Government of Samoa

The Public Administration Sector Plan for Samoa

2013/14 – 2017/18

"a professional and competent Public Administration that provides quality and coordinated service delivery to the people of Samoa in a cost effective, efficient and transparent manner"

June 2013

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Foreword

It is my pleasure to present the Public Administration Sector Plan 2013/14-2017/18. This Plan is a framework of action for the improved quality of services provided by the public administration to the people of Samoa. It builds upon the work of its predecessor the PASP 2007-2011 and lessons learned from public sector reforms and initiatives undertaken in past 2 decades.

In line with the Strategy for the Development of Samoa the PASP aspires to provide "*A professional and competent Public Administration that provides quality and coordinated service delivery to the people of Samoa in a cost effective, efficient and transparent manner."*

The Public Administration exists to serve the people of Samoa where this Plan will be a vehicle to support the endeavours of the community and private sector to receive high quality service that is professional, consistent and client oriented.

As Prime Minister and Minister responsible for the Public Service, I will take particular interest in ensuring all Government ministries and agencies making up the public administration sector will perform to the highest level of integrity and accountability in the performance of their core business and service delivery to the people of Samoa.

Hon. Tuilaepa Sailele Malielegaoi
Prime Minister & Minister of the Public Service Commission

Message from the Public Service Commission

The PASP 2012-2017 aims to provide a Public Administration that is dynamic and responsive to the needs of its community, including the business sector. This Plan reflects the commitment of the Public Administration to increase its efficiency and effectiveness for high quality public administration service that is consistent and client focussed. The Plan aims to improve public confidence and enable support for greater opportunities for wealth creation and employment in Samoa.

Given the lessons learnt from the PASP 2007-2011, this Plan will ensure that the Public Administration consolidates its institutional working relationships, coordination and co-operation with each government agency in order for it to be better serving, outward looking and client oriented. This will ensure that it has the capacity and willingness to enable meaningful partnerships with its clients - the general public, community and private sector of Samoa.

The Public Administration exists to serve the people of Samoa where this Plan will be a vehicle to support the endeavours of the community including the private sector to receive high quality service that is efficient and effective and focussed on the Client.

Tu'u'u Dr. Ieti Taule'alo
Chairman of the Public Service Commission

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List of Acronyms

AG	Attorney General's Office
AU	Audit Office
CBS	Central Bank of Samoa
CEO	Chief Executive Officer
DP	Development Partners
EDP	Executive Development Programme
EPPD	Economic Policy and Planning Division, Ministry of Finance
FSP	Finance Sector Plan
HRM	Human Resource Management
HRMIS	Human Resource Management Information System
IMF	International Monetary Fund
ISP	Institutional Strengthening Project
KVA	KVAConsult Limited
LA	Legislative Assembly
MAF	Ministry of Agriculture and Fisheries
MCIL	Ministry of Commerce, Industry and Labour
MCIT	Ministry of Communications and Information Technology
MESC	Ministry of Education, Sports and Culture
MFAT	Ministry of Foreign Affairs and Trade
MfR	Ministry for Revenue
MJCA	Ministry of Justice and Courts Administration
MoF	Ministry of Finance
MoH	Ministry of Health
MoPP	Ministry of Police and Prison
MNRE	Ministry of Natural Resources and Environment
MPMC	Ministry of the Prime Minister and Cabinet
MWCSD	Ministry of Women, Community and Social Development
MWTI	Ministry of Works, Transport and Infrastructure
NGOs	Non-Governmental Organisation
NHS	National Health Services
NPSO	National Private Sector Organisation
NZAP	New Zealand Aid Programme
OEC	Office of the Electoral Commission
OMB	Office of the Ombudsman
PASCU	Public Administration Sector Coordinating Unit
PASP	Public Administration Sector Plan
PASSC	Public Administration Sector Plan Steering Committee
PASWG	Public Administration Sector Working Group
PEFA	Public Expenditure Framework Assessment
PFMRP	Public Finance Management Reform Plan
PSC	Public Service Commission
PSIF	Public Sector Improvement Facility
SAME	Samoa Association of Manufacturers and Exporters
SBS	Samoa Bureau of Statistics
SDS	Strategy for the Development of Samoa
SOEs	State Owned Enterprises
SOEMU	State Owner Enterprises Monitoring Unit, Ministry of Finance
SUNGO	Samoa Umbrella of Non-Governmental Organisations
ToR	Terms of Reference
WB	World Bank

Figure 1: Public Administration Sector Plan Vision, Goals and Outcomes

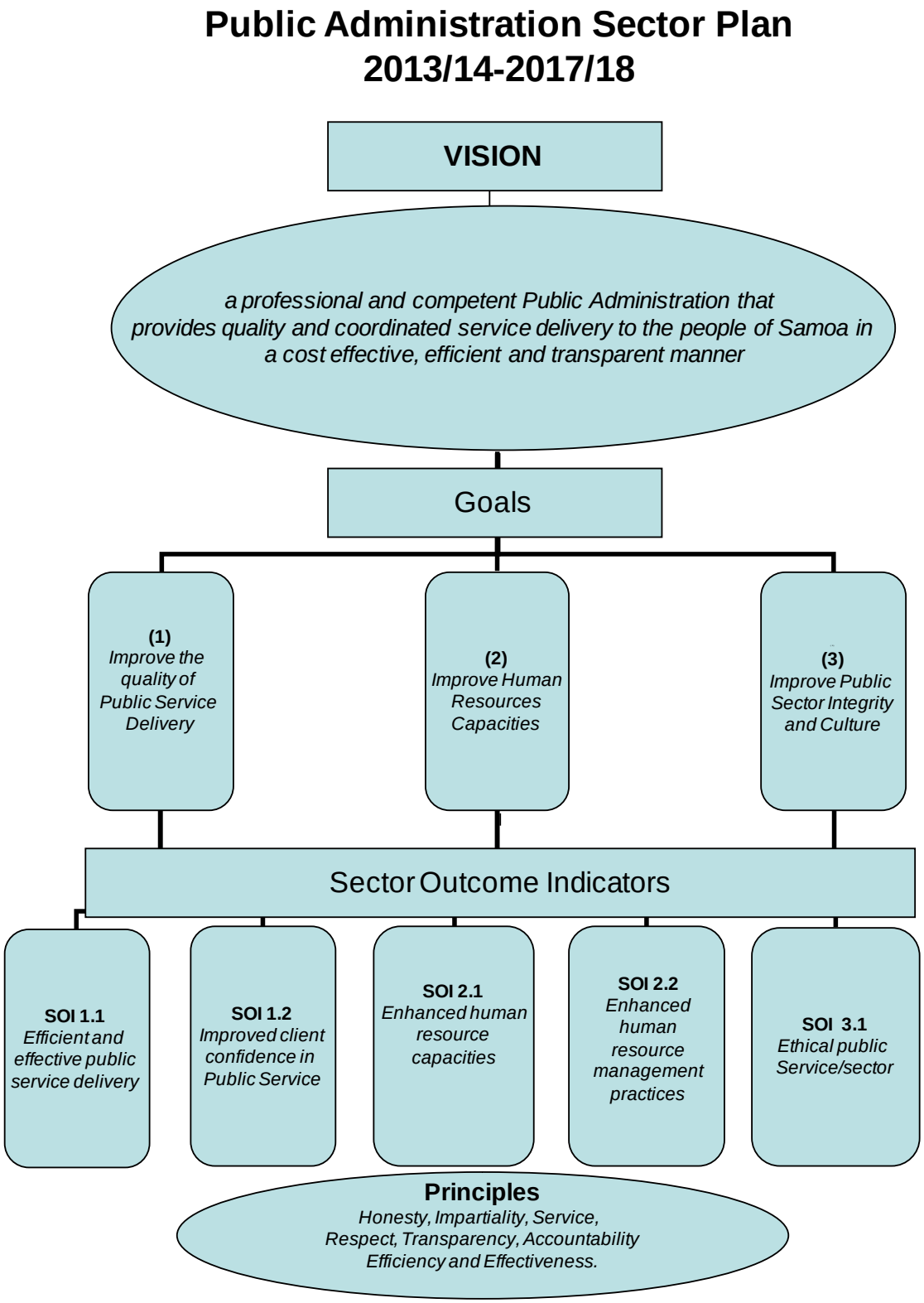


Figure 2: Resources Required for Public Administration Sector - Plan, Goals & Strategies

		Annual Resources Required					
Goals	**Strategies**	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**Total Resources Required**
		SAT					
Goal 1: Improve the quality of Public Service Delivery		**1,132,000**	**666,000**	**310,000**	**310,000**	**310,000**	**2,728,000**
	1.1 Improve/Strengthen Whole of Government (WoG) coordination	264,000	40,000	40,000	40,000	40,000	424,000
	1.2 Strengthen policy research, development and coordination	132,000	182,000	50,000	50,000	50,000	464,000
	1.3 Strengthen Whole of Government performance monitoring systems	352,000	40,000	40,000	40,000	40,000	512,000
	1.4 Improve public awareness of government functions and roles	252,000	120,000	120,000	120,000	120,000	732,000
	1.5 Improve Public Service delivery mechanisms	132,000	284,000	60,000	60,000	60,000	596,000

Goal 2: Improve Human Resources Capabilities		**8,174,003**	**20,370,953**	**20,967,918**	**21,843,960**	**22,778,775**	**94,135,608**
	2.1 Improved Human Resources Development (HRD)	3,002,003	2,870,003	2,870,003	2,870,003	2,870,003	14,482,015
	2.2 Improved Human Resources Management (HRM)	40,000	264,000	40,000	40,000	40,000	424,000
	2.3 Provide consistent public financing of Human Resources Development and Management	5,132,000	17,236,950	18,057,915	18,933,957	19,868,771	79,229,593
Goal 3: Improve Public Sector Integrity and Culture		**162,000**	**490,000**	**486,951**	**742,031**	**891,451**	**2,772,233**
	3.1 Ensure consistent and relevant integrity standards applied across the whole Public Sector including the mainstreaming of gender equity and vulnerable group issues.	132,000	196,000	35,000	30,000	30,000	423,000
	3.2. Ensure Integrity standards are upheld.	30,000	294,000	451,751	712,031	861,451	2,349,233
Total Annual PASP Resource Requirements		**9,468,003**	**21,526,953**	**21,764,669**	**22,895,991**	**23,980,225**	**99,635,841**

**These are cost estimates and subject to change due to the availability of resources, technical, financial and human and are to be allocated under a number of mechanisms primarily the national budget and in partnership with development partners.*

Executive Summary

The Public Administration Sector Plan (PASP) 2013/14-2017/18 builds on the public sector reforms of the past as well as productivity and efficiency gains from institutional strengthening of several key public service ministries in the past five (5) years. The Plan articulates further the role of the various agencies in the public administration to inform initiatives that collectively will provide the Government of Samoa with:

- Quality policy and advice that is well informed, accountable and transparent;
- Quality programme development;
- Quality service delivery; and
- Quality oversight to ensure measures of good governance, economic, political and social stability, and principles of market fairness are adhered to.

