



**SOSAIETE FAASAO
O SAMOA
SAMOA CONSERVATION
SOCIETY**

Strategic Plan

2025-2030

October 2025

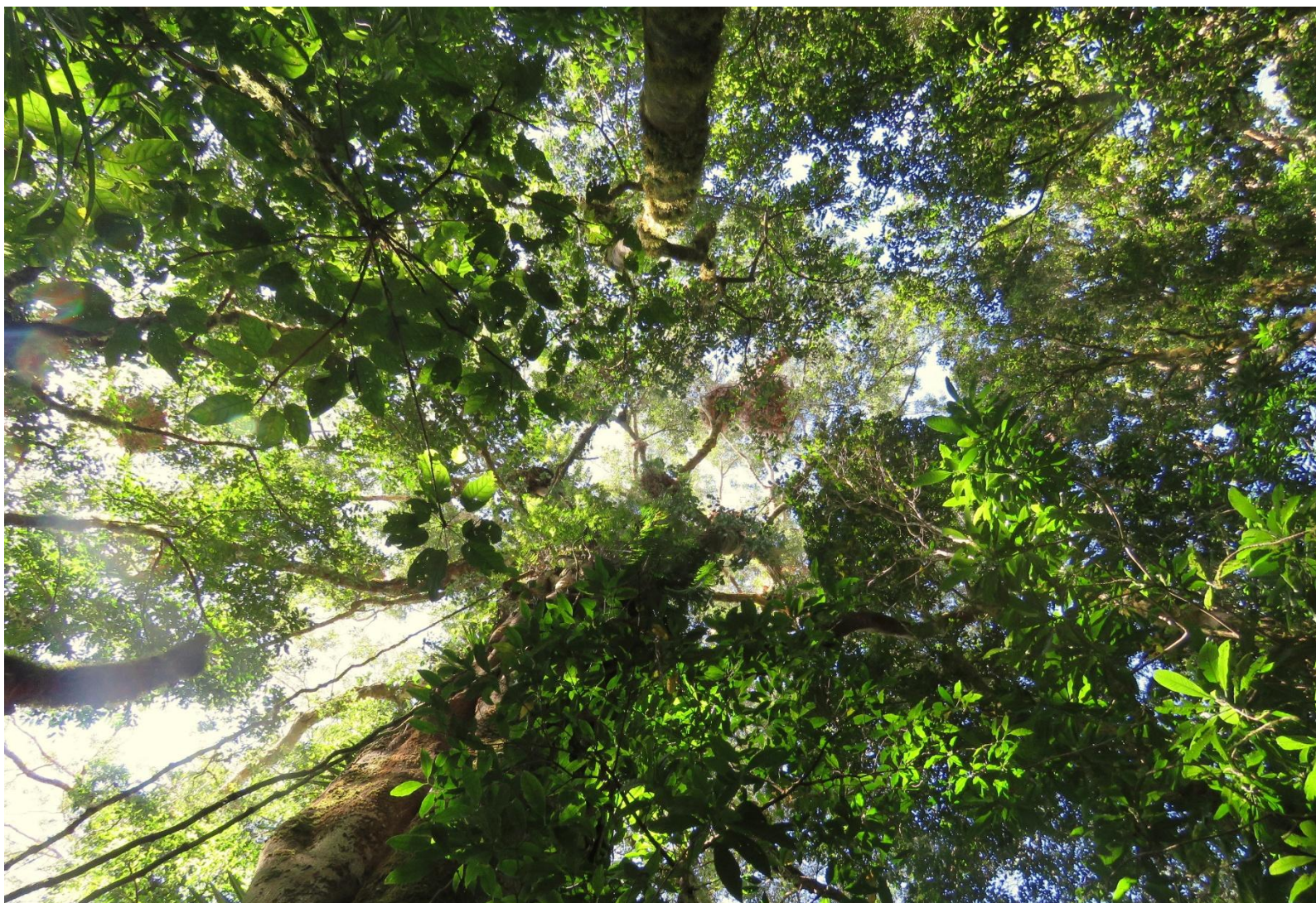
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Acronyms

