A word from the Sector Coordination Unit

The Public Administration Sector is pleased to present the eighth edition of the Public Administration Sector Quarterly Newsletter. It will highlight completed, ongoing, and planned activities under the Public Administration Sector Plan 2013/14 – 2017/18. The PASP aims to achieve a professional and competent public administration providing quality service delivery to its clients, the people of Samoa. It seeks to strengthen the efficiency, effectiveness and transparency of the public administration in its operations.

If you have suggestions on how we can improve the next edition, connect with us!

We look forward to your positive contributions towards the development of our Sector this year!

The Public Administration Sector Coordination Unit

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Public Administration Sector completes 2\textsuperscript{nd} Annual Review of its Sector Plan

The Public Administration Sector concluded the second annual review of the PASP with the completion of a public validation session on the 27\textsuperscript{th} October 2016 at the Hotel Elisa’s Conference Room, attended by close to 70 people from Government ministries and corporations, development partners, private sector and civil society.

The annual review was undertaken over a 2-week period (non-consecutive) consisting of a 3 day stocktake, several online discussions and the public validation session.

Commissioner Member Honourable Safuneituuga Paaga Neri delivered the keynote address on behalf of the Chairman of the Public Administration Sector Steering Committee, Tu’uu Dr. leti Taulealo.

In her keynote address, she pointed out the principal goal of the review “was to provide a platform for our stakeholders to take note of progress made since the first annual review in August 2015, and to make relevant suggestions on how we can better coordinate ourselves to implement the remaining activities within the appropriate timeframe.” She also went further to state that “while the implementation of PASP is broadly on track, there is scope to improve and strengthen the way we operate.”

Ms. Osana Liki of the Public Service Commission highlighted the progress of the Plan. She mentioned that “after the stocktake that took place, the Public Administration Sector Plan (PASP) now has 6 activities that have been completed, 10 in progress, 2 are ongoing, 7 planned (with starting dates to be determined), and 4 are no longer relevant (and are recommended to be removed).”

The review noted several challenges with the implementation of the PASP, including the integration of PASP activities in agency Corporate Plans, leading to a lack of ownership, accountability and poor reporting.

The majority of proposed changes highlighted in the PASP working document were approved by the stakeholders. These include the One Public Sector-One Vision for Good Governance-One Policy Strategy. The activity aims to strengthen the Whole of Government approach (WoG) and address coordination issues within the public sector. It combines 5 activities that were listed separately in the PASP. This includes a review of public sector governance arrangements, review of the policy development capacity in the public sector, review and consolidation of Human Resource Management systems under PSC, and the development of a Human Resource Management policy strategy for WoG.

Another amendment includes the removal of 3 activities from the PASP due to several reasons identified during the stocktake. This includes a lack of clarity around the strategic aims, and related activities already in the pipeline share the same objectives. One of the activities approved for removal includes the Public Sector Improvement Facility (PSIF) given it has ended and there are no active discussions as to whether there would be another phase.

The Commissioner’s Speech is featured on page 7 for more information.
Validation workshop paves way for Samoa to accede to United Nations Convention against Corruption (UNCAC)

Close to 60 participants took part at the second PSC-UNPRAC Validation Workshop held at Hotel Millenia on 9-10 November, 2016 to validate the recommended reform priorities that were put forward and discussed in the June workshop to strengthen integrity within the public sector.

Reverend Enoka Aperaamo opened the workshop with a short prayer and was followed by the keynote address delivered by the Honourable Minister of Justice, Courts and Administration, Hon. Faaolesa Katopau Ainuu, to officially open the workshop.

In his address he mentioned that “Honesty and integrity are traits acquired and shaped by an individual’s environment. They are seldom if ever obtained from the classroom. That is honesty cannot be taught. What we can do, however, is provide a new perspective. Dishonesty is a disease. Being unethical is another. They destroy the confidence and trust the people we serve place in us.”