The development of PASP 2013/14 – 2017/18 was based on the review of its predecessor the PASP 2007-2011 which identified a number of positive achievements as well as remaining challenges that needed to be addressed.[1] The Plan's development was also informed by the inputs provided by over 200 stakeholders through a consultation process. Stakeholders were from the public sector, the general public and the business community.

Some key findings from the review of PASP 2007 – 2011 and stakeholder consultations include;

- Very low level of awareness and understanding of the PASP 2007 - 2011 among most of the public sector ministries and agencies highlighting ineffective communication and marketing of the Plan to the very agencies whose support was needed to implement the Plan. It also highlighted the apparent absence of a dedicated capacity within the PSC to coordinate and facilitate the implementation of the Plan. Senior executives and management personnel in several ministries and agencies commented that the policy and institutional changes made in the past 3 years were primarily driven by the relevant sector plans and a result of institutional strengthening projects rather than PASP driven.
- There is a need to strengthen whole of government approaches including the coordination and development of informed based policy and technical advice options presented to Ministers and Cabinet. These approaches should also include service delivery standards that all public sector agencies should adhere to, as well as coordinated implementation of Cabinet decisions, their monitoring and evaluation to inform Government of their impacts and achievement of the national vision of improved wellbeing for all Samoans.
- There is an urgent need to develop an effective M & E framework to monitor the implementation of the PASP and to evaluate its effectiveness in delivering its strategic goals. In fact there is a greater need to develop an integrated public sector planning and performance management framework that will enable timely and effective reporting especially by the key central agencies of Government, the MPMC, PSC, AGO and MoF to Cabinet to ensure Ministers are kept fully informed of the performance of the entire public sector in the delivery of approved Government programmes, projects and services to the people of Samoa.

[1] Taking into consideration the newly established sector plans which cover areas in the original PASP such as the Law and Justice; Community Sector; and Finance Sector Plans.

- The quality of public service delivery as well as issues around the responsiveness of public servants at the front office level as well as at senior management level to criticisms from the general public has continued to come under the spotlight. Developing a culture that puts a premium value on 'service' to the public across all public administration agencies requires priority consideration under the new PASP.
- The Plan review identified acute shortages in technical skills required by the public sector to effectively deliver services to the public. There is also a dire need for more specialised and general leadership training targeting the middle to senior management across the entire public sector. As well, improved service delivery in the priority areas of education and health continues to be hampered by issues of inadequate numbers, training and up-skilling, as well as retention.
- The review also pointed to the importance of gaining public confidence in the integrity and accountability at all levels of the public administration sector and the need to put in place whole of government integrity and anti-corruption mechanisms as part of the sector's key performance evaluation frameworks.

The definition and scope of the Public Administration Sector includes 31 Government agencies that fall under: (a) the Public Service (14); (b) constitutional body (7); (c) statutory body (2); and (d) State Owned Enterprises that are Public Beneficial Bodies (8). The sector is based on the premise that services delivered either directly or indirectly by Government have a public good and are accountable in what public funds are spent and how effectively and efficiently services are delivered to their Clients.[2]

The vision of PASP 2013/14 – 2017/18 is *"a professional and competent Public Administration that provides quality and coordinated service delivery to the people of Samoa in a cost effective, efficient and transparent manner."* This vision will be supported by a strong commitment across all agencies and levels of public administration to continually seek to innovate and create an environment and culture that puts the highest value on being of service to the people of Samoa to help them achieve a better quality of life.

This vision will be achieved through the Plan's three strategic goals:

- Improving the quality of public service delivery;
- Improving human resources capabilities; and
- Improving public sector integrity and culture

The goals will be delivered through ten (10) core strategies including:

1. Strategy 1.1 Improve/Strengthen Whole of Government (WoG) coordination
2. Strategy 1.2 Strengthen policy research, development and coordination
3. Strategy 1.3 Strengthen Whole of Government performance monitoring systems
4. Strategy 1.4 Improve public awareness of government functions and roles
5. Strategy 1.5 Improve Public Service delivery mechanisms
6. Strategy 2.1 Improve Human Resources Development (HRD)
7. Strategy 2.2 Improve Human Resources Management (HRM)

[2] Reflect the expenditure classifications of general, economic and social services, where all public services are delivered directly or indirectly.

8. Strategy 2.3 Provide consistent public financing of Human Resources Development and Management
9. Strategy 3.1 Ensure consistent and relevant integrity standards apply across the whole Public Sector including mainstreaming of gender equity and vulnerable groups issues.
10. Strategy 3.2 Ensure integrity standards are upheld including mainstreaming of vulnerable groups issues

To implement the PASP, the Public Administration Sector Steering Committee (PASSC) composition has been expanded to include the Chief Executive Officers of the PSC, MOF, MPMC, MWCSD and a representative of the civil societies and the private sector. The PASSC will monitor and implement the progress of the PASP over the next five years.

The PASSC will be serviced by the Public Administration Sector Coordination Unit based within the PSC and led by the Sector Coordinator. It is envisaged that a full team consisting of procurement and performance monitoring specialists will be recruited once financing is secured. The Sector Coordination Unit coordinates progress reports and monitors the implementation of the plan. At the operational level, the Public Administration Working Group comprising of ACEOs of the Public Service Commission technical divisions and ACEOs from Ministries represented on the PASSC will focus on implementing the day to day initiatives under the sector plan.

The five (5) core sector outcomes which will be used to monitor and evaluate the peformance of PASP over the plan period includes:

1. Efficient and effective public service delivery
2. Improved client confidence in public service
3. Enhanced human resource capacities
4. Enhanced human resource management practices
5. Ethical and accountable public administration sector

The resource requirements for the goals, strategies, outputs and activities over the five year Plan period will require a resource envelope of $99,635,841 million tala with $9,468,003 million tala in 2013/14; $21,526,953 million tala in 2014/15; $21,764,669 million tala in 2015/16; $22,895,991 million tala in 2016/17 and $23,980,225 million tala in 2017/18.

The PASP 2013/14-2017/18 aims to provide a Public Administration that is dynamic and responsive to the needs of its community including the business sector. This Plan reflects the commitment of the Public Administration to increase its efficiency and effectiveness for high quality public administration service that is transparent, consistent and client oriented. The Plan aims to improve public confidence and enable support for greater opportunities for social prosperity, wealth creation and employment in Samoa.

1.0 Introduction and Background

The Public Administration Sector Plan 2007-2011 was the first for Samoa and was developed to build upon the public sector reforms undertaken in the two decades and to serve as a framework for future developments in the public administration. Comprehensive in its scope and approach, the PASP embraced strategies to improve the overall quality of service and effective engagement of the Public Administration with the Executive, State Owned Enterprises, the community and the private sector. The Plan was a remarkable achievement written at a time when very few sector plans had been developed and helped serve as the platform for sector reforms in the Law and Justice, Public Finance and Community Sectors, as well as activating the utilisation of resources in the Public Sector Improvement Facility. Since the development of PASP 2007 – 2011, a Public Financial management Reform Plan has also been completed and a Finance Sector Plan for the period 2012 – 2016 is substantially completed.

1.1 Review of PASP 2007-2011

The broad purpose of the review of the PASP 2007-2011 was to provide recommendations to the Public Service Commission (PSC) and PASP – Steering Committee (SC) on directions to be pursued in the formulation of the new PASP. This involved the following key tasks:

- Consultation with all relevant stakeholders, undertake a review of the PASP 2007-2011 with a view to providing recommendations to assist in the formulation of a new PASP.

- Consultation with all relevant stakeholders and on the basis of recommendations arising from the review, provide technical assistance and advice to the PSPSP Division in the formulation of a new PASP for the next four to five year period.

- Providing capacity building for the PSPSP Division of the PSC in relation to public sector reforms and public management initiatives which are relevant to the Samoa Public Service context.

1.2 Review Methodology

Consultations were conducted with the managements of selected government agencies **(refer Annex 2**) that are public administration service providers. The specific review questions together with the resource logframe were used as a basis for the consultations. A briefing note was also disseminated in advance to facilitate these consultations.

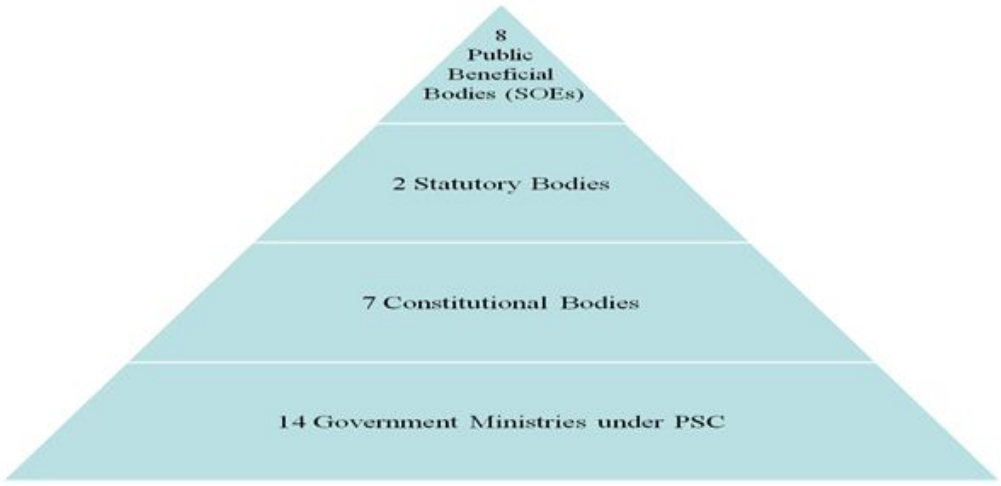
As part of the consultation process, file notes were developed by the PASP Review Team that summarised the key points of discussion and subsequently e-mailed to the members present for their review and finalisation. This was to ensure that the views of the respective agencies were captured and truly reflected in the feedback for the Review of the PASP. While the central government agencies were well informed of the PASP, most government agencies consulted had limited or no knowledge of the PASP.

1.3 PASP 2013/14-2017/18

The overarching purpose of the Public Administration Sector Plan 2013/14-2017/18 is to support the SDS vision for *"Improved Quality of Life for All"* and goal of Improved Governance by enhancing the capacities and capabilities of the public administration to provide high quality, timely and effective public service to every person in Samoa.