AVA	Australian Volunteers Abroad
CCA	Community Conservation Areas
CI	Conservation International
CSO	Civil Society Organizations
GEDSI	Gender Equality, Disability, and Social Inclusion
IUCN	International Union for Conservation of Nature
KBA	Key Biodiversity Areas
LLEE	Live and Learn Environmental Education
MNRE	Ministry of Natural Resources and Environment
MoU	Memorandum of Understanding
NBSAP	National Biodiversity Strategy and Action Plan
NGO	Non-Governmental Organization
PA	Protected Area
SGP	Small Grants Programme
SFS/SCS	Sosaiete Fa'asao o Sāmoa / Sāmoa Conservation Society
SOE	State of the Environment
SPREP	Secretariat of the Pacific Regional Environment Programme
SRWMA	Samoa Recycling and Waste Management Association
SWAG	Samoa Women Association of Growers
SWOT	Strengths, Weaknesses, Opportunities, Threats
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
VSA	Volunteer Service Abroad (NZ volunteer service)



The Sosaiete Fa'asao o Samoa/Samoa Conservation Society

Formed in 2013, the Sosaiete Fa'asao o Samoa/Samoa Conservation Society (SFS/SCS) is a membership based environmental non-governmental organization (NGO) dedicated to promoting the conservation of Samoa's natural heritage and helping the public reduce their environmental impact and develop greener lifestyles. We work collaboratively with communities, the Government and NGO partners to raise awareness on the state of, and threats to, Samoa's environment and biodiversity. We focus on innovative conservation actions to safeguard threatened species and sites but also teach the public and youth groups about our natural heritage and the practical actions we can all take to save nature and reduce our environmental footprint. This is our second strategic plan, the first was for the period 2019-2023. The progress of achievement of targets in the MEL framework will be reviewed annually as part of SFS's annual planning process.

Our Vision

Samoa's biodiversity and natural heritage is conserved and protected for the benefit of all.

Our Mission

To promote and support the conservation of Samoa's biodiversity and natural heritage through bringing about behavior change, awareness raising, education and information exchange, working collaboratively with partners and communities.

Objectives

1. To **increase our knowledge and understanding of Samoa's biodiversity and natural and traditional heritage** through research, collection of data and cataloguing of existing and new information;
2. To improve awareness of, and bring about behavior change to protect, Samoa's biodiversity through the **exchange of information and environmental educational activities**;
3. To encourage the **implementation of sustainable conservation projects and programmes** that **safeguard threatened species and protect and restore ecosystems**, as well as building climate change resilience.
4. To **develop and strengthen collaborative partnerships** between like-minded individuals, other CSO/NGOs, regional organisations, development partners, resource owners and private sector and Government agencies, to achieve the objectives of the SFS;
5. To **raise funds and other resources that will assist with sustainable conservation projects, research and programmes** for enhancing the protection of threatened species and vulnerable ecosystems.

Guiding Principles

We are guided by the following foundational principles in our work and in our relationships with partners:

- We recognize the deeply **interwoven and interdependent relationship between people, nature, and culture**, grounded in generations of lived knowledge and stewardship.
- We ensure our work is **guided by and accountable to the rights and aspirations of the communities** we serve **as well as our donors and partners**.
- We ensure the **Gender, Equality, Disability and Social Inclusion (GEDSI) principles** are not only **acknowledged but meaningfully applied** in every area of our work.

Our Values

Respect:

We respect the rights, roles, and authority of Samoa's customary governance systems and uphold cultural sensitivity and empathy in all our work.

Leadership:

Our leadership in conservation is grounded in Samoa's deep cultural and spiritual values, and we strive to lead by example in all that we do while being innovative and bold.

Integrity:

Our commitment to integrity reflects both our ethical standards and the cultural values of respect, truthfulness, and honour in relationships (*vā tapu'ia – sacred relational space*).

