework Recommendations implemented.	Text	Review Approved & Implemented	Review Conducted	Review Recommendations Adopted	Improved SNEO Reporting and Monitoring	MCIL
				Recommendation into the viability in establishing National Employment Authority/Agency Enacted.	Text	Study Approved & Implemented	Study Conducted	Study Recommendations Adopted		MCIL, MOF, PSC
				Continue to strengthen IA's Institutional capacities to implement new SNEP policies and strategies.	Number (#)	Number of capacity building trainings undertaken	2020 Training Numbers and Pre and After Training self assessment evaluations	Increase by 10%	Increase by 20%	MCIL, SQA, NUS
				Improve dialogue between Government, Communities and Villages.	Text	Stakeholder Feedback	No Change	Moderate Change	Significant Change	MCIL, MOF, MWCD
				Establish and formalize clear relationships between Banking Sector and the selected Entity responsible for the Consolidated Trust Fund for Employment Generation.						
		Continue to support the regulatory environment for decent employment opportunities.	Strengthen the capacity of MCIL to implement/monitor decent employment initiatives.	ILO and MCIL to work together in developing appropriate policies that fits into the national context for developing and monitoring decent employment in Samoa.	Text	Policy Developed	0	Policy Developed	Policy Implemented	MCIL, ILO

Appendix 4: GDP and Employment Statistics

Indicators	Transport	Accommodation & Restaurants	Total
Real GDP Affected Industries 2019 SAT \$ Million	77.4	51.5	2,057.0
Real GDP Affected Industries 2020 SAT \$ Million	51.3	16.6	1,868.3
Formal Employment Affected Industries 2019	1,942	3,372	24,471
Formal Employment Affected Industries 2020	1,873	1,399	24,370
Formal Male Employment Affected Industries 2019	1,402	1,065	13,932
Formal Male Employment Affected Industries 2020	1,386	725	13,827
Formal Female Employment Affected Industries 2019	479	588	10,594
Formal Female Employment Affected Industries 2020	467	466	10,441
<i>Phase 2 Target Levels</i>			



Contact the Apprenticeship, Employment Services, and Labour Market Division of the Ministry of Commerce, Industry, and Labour regarding this Policy document.