There are over 6,453 people employed in the Samoa Public Administration and this number is projected to grow to 8,366 in 2017/2018. The Public Administration includes 31 Government agencies (**Figure 3**) that fall under: (a) the Public Service (b) a constitutional bodies (c) a statutory bodies and (d) State Owned Enterprises that are public beneficial bodies. The sector is based on the premise that services delivered either directly or indirectly by Government have a public good and are accountable in what public funds are spent and how effectively and efficiently services are delivered to their Clients.[3]

Figure 3: Public Administration Service Providers



The collective role of the various agencies in the public administration is to provide the Government of Samoa with:

- quality policy and technical advice that is evidence based, coordinated, accountable and transparent;
- quality programme development and implementation that is subject to robust monitoring and evaluation frameworks and practices;
- quality, timely and accountable service delivery; and
- quality leadership and management to ensure adherence to good governance in all areas of public administration operations

In providing the Government of Samoa with the these various roles whether directly or indirectly the Public Administration provides services that impact on the general public, the community, and the private sector who are the key users, outside the Executive, of the services provided.

3 Reflect the expenditure classifications of general, economic and social services, where all public services are delivered directly or indirectly.

2.0 PASP 2007 – 2011 Review & Stakeholder Consultations: Key Findings and Needs Assessment

2.1 Overview

A Review of the PASP 2007-2011 was commissioned in 2012 with the key aims of: (a) reviewing the core areas in the public administration sector plan; and (b) identifying objectives and goals for the new PASP in line with current national priorities and international developments likely to impact on the sector's performance.

2.2 Assessment of PASP 2007-2011 Programmes and Goals

The Review of the PASP 2007-2011 was informed by an assessment of the performance of its Sector Reform Programme and projects against six key goals briefly described below.[4] The assessment not only captured what had been accomplished but also informed priority areas and needs that remain to be addressed. As well the assessment helped identify the next steps and new initiatives the new Plan should consider given that several sector plans were completed in the past 3 years and have addressed a number of key areas and needs identified in PASP[5] 2007 – 2011:

1. **Sound legal and policy frameworks (PASP Goal 1)** - The reform programme on legislation assisted the formulation and implementation of the Law and Justice Sector Plan. This goal was perceived by stakeholders as the most successful one achieved with the completion of the Law and Justice Sector Plan, the establishment of the Law Reform Commission, and the backlog of court cases from past years updated.

   Next steps: Updating legislation is primarily covered under the Law and Justice Sector Plan. With respect to strengthening strategies and policies other elements of Goal 1 are included in the new Plan's Goal 1: Improve the quality of Public Service Delivery.

2. **The financial and administrative systems and procedures (PASP Goal 2)** - The reform programme on institutionalising financial management assisted the development of the Public Finance Management Reform Plan and is incorporated in the new Finance Sector Plan. This goal was regarded as the second most successful given progress in the following areas: (i) operationalising the system FinanceOne; (ii) integrating PeopleOne into the financial system; (iii) the completion of two public expenditure framework for assessments (PEFA); (iv) the continuous implementation of the Public Finance Management Reform Plan (PFMRP); and (v) development of the Finance Sector Plan.

   Next steps: Goal 2 is primarily covered under the Finance Sector Plan while elements concerning public administration costs are included in the new Plan under Goal 2: Improve Human Resource Capabilities

4 Goal 1 - Sound legal and policy frameworks; Goal 2 - Financial and administrative systems and procedures; Goal 3 - Effective and improved services; Goal 4 - Network and partnership alliances; Goal 5 - Accountable, ethical and transparent government operations; and Goal 6 - Highly professional institutions.
5 Such as the Law and Justice; Community Sector; and Finance Sector Plans.

3. **Effective and improved services (PASP Goal 3)** – The implementation of both reform programmes on maximising reciprocal capability with local government for improved service delivery and strengthening entrepreneurial governance and development was limited due to the financial and technical resources available. Using the SDS framework of the World Bank governance indicators showed Government effectiveness had decreased since 2007. This was perceived as the least successful goal and a remaining priority for the new Plan.

   Next steps: Goal 3 is expanded upon and incorporated into the new Plan under: Goal 1: High quality public administration service that is consistently delivered and Client focussed; and Goal 1: Improve the quality of Public Service Delivery.

4. **Network and Partnership Alliances (PASP Goal 4) -** This was perceived as the third most successful goal.The limited implementation of both reform programmes on maximising reciprocal capability with local government for improved service delivery and strengthening entrepreneurial governance and development may have hindered the effectiveness of the interfaces with the private sector and village government, but more so on the latter. While Government's relationship with the private sector and SUNGO has improved, effective networking and partnership with villages and the community remains a key issue.

   Next steps: Elements of Goal 4 are included in the Community Sector Plan and the new Plan under Goal 1: Improve the quality of Public Service Delivery.

5. **Accountable, ethical and transparent government operations (PASP Goal 5)** - The reform programmes on strengthening good governance and accountability assisted the reviews in the Offices of the Audit and Ombudsman. The implementation of the ISPs for the SBS and MfR correlated to the positive outcome of this goal which was perceived as the fourth most successful. The Audit Office ISP was completed; the MfR ISP for the Inland Revenue is in its final stages; and the Ombudsman ISP almost complete. Phase I of the Public Finance Management Reform Plan has been completed and Phase II is currently in progress.

   Next steps: Goal 5 is primarily covered under the Finance Sector Plan while the training aspects of good governance and an ethical public administration are included in the new Plan under Goal 3: Improve Public Sector Integrity and Culture.

6. **Highly Professional Institutions (PASP Goal 6)** – This was perceived as the fifth most successful goal and is a continued priority in the new Plan. The continuous implementation of projects on capability building and strengthening ethics for the public administration sector will continue to contribute to improving human resource capacity. The review of systems and procedures will also continue to complement the strengthened human resource capacity provided by the public service. The statistics gathered for the ICT suggest the broadening of training to include more private sector and NGOs and that SOEs be encouraged to attend. The Executive Development Programme was a highly successful programme but due to limited funding discontinued. The implementation of performance-based contracts is still work in progress and will continue to be a critical part in assessing the leadership and performance of management throughout the Public Administration.

Next steps: Goal 6 is expanded and built upon in the new Plan under Goal 1: Improve the quality of Public Service Delivery.

2.3 Stakeholder Consultations: Findings and Needs.

The consultations with multiple stakeholders provided useful feedback on a range of problematic areas with the implementation of PASP 2007-2011 which needed to be closely considered to inform new areas of priority and strategic focus of the new Plan. The key findings are summarised below:

1. Very low level of awareness and understanding of the PASP 2007-2011 among most of the public sector ministries and agencies highlighting ineffective communication and marketing of the Plan to the very agencies whose support was needed to implement the Plan. It also highlighted the apparent absence of a dedicated capacity within the PSC to coordinate and facilitate the implementation of the Plan. Senior executives and management personnel in several ministries and agencies commented that the policy and institutional changes made in the past 3 years were primarily driven by the relevant sector plans and a result of institutional strengthening projects rather than PASP driven.

2. There is a need to strengthen whole of government approaches including the coordination and development of informed based policy and technical advice options presented to Ministers and Cabinet. These approaches should also include service delivery standards that all public sector agencies should adhere to, as well as coordinated implementation of Cabinet decisions, their monitoring and evaluation to inform Government of their impacts and achievement of the national vision of improved wellbeing for all Samoans.

3. There is an urgent need to develop an effective M & E framework to monitor the implementation of the PASP and to evaluate its effectiveness in delivering its strategic goals. In fact there is a greater need to develop an integrated public sector planning and performance management framework that will enable timely and effective reporting especially by the key central agencies of Government, the MPMC, PSC, AGO and MoF to Cabinet to ensure Ministers are kept fully informed of the performance of the entire public sector in the delivery of approved Government programmes, projects and services to the people of Samoa.

4. The quality of public service delivery as well as issues around the responsiveness of public servants at the front office level as well as at senior management level to criticisms from the non government sector has continued to come under the spotlight. Developing a culture that puts a premium value on ‘service’ to the public across all public administration agencies requires priority consideration under the new PASP.

5. The Plan review identified acute shortages in technical skills required by the public sector to effectively deliver services to the public. There is also a dire need for more specialised and general leadership training targeting the middle to senior management across the entire public sector. As well, improved service delivery in the priority areas of education and health continues to be hampered by issues of inadequate numbers, training and up-skilling, as well as retention.

6. The review also pointed to the importance of gaining public confidence in the integrity and accountability at all levels of the public administration sector and the need to put in place whole of government integrity and anti-corruption mechanisms as part of the sector's key performance evaluation frameworks.

The key findings from the review of PASP 2007 – 2011 and from stakeholder consultations have identified important strategic areas which need to be given priority consideration the PASP 2013/14 – 2017/18 to further add value to Government's ongoing drive to transform the public administration sector into a highly professional, relevant, effective and efficient vehicle for the delivery of all public services to the people of Samoa in line with the national development vision of ***' Improved Quality of Life for All'***.

3.0 Operational Environment for the PASP 2013/14-2017/18

Samoa over the last two decades has taken vigorous steps to overhaul the public administration sector and establish a comprehensive institutional framework for the management and development of the country's public resources. Key national initiatives including privatisation and realignment of ministries in the early 2000s were designed to redefine the core business and role of government and to create an enabling environment for greater participation and partnership by communities and the private sector in national development.

Samoa is continuing towards an overarching governance model[6] after several years of institutional reform. Examples of the governance model operating in Samoa include the reform of the Ministry of Works, Transport & Infrastructure to focus on policy and regulatory functions and the establishment of the Land Transport Authority to be responsible for road construction and maintenance work and the separation in 2006 of health service delivery functions from the Ministry of Health to the National Health Services.

The public administration sector encompasses a range of regulators and service providers, although some institutions continue to perform both roles. Many reforms in institutional arrangements and strategic planning targeting improved public administration performance and service delivery have taken place in recent years. These include:

1. The development of sector plans to better inform and to promote and strengthen coordination of sector wide policies, strategies and priority setting of programmes as well as common monitoring and evaluation frameworks to guide and evaluate implementation and service delivery to achieve priority sector outcomes and contribute effectively to national development goals set in the SDS.

2. The development of the Public Financial Management Reform Plan to guide the development and management of public financial policies and processes.

3. The recent development of sector MTEFs to promote longer term perspectives in determining expenditure and financing needs required to deliver prioritised sector strategies and approved programme activities on sustainable basis.

[6] Defined as the separation of policy and regulatory functions from technical implementation functional roles.

4. The institutional strengthening of a number of key public administration agencies that will contribute to improved whole of government approaches to policy formulation, priority setting, effective and coordinated implementation of Cabinet decisions and strengthened strategic planning and performance evaluation across the public administration sector.