Trust:

Trust is the foundation of our conservation work, earned by creating a supportive environment and by engaging communities openly and honoring their knowledge and stewardship.

Communication:

We value open, honest, and timely communication to show respect, build understanding, strengthen partnerships, and empower communities to lead in conservation and environmental stewardship.

Accountability:

We are accountable to our donors, partners and members. We take responsibility for our actions and do our best to implement our projects in the most professional and collaborative way that builds on the past and minimises duplication of effort. We own up to any mistakes and strive to correct them and learn from them.

Samoa's Environment

Samoa's vegetation is divided into five plant communities (littoral vegetation, wetland vegetation, rainforest, volcanic scrub, disturbed vegetation). The country's flora consists of 540 species of native flowering plants and about 220 species of ferns in 96 families and 298 genera, making it one of the most diverse floras in Polynesia. Overall, about 25% of the native plant species are endemic to Samoa and 32% endemic to the Samoan archipelago. In the agricultural ecosystem, the main cultivated crops are taro, bananas, breadfruits, yams, cacao and coconuts. Samoan coastal and marine ecosystems are characterized by large and vulnerable reefs cover (490 km²), as well as 14 families with at least 200 species of corals (mainly Acropora). In terms of animal diversity, there are 13 species of terrestrial mammals (3 native), 44 species of land birds (31 native), 21 seabirds, 15 reptiles, over 2500 species of insects, 64 species of land snails and 30 butterfly species.

Samoa's fish fauna is regarded as among the richest in the world, with up to 991 species recorded (890 inhabiting shallow water or reefs, 56 found in deeper water and 45 being pelagic). In terms of freshwater biodiversity, which remains relatively unknown, 30 species of fish and 17 species of macro-crustaceans have been reported. In 1999, 198 taxa of algae, with a known species count of 287, were reported¹.

The status of faunal and floral species follows the overall declining trend in natural habitats. In 2020 one hundred and eighteen species found in Samoa were listed as globally threatened on the IUCN Red List of Threatened Species, but the true number of threatened species in Samoa is much higher, perhaps in the

¹ Convention on Biological Diversity (CBD). Samoa - Country Profile. <https://www.cbd.int/countries/profile?country=ws>

hundreds. Some of these species, such as the Ma'oma'o and the Manumea, two bird species for which conservation projects were launched in 2006, are found nowhere else in the world. In 1992, 136 plant species were listed as threatened or endangered, with a further 500 or so plant species having been introduced, many of which while beneficial to people may also be highly invasive.

The Samoa 2040² recognizes that Samoa's economy and people are heavily dependent on the ecosystems and services they provide and justify further investments to promote a climate resilient landscape. Samoa's economy relies heavily on natural resources, especially in the agricultural sector which accounts for more than one-tenth of the country's GDP, as well as on tourism, coconuts, small-scale manufacturing and fishing.

With a focus on biodiversity conservation, SFS, with its partners, has a critical role to play in ensuring Samoa's development path remains sustainable for current and future generations of Samoans as well as the health and resilience of its natural heritage.

SWOT Analysis of Sosaiete Fa'asao o Samoa

A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of SFS was performed in 2025 to provide a better understanding of the internal and external forces that impact the effectiveness of SFS in delivering its objectives. The Strengths and Weaknesses identify issues and factors that are internal to SFS, while the Opportunities and Threats identify external issues and factors that impact SFS effectiveness. This exercise will be repeated during the life of this strategic plan to revise the strategic focus of the organization and to identify areas for improvement.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong and competent staff base of 6 staff in 2025 • Executive Board comprising people who are genuinely passionate about the environment • Strong partnerships- eg with SWAG, SRWMA, MNRE, CI • Good donor relations- eg with Kiwa, EU, NZ, UK, Yazaki Foundation etc • Up to date independent auditing of financial accounts , approved by the Annual General Meeting • Affiliate of Birdlife International and IUCN • Many innovative projects successfully implemented- eg carbon offsetting, nature trails, garden development etc • Good awareness and updates of SFS activities through many documentaries and social media such as facebook • A growing number of Samoans concerned about the environment and are interested in supporting SFS 	<ul style="list-style-type: none"> • Limited human resource capacity, in particular for strategic communications expertise and proposal writing • Limited local funding available for conservation NGOs in Samoa • Lack of engagement and involvement of members • Project development not based on a clear long term strategy- tends to be opportunity based and short term • Current office is small and noisy and has had many issues with power and water supply • No Executive Director for strategic and technical oversight of staff and projects