5. Establishment of the Office of the Regulator in 2006 under the Telecommunications Act 2005 to provide regulatory services for the telecommunications sector in Samoa and a recent broadening of that mandate to also include the power sector;

6. Continuing divestment of state-owned enterprises including the sale of Government shareholding in SamoaTel in 2009;

7. The establishment of the Unit Trust of Samoa in 2010;

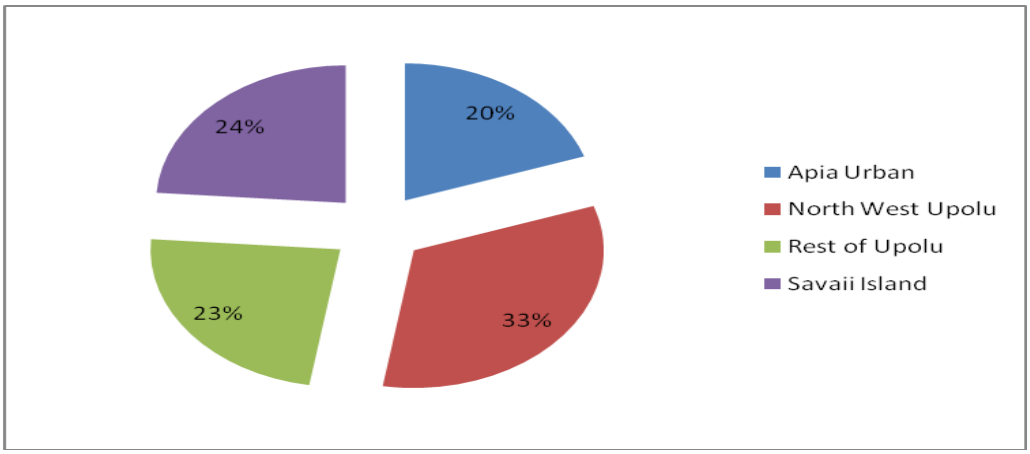
The operating environment for the public administration sector in the next 5 years will also be influenced by a number of key challenges from the local economy as well as from the effects of global developments. The key challenges and opportunities are summarised below and detailed needs analysis presented in **Annex 6**;

3.1 National Demographics

The preliminary tabulation of the 2011 Census indicates that Samoa's population stands at 186,340. The geographical spread highlighted in **Figure 4** indicates that a fifth of the population live in the urban areas of Apia with most people living in the coastal areas of the north west of Upolu. The remaining areas of Upolu and Savaii share approximately 23% and 24% of the population respectively.

For effective provision of public administration services, the geographical location of where the people of Samoa live and understanding their needs has to be considered in policy design and decisions, to ensure proper targeting of effective public administration service delivery in the future.

Figure 4: Samoa Census 2011 Population - Location



Source: Samoa Bureau of Statistics

The age group spread provides an interesting proposition given that more than a third of the people of Samoa are 14 years or below. Approximately 60 % of the population are between the ages of 15 and 65 years while the remaining group (pensioners) account for approximately 5 %. The demographics will continue to be dominated by the growing youth population with increasing demands on youth related public services in education, law and order, and health.

This information suggests the need for public administration responses and services to be proactive to meet not only the current but also the future needs of a youthful population, especially with regards to social and economic services. The new National Policy for Youth 2011-2015 provides insight to this development issue by focusing its strategic approach on the 18 to 35 years olds of the population.

3.2 Size of the Public Sector

The Public Sector and cost is expected to almost double in size from 4,714 in 2007/2008 to a projected 8,366 in 2016/2017. There is also a projected increase in personnel expenditure from 10.7% of GDP in 2012/2013 to 12.7% of GDP in 2016/2017. As demonstrated in **Table 1** the increase in the number of public sector personnel (4,700 to 6050 employees) corresponds to increases in personnel costs for the last five years.

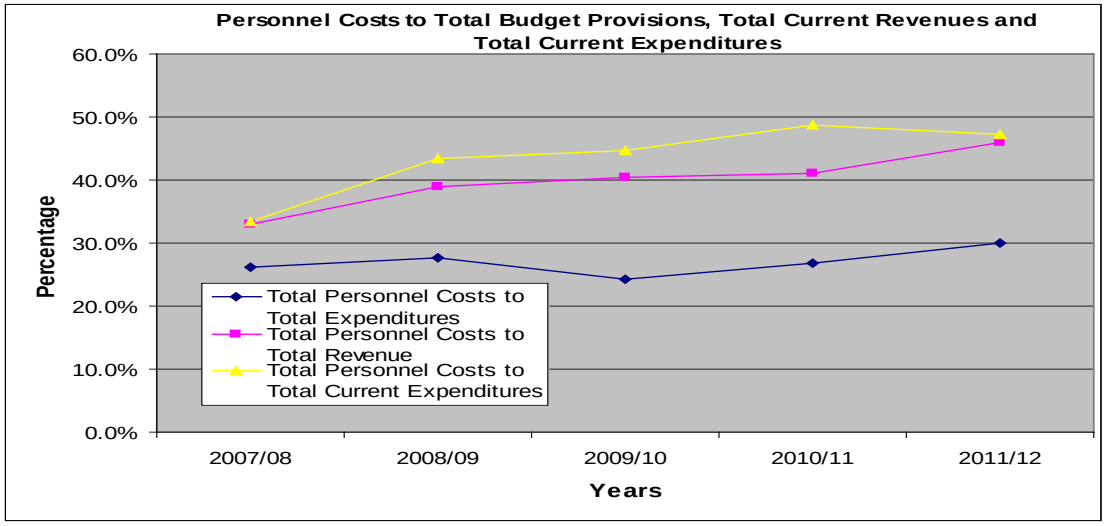
Table 1: Level of Annual Public Sector Personnel

Years	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
Total Public Sector Employees (including only SOEs funded from the Budget)	4,714	5,612	5,504	5,615	6,047

Source: Ministry of Finance Budget Figures

Consistent with the increases in public administration employee figures, personnel costs to total expenditures and total revenue (recurrent) are both expected to increase as presented in **Figure 5.**

Figure 5: Personnel Costs to Total Budget and Total Recurrent Revenues



Source: Samoa Bureau of Statistics (SBS)

Containing the size of the public administration sector employees and their associated costs within the specified range of 40-41 percent of total expenditures[7] will be a key challenge for government, especially the likely pressure from forthcoming cyclic or seasonal events of the next fiscal years.

3.3 Emerging trends in Samoa's socio-economic development.

The implementation of the PASP will be influenced by emerging trends in Samoa's socio-economic development including the emergence of ICT as a major factor in the quality and roll out of essential public administration services as well as further divestment of SOEs and public administration service delivery to the private sector in line with Government's renewed push for an increased role for private enterprise as the engine of growth and to strengthen Public Private Partnerships. Key trends include;

- Increasing dominance of the economy by the services industries particularly in tourism, health, telecommunications, financial services etc which could take the contribution of the services industries from the present 60% of GDP to at least 65% of GDP by 2017.
- Joining the WTO will increasingly open up the Samoan economy to international companies which in turn will require an increased range and level of expertise in the sectoral regulatory authorities to ensure international compliance.
- Worsening life style diseases among the adult population and implications not only on the quality of service delivery but also demand of public health services. Anecdotal evidence suggests at least 1 out of 7 adults[8] are at risk of having non communicable diseases.
- Recent immigration trends indicate that Samoan professionals residing overseas who contribute to remittances (approximately SAT$300 million or 25% of GDP) are returning and supplying employment in the public sector and the private sector. Increasing interaction with Samoa diaspora will not only provide access to a pool of skilled overseas educated Samoans but will also underpin the increasing demand for telecommunication services.
- The planned National Broadband project being implemented during the planning period will see a significant reduction in the domestic and international costs of communications and will have significant implications on enhancing public service delivery. This growing technological environment will provide opportunities for instant demand for services and feedback from the public on the quality of the services provided by the public administration.
- There are a number of opportunities for efficiency and effectiveness of public service diagnostics and delivery in a number of key sectors like education and health particularly in areas of on-line learning and tele-medicine.
- Increasing shift in tied aid to climate change related funding mechanisms will require increasing demand for skills in this area to enable the access of funds for the environment. A number of multi-sectoral initiatives for climate change related development have been initiated by the Government of Samoa in tourism and public finance and is set to continue.

7 As per Fiscal Strategy Statement Budget 2012/2013
8 World Health Organisation – NCD Country Profile - Samoa, 2011

4.0 The Public Administration Sector Plan 2013/14-2017/18

4.1 Vision

The vision of the new Public Administration Sector Plan 2013/14-2017/18 is *"a professional and competent Public Administration that provides quality and coordinated service delivery to the people of Samoa in a cost effective, efficient and transparent manner ".*

4.2 Goals & Outcomes

To achieve the PASP vision three goals have been identified:

- Goal 1: Improve the quality of Public Administration Service Delivery
- Goal 2: Improve Human Resources Capabilities
- Goal 3: Improve Public Administration Integrity and Culture

4.3 Guiding Principles

The PASP will be governed with the underlying principles of a Public Administration that possesses the values of *Honesty, Impartiality, Service, Respect, Transparency, Accountability, Efficiency and Effectiveness.*

4.4 Strategies and Activities

To help achieve the new PASP vision and goals there are ten strategies with specific activities as follows:

Goal 1: Improve the quality of Public Service Delivery.

Strategy 1.1 Improve/Strengthen Whole of Government (WoG) coordination will focus on *(1.1.1) Review, clarify and streamline Public Sector governance arrangements for improved service delivery and equity* and *(1.1.2) Review and improve mechanisms for central agencies coordination to support WoG cohesion.*

Strategy 1.2 Strengthen policy research, development and coordination involves (*1.2.1) Review and improve policy development (specific focus on research/evidence gathering) capacity within the Public Administration Sector* and **(***1.2.2) Conduct a scoping study for establishing/commissioning a Public Administration Sector research institute.*

Strategy 1.3 Strengthen Whole of Government performance monitoring systems includes **(***1.3.1) Conduct Public Administration Sector functional review***, (***1.3.2) Develop integrated Public Administration Sector Planning and Performance Management Framework***, (***1.3.3) Implement Public Administration Sector Performance Assessment and Improvement System (PAIS)* and (*1.3.4) Review of CEO and ACEO Performance Contracts including a contractual performance indicator of monitoring efficiency and effectiveness.*

Strategy 1.4 Improve public awareness of government functions and roles focussing on *1.4.1 Develop and implement public education and awareness campaign; 1.4.2 Review and improve mechanisms for public service information dissemination and feedback; 1.4.3 Promote Public Service Day and Public Service Excellence Awards* and *1.4.4 Develop survey to gauge public feedback on public service delivery (Initial baseline and periodic)*

Strategy 1.5 Improve Public Service delivery mechanisms includes *1.5.1 Review service delivery mechanisms for 'priority problem areas' and implement improvements*; *1.5.2 Streamline activities i.e. client focus direct services - Health, Education, Policing, Businesses, etc*; *1.5.3 Streamline activities for indirect client services e.g. regulation, monitoring, quality standards etc;*

Goal 2: Improve Human Resources Capabilities
Strategy 2.1 Improve Human Resources Development (HRD) includes *2.1.1 Implement work force plan (WFP) across whole public sector (WoG); 2.1.2 Review current processes and systems for HRD in the Public Sector; 2.1.3 Develop and implement Leadership Development Programmes for the Public Sector* and 2.*1.4 Develop & implement priority HR development programs*

Strategy 2.2 Improve Human Resources Management (HRM) will address 2.*2.1 Review existing HRM Framework* and *2.2.2 Develop a unified HRM Policy/Strategy for the Whole of Government including mainstreaming of gender issues.*

Strategy 2.3 Provide consistent public financing of Human Resources Development and Management focuses on *2.3.1 Strengthen Public Sector Improvement Facility (PSIF)* and *2.3.2 Review existing policies/systems and processes to ensure consistency of funding for HRM & D*

Goal 3: Improve Public Sector Integrity and Culture
Strategy 3.1 Ensure consistent and relevant integrity standards apply across the whole Public Sector will focus on 3.1.1 *Undertake a review of existing integrity standards and formulate unified integrity standard for the Public Sector.*

Strategy 3.2 Ensure integrity standards are upheld through *3.2.1 Develop and implement an Awareness and education program on Unified Public Sector Integrity Standards; 3.2.2 Enforcement of the Unified Integrity Standards for the whole Public Sector* and 3.*2.3 Scoping Study for an Integrity Standards / Anti-Corruption Agency.*

5.0 Institutional Arrangements and Resource Requirements

5.1 Who are the Drivers in the Sector

The primary drivers or agencies in the sector include the following:

Public Service Commission
The Public Service Commission is the lead agency for the sector and central agency for Human Resource Management and Human Resource Professional Development in the Public Service.[9] The Secretariat for the Sector is situated in the PSC ensuring effective coordination amongst the priority areas of the sector plan and enhanced collaboration among all government agencies to deliver these priorities in an effective and efficient manner.

9 The PSC is currently the lead agency for the Sector, however Cabinet has committed to a medium to long term goal of the MPMC taking over as the lead agency for the sector. It is envisaged that this will enhance the whole of government approach to policy formulation, implementation and monitoring allowing PSC to focus on its constitutional mandate.

Ministry of Prime Minister and Cabinet
The role of MPMC is to enhance the whole of government approach for the Public Administration and ensure effective and efficient resourcing of initiatives in the PASP through the Public Sector Improvement Facility which is based in the MPMC.

Ministry of Finance
Main role is to promote sound public finance management in service delivery through establishment and implementation of prudent financial management systems, standards, policies and procedures. Located in the Ministry of Finance is the State Owned Enterprises Monitoring Unit which is responsible for the oversight and governance of state-owned enterprises.

Ministry of Women, Community and Social Development
Lead government interventions and engagement on community development in order to maintain social cohesion and positive economic outcomes for families and communities.

Civil Society – Samoa Umbrella for NGOs (SUNGO)
Complement public sector efforts and ensure that concerns of the community are catered for. Also provide financial and planning support to NGOs who are affiliated with them.

Private Sector – National Private Sector Organisation of Samoa (NPSO)
Supplement public services with lessons learned by the private sector. Collaborate with public sector on ways of involving the private sector more closely in the delivery of services through greater use of outsourcing and competition for contracts, enhancing efficiency and effectiveness.[10]

5.2 Implementation Strategy

Institutional Arrangements
The Public Administration Sector Steering Committee (PASSC) composition includes the Chief Executive Officers of the PSC (Chairperson), MOF, MPMC, MWCSD and a representative of the civil societies and the private sector. The PASSC will monitor and implement the progress of the PASP over the next five years where the role of the Committee is presented in **Annex 3**.

The Public Administration Sector Coordination Unit is based within the PSC and led by the Sector Coordinator. It is envisaged that a full team consisting of procurement and performance monitoring specialists will be recruited once financing is secured. The Sector Coordination Unit coordinates progress reports and monitors the implementation of the plan.

At the operational level, the Public Administration Working Group will focus on implementing the day to day initiatives under the sector plan. The composition includes PSC ACEOs, MOF – ACEO EPPD, MOF – ACEO SOEMD, MPMC – ACEO Cabinet, MWCSD – ACEO Planning and Policy, Civil Society and Private Sector Representatives.

Communication Plan of Action
Every public sector organisation needs to be clear about its objectives, and its strategy to reach the sector goals as well as develop powerful leadership supported by adequate and

10 Refer to Annex 2 for full list of persons consulted

realistic resource envelopes. Clear lines of communication will be established and focus on the following elements:

- Through leadership of the PSC a performance culture will be encouraged throughout the sector whereby individuals will be held genuinely accountable for both excellent and poor performance, understanding that promotion or demotion and/ or dismissal may be an outcome of such performance.
- Cabinet through MPMC will provide the `whole of government direction' to which individual public administration agencies will align their respective sector and corporate plans against. This will articulate greater understanding of the legal mandate of each organisation and their designated areas of portfolio including what they are responsible for, what services they provide and who they are accountable to.
- Communication protocols and guidelines will be established as to formal processes for information sharing and coordination within government to avoid duplication and to enhance interagency co-operation, where appropriate. Furthermore these protocols and guidelines to articulate lines of communications, contact details and appropriate contact persons within the organisation for the public to effectively engage with under the various scenarios relevant to the portfolio of the public administration agency, especially pertinent in situations of emergency, crises and national disasters.

Capacity Building Plan of Action

Traditional ways of working in the sector will be tested and challenged. Providers will be encouraged to consider whether elements of their service are best provided by the public sector, the private sector or private/public sector alliances. The public sector shall explore private sector insights on cost leadership and performance management practices which can serve as a tool for improving efficiency and effectiveness. Key elements of the capacity building initiatives will focus on the following:

1. Mentoring programmes or work shadowing between public sector senior management and their counterparts in the private sector.
2. Targeted leadership programmes for Senior Research to Principal level officer equivalent positions given their potential to lead the Public Administration in the next five to ten years.
3. Greater recognition of the contribution offered by new recruits with private sector experience, who can provide direct insight into the public sector or public/private partnerships.
4. The importance of regional and international secondments for individuals within the Public Administration and how retention of such individuals can contribute to long term capacity building and networking.

Sector Performance Framework

Success in the public sector is measured by the relationship between inputs, outputs and outcomes. Given the absence of a well defined sector performance framework in the previous plan the main focus of the sector will be on implementing a simple and cost effective monitoring framework.

Performance management and accountability will be improved throughout the public sector. There is no 'one size fits all' performance management system as such organisations will be encouraged to follow general principles to monitor their individual performance. Some top-down targets are necessary to improve the relationship between measures and the implementation of strategy but top-down targets will be kept to a minimum to avoid

disproportionate effort collecting and reporting data compared to the effort invested in improving performance.

Wherever possible, set targets will be measures used by those delivering services to monitor their effectiveness. Cross-departmental working and interdependencies between different elements of the public sector will be supported by appropriate governance and targets, to enhance inter-agency co-ordination and co-operation.

The key tools that will be used to collate and monitor performance will include but not be limited to the following:

1. ***Annual Sector Reviews*** – an annual sector report will be compiled by the PASCU and presented at an annual forum whereby key stakeholders are encouraged to provide feedback on the annual performance of the sector and provide feedback for the subsequent annual workplan.
2. ***Annual Client Surveys*** – led by PASCU annual client (sample) surveys will be conducted to gauge client satisfaction with public administration services.

The PASP monitoring and evaluation framework[11] is presented in **Annex 5** which provides details for monitoring the following key sector outcomes as well as the baseline data, annual targets, means of verification, assumptions and the responsible government monitoring agency.

1. Efficient and effective public service delivery
2. Improved client confidence in public service
3. Enhanced human resource capacities
4. Enhanced human resource management practices
5. Ethical and accountable public administration sector

5.3 Resource Requirements

The resource requirements for the goals, strategies, outputs and activities over the five year Plan period will require a resource envelope of $99.7 million tala with $9.5 million tala in 2013/14; $21.4 million tala in 2014/15; $21.8 million tala in 2015/16; $22.9 million tala in 2016/17 and $24.04 million tala in 2017/18.

The annual resource requirements for the planned goals, strategies and activities are presented in **Annex 4** . It shows the annual resource requirements for the duration of the plan, underlying assumptions and the lead government agency responsible for the initiation of such an activity. The PASP will be financed from the general budget allocations, the Public Sector Improvement Facility (PSIF) and development partners where appropriate.

The future allocation of funds to programmes, sub-programmes and activities will be closely guided by the priorities set for the three key thematic areas in the Sector Plan. Expenditure planning will be on-going and backed by annual action planning and effective expenditure management. The proposed processes and criteria for allocating identified resources into the respective sub-sectors are likely to be refined over time under leadership of the PASSC. Key steps towards finalising the processes will include:

[11] The sector indicators will be refined during the annual sector review process.

1. Establishing annual sector resource ceilings for on-going and new initiatives;

2. Determining the appropriate annual resource allocations (%) per thematic area, i.e.:

    - Quality of Public Service Delivery;
    - Human Resource Capabilities; and
    - Public Administration Integrity and Culture.

3. Developing annual expenditures per thematic areas based on agreed sector outputs and sub-outputs; and

4. Allocating agreed thematic area expenditures and projects to appropriate annual budgets of respective Ministries / Agencies to facilitate direct implementation by Implementing Agencies; and

5. Conducting detailed annual reviews as to the progress and performance of all new initiatives that are funded.

Annexes:

Annex 1: Scope of Government Agencies included in the Public Administration Sector Plan

Public Administration	Agencies
Government ministries defined as the Public Service under the umbrella of the Public Service Commission	
Ministries12	1. Agriculture and Fisheries
	2. Commerce, Industry and Labour
	3. Communications and Information Technology
	4. Education, Sports and Culture
	5. Finance
	6. Foreign Affairs and Trade
	7. Health
	8. Justice and Courts Administration
	9. Natural Resources and Environment
	10. Police and Prisons
	11. Prime Minister and Cabinet
	12. Revenue
	13. Women, Community and Social Development
	14. Works, Transport and Infrastructure
Government ministries or organisations defined as non Public Service but are fully funded from the Government budget with spending directly controlled by the Ministry of Finance	
Constitutional Bodies13	15. Attorney General
	16. Legislative Assembly
	17. Ombudsman
	18. Electoral Commission
	19. Audit Office
	20. Public Service Commission
	21. Bureau of Statistics
Statutory Bodies	22. Office of the Regulator (MCIT)
	23. Law Reform Commission
State owned organisations which are classified in the following categories	
State Owned Enterprises	24. National Health Services of Samoa
a. Public Beneficial Bodies14	25. National Kidney Foundation of Samoa
	26. National University of Samoa
	27. Samoa Fire and Emergencies Services Authority
	28. Samoa Qualifications Authority
	29. Samoa Sports & Facilities Authority
	30. Samoa Tourism Authority
	31. Scientific Research Organisation of Samoa

12 All government ministries in the Schedule of Ministerial and Departmental Act 2003.
13 All offices established as a requirement of the Constitution of Samoa.
14 Including all State-owned Enterprises (SOEs) classified as public beneficial bodies delivering outputs as third parties for the Government of Samoa.