² Samoa 2040 – Transforming Samoa to a Higher Growth Path – provides a roadmap to navigate Samoa's development to 2040, and complements the shorter term 4-year Pathway for the Development of Samoa (PDS).

Opportunities	Threats
<ul style="list-style-type: none"> • Donors willing to fund an Executive Officer • Utilizing SFS membership base to gain more volunteers supporting the society • Potential support to build a dedicated office is available • The development of efficient and effective environmental education programmes and clear messaging • Developing stronger partnerships with eg Bird Life, IUCN, LLEE, SWAG, SRWMA, VSA and AVA • Linkage between nature and culture- eg historic and archaeological sites as well as between nature conservation and climate change resilience 	<ul style="list-style-type: none"> • Lack of long term funding for more project staff and for a longer term programmatic approach to our work • Lack of funding and staffing to maintain a high and positive public profile of SFS • Lack of sustainable support for CCAs risks community partnerships • Lose relevance from limited involvement of members in SFS activities • Burn out of Exec members who are providing voluntary leadership and technical and strategic oversight



Strategic Plan

The Key Strategic Areas for SFS work are:

1. Conservation
2. Biodiversity, Culture, and Natural Heritage Awareness
3. Organizational Development & Leadership

Key Strategic Area 1: Conservation

Outcome 1: Threatened species and ecosystems are safeguarded through implementation of sustainable conservation projects and programmes, in collaboration with communities, Government agencies and partners.

Outputs:

- Output 1.1: Projects and programmes that secure resources to research and conserve threatened species developed and implemented
- Output 1.2: Develop and implement projects that safeguard threatened ecosystems and sites such as KBAs, PAs, CCAs etc
- Output 1.3: Support community based conservation projects through sustainable partnerships

Monitoring and Evaluation Indicators

- Number of CCAs established with sustainable community engagement
- Increased protected area (terrestrial and marine)
- Number of recovery plans developed and implemented
- Number of effective new partnerships developed via MoU, formal agreement and other mutually agreeable arrangements
- Population of threatened species recovered and ecosystems rehabilitated or restored

Key Strategic Area 2: Biodiversity, Culture, and Natural Heritage Awareness

Outcome 2: Communities are committed and supported to conserve our biodiversity and natural heritage through increased awareness, knowledge and understanding

Outputs:

- Output 2.1: Implement practical advocacy programmes linking to both formal and informal education that promote reduction in environmental impact or promote being a green citizen (utilizing models such as Guardians and Youth Champions)
- Output 2.2: Use of bottom-up approaches with communities to strengthen the conservation of biodiversity and natural heritage
- Output 2.3: Encourage and inspire community ownership of their natural resources and sustainable livelihoods
- Output 2.4: Improve knowledge of natural history and associated traditional knowledge and practice with SFS and across stakeholders

Monitoring and Evaluation [Learning] Indicators

- Perception surveys (before and after campaigns)

- Individuals/groups sending/responding with data/information
- Changes in public behaviour to a lighter environmental footprint are recorded
- Number of published reports increased and made available

Key Strategic Area 3: SFS Organisational Development & Leadership

Outcome 3. The Sosaite Fa'asao o Samoa is recognized as a leading environmental NGO in Samoa and the region with the capacity, resources and networks to achieve its mission.