Annex 2: List of Stakeholders Consulted

Organisation	Name	Designation
Public Service Commission	Naea Beth Onesemo-Tuilaepa	Chief Executive Officer
	Sala Sapolu	Assistant Chief Executive Officer, PSPSPLS
	Ianesi F. Enosa	Assistant Chief Executive Officer, SES Division
	Henry Peter Tamasese	Assistant Chief Executive Officer
	Tala Matau	Assistant Chief Executive Officer, IT
	Makerita Luatimu - Tiotio	Principal Officer, PSPSPLS
	Jennifer Key	Principal Policy Analyst, PSPSPS
	Larina Alagi	Principal Policy Analyst, Human Resources Management Division
	Helen Uiese	Principal Policy Analyst, Human Resources Management
	Jacinta Tupuolamaua	Senior Policy Analyst
	Beverly Smith	Policy Analyst, PSPSPS
Ministry of Finance	Sealiimalietoa Melepone Isara	Deputy Chief Executive Officer
	Leiataua Henry Ah Ching	ACEO, EPPD
	Peseta Noumea Simi	ACEO, Aid Division
	Elita Tooala	ACEO, SOEMD
	Lae Siliva	Finance Coordinator
	Maliliga Peseta	Principal Planning Officer, EPPD
	Hesed Lauano	EPPD
	Lita Iamafama	Aid Division
Ministry of the Prime Minister and Cabinet	Agafili Shem Leo	ACEO, Cabinet Secretariat
	Manua Cam Wendt	Manager, Public Sector Improvement Facility
	Elena Ainuu	Principal Policy Analyst
	Puaaelo Lene	Principal Policy Analyst
	Oliana Faleafaga	Principal Administration/Accounts
Ministry of Foreign Affairs and Trade	Palepa Amosa	ACEO, Corporate Services
	Sharon Potoi	ACEO, Scholarship
Ministry of Commerce Industry and Labour	Auelua Samuelu Enari	CEO
	Unasa Iulia Petelo	ACEO, FTCD
	Sauileone Etimani	Principal Labour Officer
	Jacinta Matulino	Senior IDIP Officer
	Tanuvasa Faamanatu Solomona	Principal
	Margaret Fruean	ACEO, RCIP
	Veronica F. Levi	ACEO, CSU
Ministry of Women, Community and Social Development	Roger T. Stanley	ACEO, DRPPID
	Faauiga Mulitalo	ACEO, DCS
	Tifitifi Uitime Fetu	ACEO, DFP
	Louisa Apelu	ACEO, DFW
	Seletuta Visesio- Pita	ACEO, DFY
	Tupai Silapela Posese	Senior Community

		Development
	Vaifale Tevita Simeki	Principal Officer Rural/ Development Officer
	Vaialia Iosua	Principal Community Development Officer
	Ah Kau S. Palala	Research Officer
	Elizabeth Ah Poe	Research Officer
	Oman Ah Ching	Senior Policy Analyst
	Faafetai Koria	Principal Research Officer
	Anne L. Sio	Senior Child protection Officer
	Silipa Burgess	Senior Programmes and Training Officer
	Siufaga Simi	Senior Internal Affairs Officer
	Telea Kamu	Principal Officer
Ombudsman	Maualaivao P. Seiuli	Assistant Ombudsman
Legislative Office	Fepuleai A. M. Ropati	CEO
	Tiatia Grame	ACEO
	Valasi Iosefa	ACEO
Attorney General's Office	Loretta Teueli	Principal State Solicitor
	Tusitala Sua	ACEO
	Kalameli Seuseu	Principal State Solicitor
	Rexona Titi	State Solicitor
Ministry of Justice and Courts Administration	Masinalupe Tusipa Masinalupe	CEO
	Serah S. Sokimi	ACEO
	Siufaga Tauauvea	ACEO
	Leugamata Faletolu	Deputy Registrar
	Rosita Nickel	Principal P.P.E Officer
	Faaguta Vaalotu	Principal Probation Officer
	Peone Fuimaono	ACEO
	Mareva Betham Annandale	ACEO - Policy/Legal
Samoa Bureau of Statistics	Benjamin Sila	ACEO
	Sofia Silipa	ACEO
	Malaefono Taua	ACEO
	Aliielua Salani	ACEO
	Sefuiva R. Muagututia	Government Statistician
Ministry of Health	Sina Faauiga	Principal Health Planner
	La-Toya. L	Principal Policy
	Frances Brebner	Registrar
National Kidney Foundation of Samoa	Mulipola Hazelman	General Manager
	Alvin Margraff	Finance Manager
Ministry of Natural Resources and Environment / PUMA	Suluimalo Amataga	ACEO - WRD
	Elisaia Talouli	ACEO - CS
	Mulipola Ausetalia Titimaea	ACEO - MET
	Josephine Stowers	ACEO - Legal
	Anae Aokuso Leavasa	PFPP
	Filomena Nelson	PDMO
	Kirisimasi Seumanutafa	Principal Strategic
	Taua Latu Afioga	Principal Marine
	Soara Siamomua	Senior Officer
Scientific Research Organisation of Samoa	Gaufa S. Fetu	Manager - IRD
	Mere Asi	Manager - AFD
	Kuini Finau	Manager - PFT

	Taitosaua E. W	Manager - ERE
Ministry for Revenue	Auelua A. Warren	DCEO (IRS)
	Palepa S. Solaese	ACEO, Finance
	Sophia Laifai-Oloapu	Audit Consultant
	Avalisa Viali-Fautua'alii	ACEO, Tax Services
	Tavae Fonoti-Taulealo	ACEO, Collection
	Solia Iosefa Kalolo	ACEO
	Seumanu Ieni A. Sheppard	ACEO
	Richard Sheppard	ACEO, Trade's Technical
	Perenise Tinei	ACEO
Public Trust Office	Leaupepe P. Ropati	Public Trustee
	Paniani Vaa	APT, Estates
	Darren Hayes	Legal Consultant
Samoa Sports Facilities Authority	Moefaauo Salale Moananu	Chief Executive Officer
	Keneti Peseta	ACEO - Corporate Services
Ministry of Works, Transport and Infrastructure	Faamaini Vae	ACEO - CSU
	Tapaga Collins	Principal Surveyor
	Tafai Toilolo	PSO
	Ausetalia Tanuvasa	A/ACEO
	Paulino Pania	A/ACEO - LTD
	Karl Nickel	Principal
	Elsa Fruean	ACEO - Building Division
Samoa Water Authority	Heseti Sione	Manager - Commercial Department
	Kolone Tikeri	Manager - Corporate Services
Land Transport Authority	James Ah Wai	Manager - IT
	Leo Barrey	Manager
	Mataafa Sepelini Poufa	Manager - Savaii
Electric Power Corporation	Tologata Galu Tile Tuimalealiifano	General Manager
	Masoe Iosefa	Manager - Marketing and Sales
	Vui Lameko	Manager - Corporate Services
	Taulealea F. M. A. Tiotio	TDE
	Fonoti Perelini Perelini	A/Project Management
	Toni Atilua	Project Management Unit
	Gail Toetu	IA
	Faapisa Lale	IT
	Amelia Faasau	Manager - Legal Department
Samoa Ports Authority	Mautanoa Mapusaga Tanuvasa	Internal Auditor
	Fepuleai Arthur Meredith	F/Manager
	Seinafolava L. Tomane	Port Master
	Tuaiaufai A. S. Tuimauga	Manager Ports Operations
Office of the Electoral Commission	Tanuvasa M. I. Lemisio	Chief Executive Officer
	Simea Avei	ACEO
	Tivani. Afoa	PO IT
	Fa'auma Faimanu	Public Relations Officer
	Lusavaina Temese	Senior Training
	Darryl Mapu	Senior Registration Officer
Office of the Regulator	Donnie De Freitas	Regulator
	Unitoa Auelua Fonoti	Manager - Technical Services
	Elisa Kohlhase	Manager - Legal Services
Agriculture Store	Rosa Stowers	ACEO - Finance

Corporation		
Samoa Qualification Authority	Seuamuli Veni	Acting ACEO
	Mose Asani	ACEO - Corporate Services
Ministry of Education, Sports and Culture	Doreen Tuala	Acting ACEO
	Maimoana Petaia	ACEO - SOD
	Rosemarie Esera	ESPII Coordinator
	Faataui Solofuti	Principal Procurement Officer
Samoa Law Reform Commission	Leilani Warren Tuala	Executive Director
Audit Office	Fuimaono Camillo Afele	Chief Auditor
	David Pereira	Deputy Auditor
	Dennis Chan Tung	Deputy Auditor
Ministry of Communications and Information Technology	Tuaimalo A. Ah Sam	Chief Executive Officer
	Anthony Saaga	Manager ICT
	Tuloa F. Aiono	ACEO Policy
	Letoa M. Faasino	ACEO 2AP
	Mati Sekuini	PAAO
National Health Services	Vaomalo Kini	Manager Lab
	Letupu Hunt	Dental Health
	Tia Vaai	Clinical Services
	Leati Toetu Lafoai	HR Specialist
	Maatasesa Samuelu-Matthes	Manager
	Ieti Meleisia	Acting Manager IA
	Loloma Toelupe Fonoti	
	Tuiafelolo John Stanley	Manager CS
	Masina Fuimaono	Acting Manager Imaging
Remuneration Tribunal	Aliimuamua Esekia Solofa	Chairman
	Matataualiitia Afa Lesa	Committee Members
	Afamasaga Toleafoa	Committee Members
Samoa Fire and Emergency Services Authority	Seve Tony Hill	Commissioner
	Samuel Ieremia	Assistant Commissioner
Ministry of Agriculture and Fisheries	Salilo Margraff	Acting ACEO
	Leota L Pelesa	ACEO
	Muliagatele V Vui	Legal Consultant
	Joyce Samuelu-Ah Leong	PFO
	Elu Motootua	Senior Planning Officer
	Frank Lesa	Principal Internal Auditor
	Talei Fidow-Moors	Principal Quarantine Officer
	Jackie Adam	Senior Quarantine Officer
Ministry of Police and Prisons	Lautimuia Uelese Vaai	Assistant Commissioner Corporate Services
Samoa Umbrella for Non-Governmental Organisations	Roina Vavatau	Chief Executive Officer
	Seumanuula Moana Clarke	National President
	Vaasiliifiti Moelagi Jackson	National Vice President
	Raymond Voigt	Treasurer
Chamber of Commerce	Ane Moananu	Chief Executive Officer
	Margaret Malua	Secretary
	Epa Tuioti	Representative
	Hobart Vaai	Representative
Pulenuu ma Sui o Tina	Oka Tavita	Sui o Tina, Vailoa, Faleata

	Fetulima M. Kopelau	Sui o Tina, Magiagi
	Peresia	Sui o Tina, Laulii
	Janet Fuimaono	Sui Lagolago, Laulii
	Leuluaialii	Sui o Tina, Moataa
	Samoa Faatuitui	Sui o Tina, Vailele
	Savea Sione	Pulenuu, Falefa Anoamaa
	Manu Maugatai	Pulenuu, Manunu
	Lefau M. Soonalole	Pulenuu, Alamagoto
	Matuavao Ave Fa'asoo	Pulenuu
	Taulapapa	Pulenuu, Talimatau
		Pulenuu, Tanumalala
	Faleafa Mataia	Pulenuu, Vaimoso
Youth	Suivaaia Tafunai	Failautusi YFC, Samoa
	Faafetai Matai	Faatonu SDA Church Youth, Department
	Collins Tanuvasa	Faatonu Bahai
	Talio Meke	Sui Faatonu Nasareta
	Lafaele Aiono	Sui Faatonu Katoliko Ekalesia
	Rev. Anzac Tuala	Sui Faatonu CCCS
Office of the Minister of Education, Sports and Culture	Hon. Magele Mauiliu Magele	Minister of Education, Sports and Culture
Office of the Minister of Finance	Hon. Faumuina Liuga	Minister of Finance
Office of the Deputy Prime Minister	Hon. Fonotoe Pierre Meredith	Deputy Prime Minister
CEO Forum, Tanoa Tusitala Hotel	Tuaimalo Ah Samu Ah Samu	CEO, MCIT
	Palanitina Toelupe	CEO, MoH
	Pitolua Lusia Sefo-Leau	CEO, MfR
	Aiono Mose Pouvi Sua	CEO, MFAT
	Naea Beth Onesemo-Tuilaepa	CEO, PSC
	Auelua Enari Auelua	CEO, MCIL
	Vaosa Epa	CEO, MPMC
	Masinalupe Tusipa Masinalupe	CEO, MJCA
	Vaaelua Nofo Vaaelua	CEO, MWTI
	Sefuiva Muagututia Reupena	CEO, SBS
	Taulealeausumai Laavasa Malua	CEO, MNRE
	Donnie De Freitas	Regulator, OOTR
	Tupe Ualolo	CEO, Samoa Post Limited
	Tologata Galu Tile Tuimalealiifano	General Manager, EPC
	Leasi Vainalepa Galuvao	General Manager, LTA
	Leaupepe Vaaaoao Peleseuma Ropati	Public Trustee
	Faumuina Esther Lameko	General Manager, NPF
	Seve Tony Hill	Commissioner, SFESA
	Magele Hoe Viali	General Manager, SAA
	Patea Setefano	General Manager, STEC
	Sa'u Justina Sa'u	General Manager, UTOS
	Leapa'i Asofou So'o	Vice Chancellor & President, NUS
	Fepuleai Sinapi Moli	CEO, SQA
	Taua Fatu Tielu	General Manager, Polynesian Airlines Limited

	Alosamoa Erna Vaai	CEO, SIFA
	Tilafono David Hunter	General Manager, SROS
	Peseta Afoa Arasi Tiotio	General Manager, SLC

Annex 3: Public Administration Sector Steering Committee Terms of Reference

The key tasks of the PASSC will include:

1. To coordinate and monitor elements of PASP:
- Planning and Designing (include the approval of the work plan);
- Approval and Funding (include approval of budget);
- Implementation and Monitoring;
- Annual Reviewing and Reporting;
- Printing and distribution.

2. To identify the resource (financial, capital, human etc) requirements for the formulation of the PASP.

3. To undertake a situational analysis for the formulation of the Public Administration Sector Plan.

4. To identify sources for data collection needed for the formulation of the Public Administration Sector Plan.

5. To monitor and evaluate work progress of the working group.

6. To provide guidance and leadership to the working group in the formulation of the Public Administration Sector Plan.

7. To confirm all potential stakeholders in the Public Administration Sector as identified and provided by the working group.

8. To conduct and administer all meetings with stakeholders.

9. Set up the minimum required quorum for a meeting.

10. To ensure that stakeholder consultations are effective and efficient.

11. To review line Ministries and stakeholders' roles and responsibilities to ensure consistency among and within sectors.

12. To ensure that all Ministries and Agencies are involved in the Public Administration Sector planning process.

13. To ensure that the Public Administration Sector Plan follows the Sector Planning Guidelines.

14. To provide critical analyses on the draft Public Administration Sector Plan.

15. To ensure that the Public Administration Sector Plan is produced on time.

16. To meet on a regular basis to monitor and discuss the progress of the formulation of the plan.

17. To endorse the Public Administration Sector Plan before submission to Cabinet.

Annex 4: Costing of Public Administration Sector Plan

Outcome	Strategies	Activities/Initiatives	Annual Resources Required					
Goal 1: Improve the quality of Public Service Delivery			**2013/14**	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**Total**
1. Efficient and effective public service delivery **2 Improved client confidence in public service**	**1.1 Improve/Strengthen Whole of Government (WoG) coordination**	**1.1.1 Review of public sector governance arrangements undertaken by December 2013.**	132,000	20,000	20,000	20,000	20,000	212,000
		1.1.2 Review of mechanisms for central agencies coordination to support WoG cohesion completed by 2014.	132,000	20,000	20,000	20,000	20,000	212,000
	1.2 Strengthen policy research, development and coordination	**1.2.1 Review of policy development capacity within Public sector completed by December 2013 & implemented on an annual basis**	132,000	50,000	50,000	50,000	50,000	332,000
		1.2.2 Scoping study for Public Sector Research Institute completed by 2014		132,000				132,000
	1.3 Strengthen Whole of Government performance monitoring systems	**1.3.1 Public Sector functional review completed by December 2013 and implemented on annual basis**	132,000	20,000	20,000	20,000	20,000	212,000
		1.3.2 Public Sector Planning and Performance Management Framework developed by June 2014 & implemented	44,000	20,000	20,000	20,000	20,000	124,000
		1.3.3 Public Sector Performance Assessment and Improvement Systems (PASI) implemented by December 2013 and updated on an annual basis	44,000	-	-	-	-	44,000

		1.3.4 Review of CEO and ACEO Performance contracts and agreed contractual performance indicator for monitoring efficiency and effectiveness completed by December 2013 & implemented on an annual basis.	132,000	-	-	-	-	132,000
	1.4 Improve public awareness of government functions and roles	**1.4.1 Public education and awareness campaign of government functions and roles developed by December 2013 and implemented on an annual basis.**	20,000	20,000	20,000	20,000	20,000	100,000
		1.4.2 Review of mechanisms for public service information dissemination and feedback undertaken by December 2013 & implemented on annual basis.	132,000	-	-	-	-	132,000
		1.4.3 Annual promotion of Public Service Day and Public Service Excellence Awards	-	-	-	-	-	-
		1.4.4 Development of survey to gauge public feedback on public service delivery completed by December 2013 and implemented on an annual basis.	100,000	100,000	100,000	100,000	100,000	500,000
	1.5 Improve Public Service delivery mechanisms	**1.5.1 Review of service delivery mechanisms for priority problem areas completed by June 2014. Implementation to follow.**	-	132,000	20,000	20,000	20,000	192,000
		1.5.2 Activities for client focus direct services are identified and streamlined by December 2014 & implemented	-	132,000	20,000	20,000	20,000	192,000
		1.5.3 Activities for indirect client service e.g. Regulation, monitoring and quality standards are identified by December 2013 & implemented	132,000	20,000	20,000	20,000	20,000	212,000

		Sub-Total	**1,132,000**	**666,000**	**310,000**	**310,000**	**310,000**	**2,728,000**
Goal 2: Improve Human Resources Capabilities			**2013/14**	**2014/15**	**2013/14**	**2014/15**	**2015/16**	**2016/17**
3. Enhanced human resource capacities **4. Enhanced human resource management practices**	**2.1 Improve Human Resources Development (HRD)**	**2.1.1 Workforce plan across whole public sector are completed by June 2013 and implemented on annual basis**	60,000	60,000	60,000	60,000	60,000	300,000
		2.1.2 Review and consolidate HRD systems (including processes) under PSC to be completed by December 2013.	132,000	-	-	-	-	132,000
		2.1.3 Develop a National HRD / National Skills Plan by June 2014.	-	176,000	-	-	-	176,000
		2.1.4 Leadership Development Programme for Public Sector is developed by December 2013 and implemented on annual basis	400,000	400,000	400,000	400,000	400,000	2,000,000
		2.1.5 HR development programmes are established by December 2014 and implemented on an annual basis	2,410,003	2,410,003	2,410,003	2,410,003	2,410,003	12,050,017
	2.2 Improve Human Resources Management (HRM)	**2.2.1 Review of HRM framework is completed by June 2014**	20,000	132,000	20,000	20,000	20,000	212,000
		2.2.2 HRM Policy Strategy for Whole of Government is developed by June 2014	20,000	132,000	20,000	20,000	20,000	212,000
	2.3 Provide consistent public financing of Human Resources Development and	**2.3.1 PSIF funding continues for the next five years and reassessment of its location and relevance to PASP is completed by December 2013**	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000

	Management	**2.3.2 Review of existing policies/systems and processes to ensure consistent funding of HRM &HRD is completed by December 2013**	132,000	12,236,950	13,057,915	13,933,957	14,868,771	54,229,593
		Sub-Total	**8,174,003**	**20,370,953**	**20,967,918**	**21,843,960**	**22,778,774**	**94,135,608**
Goal 3: Improve Public Sector Integrity and Culture			**2013/14**	**2014/15**	**2013/14**	**2014/15**	**2015/16**	**2016/17**
5. Ethical public service/sector	**3.1 Ensure consistent and relevant integrity standards applied across the whole Public Sector including the mainstreaming of gender equity and vulnerable group issues.**	**3.1.1 Review of existing integrity standards completed by January 2014 and used to formulate integrity standards for the Public Sector**	132,000	20,000	20,000	20,000	20,000	**212,000**
		3.1.2 Develop a Policy and Action Plan to mainstream gender and vulnerable groups' needs into all Public Sector HRM Policies and Practices by December 2014.		176,000	15,000	10,000	10,000	**211,000**
	3.2. Ensure Integrity standards are upheld	**3.2.1 Awareness and education program for unified Public Sector Integrity Standards is developed by June 2014 and implemented on annual basis.**	30,000	30,000	30,000	30,000	30,000	**150,000**
		3.2.2 Unified Integrity Standards for the whole Public Sector are enforced by December 2014 onwards.		-	421,751	682,031	831,451	**1,935,233**