Outputs:

- Output 3.1. Long term core funding to support the office and staff costs is secured
- Output 3.2. Well established, robust and comprehensive policies and procedures are developed and implemented
- Output 3.3. A network of key resource people to support the development and implementation of all projects is utilised
- Output 3.4. Sufficient employed staff such as an Executive Director (ED), Communications Specialist and volunteers to manage our projects effectively and efficiently
- Output 3.5. Increased participation of SFS members in Samoa and abroad through various/targeted approaches
- Output 3.6. SFS has designed and constructed a dedicated office

Monitoring and Evaluation Indicators

- Numbers of partners increased
- Membership participation in SFS activities and programmes increased
- Number of staff and volunteers working for the society has increased and matches need
- Recognition by national, regional and international partners measured from feedback received
- Percentage of projects awarded
- Annual funding target achieved or exceeded
- Projects successfully implemented

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Implementation and Monitoring, Evaluation & Learning (MEL) Framework 2025-2030

Key Strategic Areas	Organizational Outcomes	Outputs	Strategic Actions	Success Indicators	Data Sources	Baseline (2025)	Target (2030)
1.Conservation	OO 1. Sustainable conservation projects and programmes are implemented that safeguard threatened species and ecosystems in collaboration with communities and partners.	1.1 Develop projects and programmes that secure resources to achieve conservation of threatened species	<ul style="list-style-type: none"> • Develop and implement recovery plans for threatened species eg Manumea, Ma'oma'o, Swallowtail Butterfly and threatened trees • Manumea Research Programme implemented 	<ul style="list-style-type: none"> • Number of recovery plans developed and implemented • Number of plants assessed for Redlist status 	<ul style="list-style-type: none"> • MNRE SOE Report • SFS Project Reports 	<ul style="list-style-type: none"> • 2 bird recovery plans written • 70 Redlist profiles for plants done 	<ul style="list-style-type: none"> • 4 new threatened species recovery plans • Revised Manumea Recovery Plan
				<ul style="list-style-type: none"> • Population of threatened species recovered and ecosystems rehabilitated 	<ul style="list-style-type: none"> • MNRE SOE Reports • SFS Project Reports 	<ul style="list-style-type: none"> • Estimated 200 Manumea left 	<ul style="list-style-type: none"> • Increased population of Manumea and other threatened target species
		1.2 Develop and implement projects that safeguard threatened ecosystems and sites such as KBAs, PAs, CCAs etc	<ul style="list-style-type: none"> • Develop CCAs throughout Samoa following the fish reserve model • Continue engagement with and support for existing CCAs 	<ul style="list-style-type: none"> • Number of CCAs established and /or other community based initiatives developed and implemented including Manumea Friendly Villages (MFVs) 	<ul style="list-style-type: none"> • MNRE SOE Reports • SFS Project Reports 	<ul style="list-style-type: none"> • SFS has established 4 new CCAs (Malololelei, Magiagi, Moamoa and Lalomanu) 	<ul style="list-style-type: none"> • SFS has established at least 4 new CCAs on Savaii and Upolu • Existing CCAs are all supported

Key Strategic Areas	Organizational Outcomes	Outputs	Strategic Actions	Success Indicators	Data Sources	Baseline (2025)	Target (2030)
				<ul style="list-style-type: none"> • Area coverage of protected areas (terrestrial and marine) 	<ul style="list-style-type: none"> • MNRE SOE Reports • SFS Project Reports 	<ul style="list-style-type: none"> • As above 	<ul style="list-style-type: none"> • As above
		1.3 Support community based conservation projects through sustainable partnerships	<ul style="list-style-type: none"> • Engage with other partners working in protected areas eg UNESCO (biosphere reserves) • Invasive Species Management • Riverside restoration and conservation • Riverside waste management • Nature trails at CCAs • Carbon offsets at restoration and conservation sites 	<ul style="list-style-type: none"> • Number of new partnerships developed via MoU, formal agreement and other mutually agreeable arrangements • Areas restored (ha) 	<ul style="list-style-type: none"> • MOU Monitoring 	<ul style="list-style-type: none"> • MNRE/SFS MOU • MNRE/NUS MOU • Corporate partnership with CI 	<ul style="list-style-type: none"> • MOU with VSA and other voluntary groups being implemented • SFS/Birdlife International MOU • MJCA/MNRE/ SFS MOU for court offenders • Other MOUs