		3.3.3 Scoping study for an Integrity Standards /Anti-Corruption Agency to be completed by January 2015 and recommendations to be implemented accordingly.	-	264,000	-	-	-	**264,000**
		Sub-Total	**162,000**	**490,000**	**486,751**	**742,031**	**891,451**	**2,772,233**
		Total Annual Cost Estimates	**9,468,003**	**21,702,954**	**21,764,669**	**22,895,991**	**23,970,226**	**99,635,841**

**These are cost estimates and subject to change due to the availability of resources, technical, financial and human and are to be allocated under a number of mechanisms primarily the national budget and in partnership with development partners.*

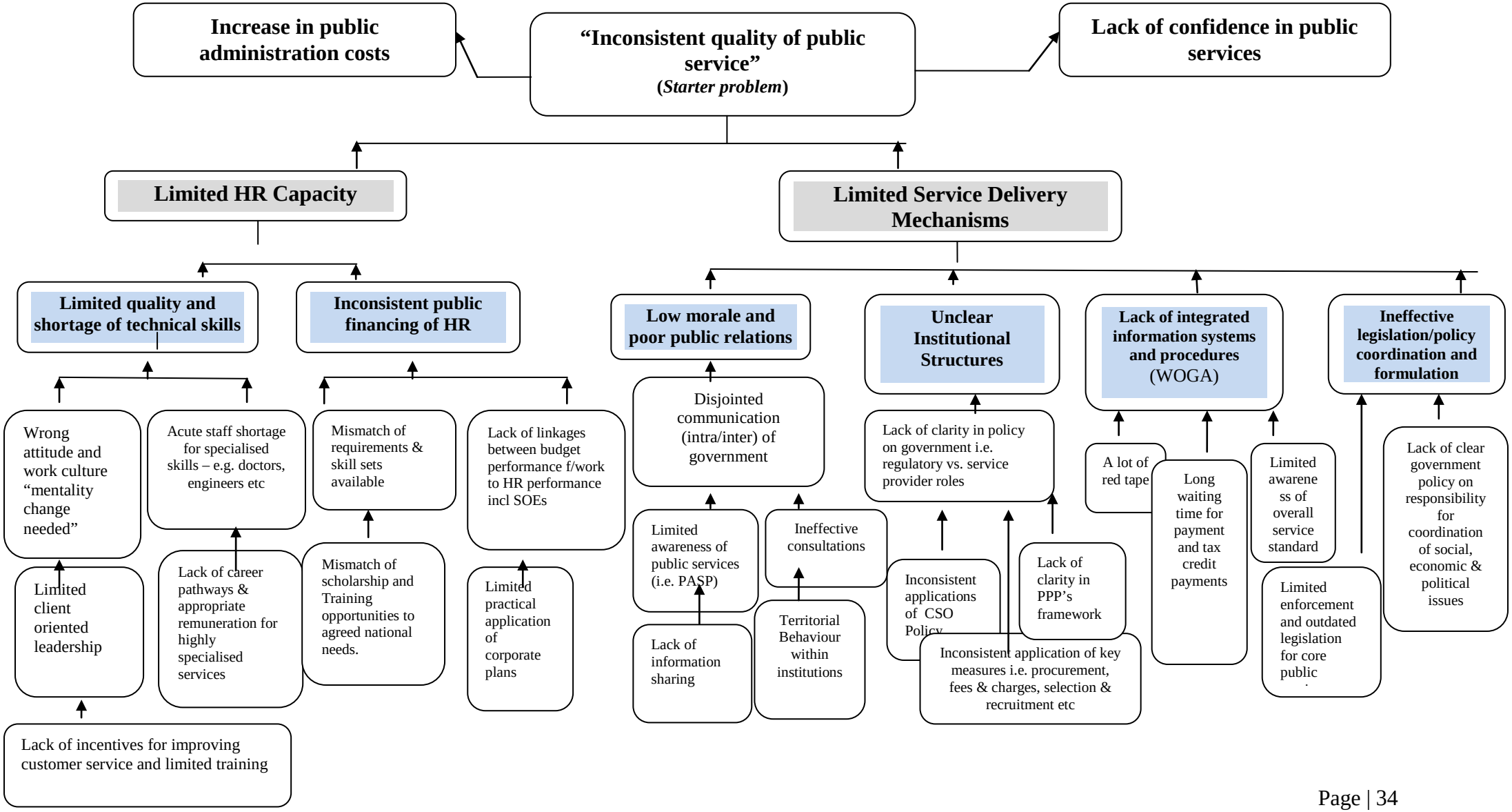
Annex 5: Monitoring and Evaluation Framework

Goal	Key Outcome	Performance Indicator	Unit	Baseline	Annual Targets					Means of Verification	Assumptions	Responsible Agency
					2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18			
Goal 1: Improve the quality of Public Service Delivery	**1. Efficient and effective public service delivery**	Score for government effectiveness for the WB Governance Indicators increases	Percentile Rank	55 (2011)	60	65	70	75	80	Annual Surveys and WB Governance Reports	Sufficient capacity of sector to collate data.	Central Agencies incl MOF, PSC, MPMC
	2 Improved client confidence in public service	Annual increase by 5 % of citizen satisfaction of government service delivery	Percentage	0 (to be established by end 2013)	5%	10%	15%	20%	25%	Annual citizen satisfaction survey	Resources are made available to undertake annual survey	PSC
Goal 2: Improve Human Resources Capabilities	**3. Enhanced human resource capacities**	Increase in number of Human Resource Management reports submitted	No. of reports	12						Quarterly submission of HRM reports to PSC	Timely submission of HRM reports	All ministries and offices under PSC
		Personnel Cost as % of Current expenditure	Percentage	37.6 (2012/13)	32.5	38.9	38.3	38.3	38.3	Annual Budget Estimates	Annual targets (40-41%) as stated in the Fiscal Strategy 2013/2014 remain the same	MOF/PSC
	4. Enhanced human resource management practices	PASP Annual Sector Review Report	Report	0 (2013)	1	1	1	1	1	Annual submission of PASP Sector Review Report	Resources are made available to the PASP Secretariat	PASP Secretariat

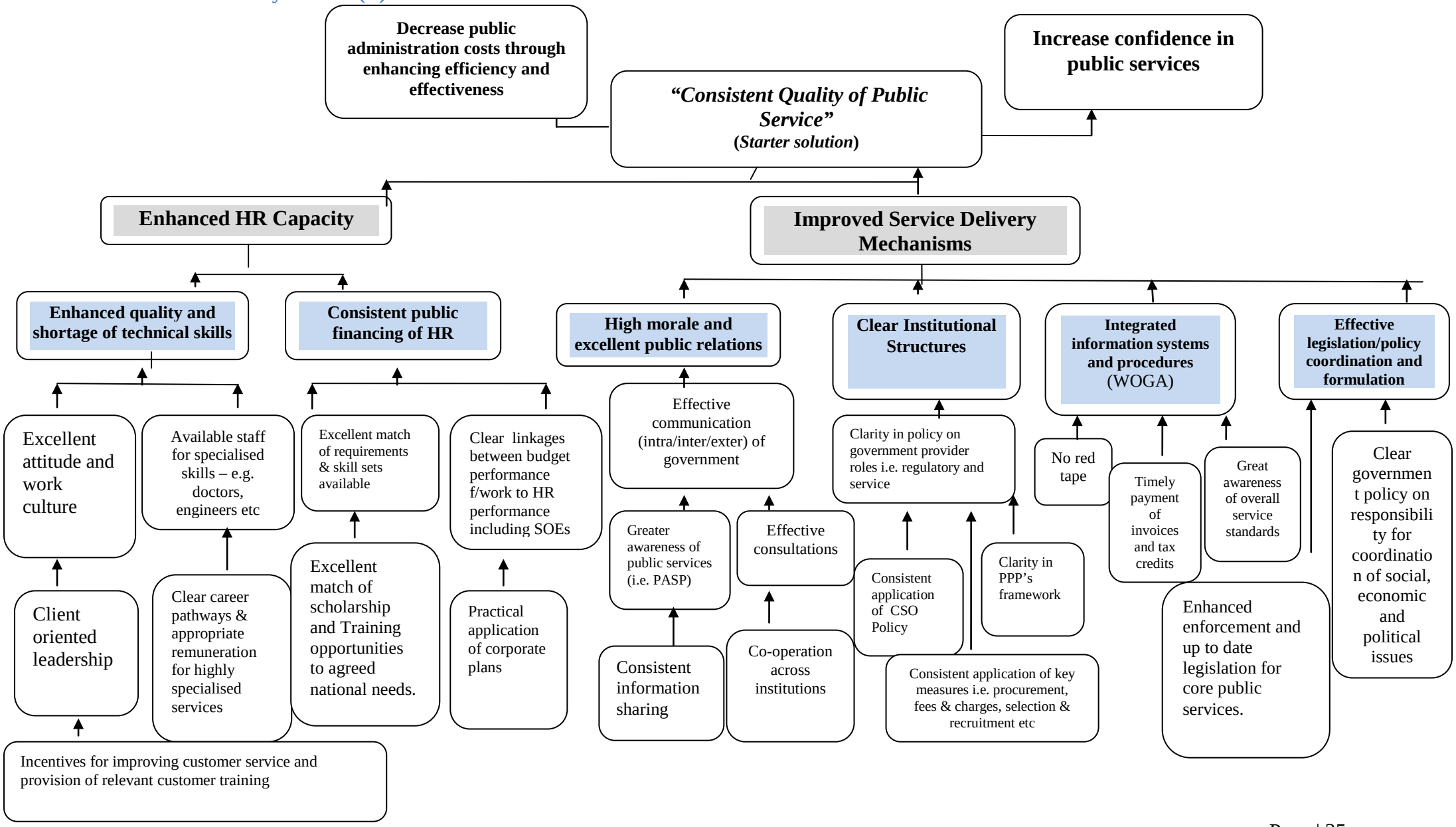
Goal 3: Improve Public Sector Integrity and Culture	**5. Ethical public service/sector**	Score for Control of Corruption in World Bank Governance Indicators increases	Percentile Rank	61.6 (2011)	63	65	70	75	80	Annual Surveys and WB Governance Reports	Sufficient capacity of sector to collate data.	MOF, PSC, MPMC, AG
		Pecentage increase in compliance with Integrity Standards	Percentage	0 (to be established by June 2014)						Annual Survyes	Resources are made available to the PASP Secretariat	PSC

Annex 6: PASP Needs Analysis

PASP Needs Analysis (A)



PASP Needs Analysis Tree (B)



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