Key Strategic Areas	Organizational Outcomes	Outputs	Strategic Actions	Success Indicators	Data Sources	Baseline (2025)	Target (2030)
2. Biodiversity, Culture and Natural Heritage Awareness	OO 2. Communities are supported to conserve our biodiversity and natural heritage through increased awareness, knowledge and understanding	2.1 Practical advocacy programmes linking to both formal and informal education that promote reduction in environmental impact or promote being a green citizen (utilizing models such as Guardians and Youth Champions) are implemented.	<ul style="list-style-type: none"> • Development of strategic campaigns to support and enhance environmental awareness and sustainable behaviours • TV spots, E te silafia, social media • Moving classrooms • Sustainable agriculture and farming systems • Schools educational awareness programme 	<ul style="list-style-type: none"> • Number of campaigns that are successful 	<ul style="list-style-type: none"> • Survey results • Facebook “hits” and “likes” • Perception surveys (before and after campaigns) 	<ul style="list-style-type: none"> • Manumea anti-hunting and awareness campaign 	<ul style="list-style-type: none"> • At least 3 more campaigns being implemented on a wide range of environmental issues
		2.2 Conservation of biodiversity and natural heritage strengthened through the use of bottom-up approaches with communities.	<ul style="list-style-type: none"> • Participatory activities are implemented eg tree planting, bird watching, mangrove, COT collection (Citizen Science) 	<ul style="list-style-type: none"> • Number of Individuals/ groups responding with information 	<ul style="list-style-type: none"> • School survey • Develop app for community monitoring 	<ul style="list-style-type: none"> • Ad hoc arrangements and presentations to schools and NUS 	<ul style="list-style-type: none"> • Clear strategy for student engagement in schools and university engagement prepared and implemented
				<ul style="list-style-type: none"> • Number of community conservation projects • Number of people engaged or trained in 	<ul style="list-style-type: none"> • SFS Project Reports • MNRE SOE • NBSAP • CBD reports 	<ul style="list-style-type: none"> • Carbon Offset Project • Forest CCAs 	<ul style="list-style-type: none"> • Increased number of community conservation projects • Increased number of people trained

Key Strategic Areas	Organizational Outcomes	Outputs	Strategic Actions	Success Indicators	Data Sources	Baseline (2025)	Target (2030)
				conservation programs (including rangers)	<ul style="list-style-type: none"> • Reports on public open days 		or engaged including rangers
		2.3 Community ownership of their natural resources and sustainable livelihoods is encouraged and inspired through SFS activity.	<ul style="list-style-type: none"> • SFS data collection app 	<ul style="list-style-type: none"> • Number of individuals/ groups engaged and/or responding with information 	<ul style="list-style-type: none"> • SFS app • Perception survey results 	<ul style="list-style-type: none"> • Green Livelihood communities (Vaovai, Faleaseela, Falealupo) 	<ul style="list-style-type: none"> • Increase in number of Green Livelihood Communities/ people practicing “green lifestyles”
		2.4 Improved knowledge of natural history and associated traditional knowledge and practice with SFS and across stakeholders.	<ul style="list-style-type: none"> • Research on biodiversity • Fact sheets, banners, posters signs and other awareness material are produced • Public open days • SFS public presentations • SFS field trips • Presentations to schools and youth 	<ul style="list-style-type: none"> • Number of published reports • Public knowledge of environmental issues is increased 	<ul style="list-style-type: none"> • Project reports • Scientific papers • Perception surveys 	<ul style="list-style-type: none"> • Existing documentaries, factsheets, posters, banners, powerpoint presentations and other outreach materials 	<ul style="list-style-type: none"> • Increased number of outreach materials • Increase in number of people engaged in conservation

Key Strategic Areas	Organizational Outcomes	Outputs	Strategic Actions	Success Indicators	Data Sources	Baseline (2025)	Target (2030)
3. Organisational Development & Leadership	OO 3. The Sosaiete Fa'asao o Samoa is recognized as a leading environmental NGO in Samoa and the region with the capacity, resources and networks to achieve its mission.	3.1 Long term core funding to support the office and staff costs is secured	<ul style="list-style-type: none"> Secure sufficient funds for office administrative and development functions 	<ul style="list-style-type: none"> Amount of money raised from projects that covers core costs 	<ul style="list-style-type: none"> Annual audit Project matrix 	<ul style="list-style-type: none"> Project matrix 	<ul style="list-style-type: none"> Increased number of projects Increased core budget
				<ul style="list-style-type: none"> Annual funding target achieved 	<ul style="list-style-type: none"> Annual audit 	<ul style="list-style-type: none"> In 2025, \$600k tala of grant money was raised by SFS 	<ul style="list-style-type: none"> More than 1 million tala raised by SFS per annum
		3.2 Well established, robust and comprehensive policies and procedures are developed and implemented	<ul style="list-style-type: none"> Comprehensive operational manual covering all procedures being implemented 	<ul style="list-style-type: none"> Efficient running of the office according to the Operational manual 	<ul style="list-style-type: none"> Annual Audit Annual SFS report at AGM 	<ul style="list-style-type: none"> Draft Operations manual 	<ul style="list-style-type: none"> More comprehensive manual including procedures required by specific donors
		3.3 A network of key resource people and partners to support the development and implementation of all projects is utilized.	<ul style="list-style-type: none"> More staff and volunteers working for SFS More public events to engage more with the public Partner and donor 	<ul style="list-style-type: none"> Number of active members Number of staff and volunteers 	<ul style="list-style-type: none"> Annual SFS report at AGM 	<ul style="list-style-type: none"> 6 employed staff Approx 25 financial members 	<ul style="list-style-type: none"> 10 employed staff 100 paid up financial members
				<ul style="list-style-type: none"> Number of partners especially 	<ul style="list-style-type: none"> Annual SFS report at AGM 	<ul style="list-style-type: none"> Approx 1% form corporate sponsorship 	<ul style="list-style-type: none"> More than 5% of funding comes from

Key Strategic Areas	Organizational Outcomes	Outputs	Strategic Actions	Success Indicators	Data Sources	Baseline (2025)	Target (2030)
			fundraising events	corporate partners • Number of active MOUs with partners		• 2 current active MOUs (MNRE and NUS)	corporate sponsorship • 5 new MOUs signed
		3.4.Sufficient employed staff such as an Executive Director (ED), Communications Specialist and volunteers to manage our projects effectively and efficiently	• Dedicated fundraising for new staff, especially an ED and Comms person • Capacity to manage volunteers and interns increased	• Executive Director hired • Communications Specialist hired • Volunteers and interns engaged, especially local ones	• Annual SFS report at AGM	• Exec provide de facto ED functions • Staff share the comms role • 4 interns and volunteers working for SFS during 2025	• Executive Director hired • Comms Specialist hired • 10 interns and volunteers working for SFS
		3.5. Increased participation of SFS members in Samoa and abroad through various/targeted approaches	• Organise member nights and activities • Improve communication and outreach	• Number of member nights and events • Number of new members	• Measured through member engagement	• 5 new members per year	• More than 10 new members per year
		3.6 SFS has designed and constructed a dedicated office	• Dedicated fundraising for a new office • Finding land for a new office	• New office is constructed	• Annual SFS report at AGM	• No dedicated office, although plans for one have been prepared	• New SFS office is completed and open