There is a lot of work that needs to be done to regain the trust and confidence of the public once their trust is disturbed. He further mentioned that “the aim, therefore, must be to restore trust, in Government, in the private sector, in non-government organizations and in our communities. We must admit that our systems are not perfect and that our processes are without flaw. There will always be loopholes that dishonest employees will learn to take advantage of. Our job is to fix these loopholes, stop dishonest behaviour, and restore trust and confidence.”

The workshop consisted of several presentations made from an array of selected speakers from within Government, the private sector and NGOs. These presenters included representatives from the Audit Office, the Office of the Attorney General, the Public Service Commission, the Office of the Ombudsman, the Ministry of Finance, the Samoa Chamber of Commerce & Industry Inc., the Journalists Association of Samoa, and the Samoa Umbrella for Non-Governmental Organizations.

There were also international speakers from the Pacific Region that were invited and presented at the workshop and it included the Honourable Minister of Justice, Health and Parliamentary Services from the Cook Islands, Hon. Nandi Glassie, who is also the Chair for GOPAC Cook Islands (Global Organization of Parliamentarians against Corruption), as well as Mr. Wilson Toa, Chief Executive Officer of Transparency International in Vanuatu.

The following were prioritised for implementation as a result of the workshop:

- Samoa to become a party to the United Nations Convention Against Corruption
- Establish a Corrupt Practices Investigation Bureau for Samoa;
- Include integrity and ethical values in the education curriculum.
In moving forward, the Public Service Commission as the focal point for PASP will continue to take the lead in strengthening integrity in the public sector, together with relevant partner agencies such as the Office of the Ombudsman, the Audit Office, and the Office of the Attorney General.

The Hon. Minister’s speech is featured on page 8 for more information.

**Note**
The GOPAC, UNDP and UNODC came together on 11 November 2016 to hold an integrity workshop for Samoa’s Parliamentarians at Taumeasina Resort. The Public Service Commission was then invited to present the recommendations and reform priorities identified at the Validation Workshop. The feedback from the Parliamentarians was generally positive. In addition, the Prime Minister had endorsed the first recommendation for Samoa to begin its accession process to UNCAC.

The Public Service Commission will be responsible for the follow-up work, in collaboration with the Ministry of Foreign Affairs and Trade, and the Office of the Attorney General.

**Revised Recruitment and Selection Process for Senior Executives discussed**
The Office of the Public Service Commission through its Human Resource Development Division facilitated the 2nd Human Resource Coordinators Forum for FY16-17 and is the last one for this year 2016. The Forum took place on the 5th December, 2016 at the Public Service Commission Conference Room.

The HRC Group consists of Corporate Services ACEOs of Line Ministries and this network meets on a bi-monthly basis to discuss issues and act as a forum to resolve any pressing issues encountered in the implementation of their Human Resource roles in their respective Ministries.

Part of the agenda included a presentation by the PSC’s Senior Executive Services Division on the Recruitment & Selection Handbook 2016 for Contract Officers. The Handbook was derived and repackaged from the current Recruitment and Selection Manual 2014 which sets out the standards, internal procedures and good practice carried out by the Office of the PSC in regards to the recruitment and selection of Contract Officers within the Service.

The presentation highlighted the different phases of the R & S process for senior executives, the guides to the recruitment and selection process as well as the fundamental principles of merit and procedural fairness in which the R & S process is based on.

A total number of 13 ACEOs/Reps and 23 observers from different Ministries attended the forum and shared issues & opinions on several HR matters/challenges faced within Ministries. Most of the issues shared by HRCs were difficulties as results from introducing the new Working Conditions and Entitlements Manual, positions establishments, salaries reclassifications, organisational structure requests and others.

The forum was further encouraged to use the meetings as an avenue to share best practices as well as network with other Ministries as a means to
contribute to achieving Ministry goals as well as Samoa’s national goals overall.

**Post-Functional Analysis consultations rolled out**
Following the approval by Cabinet of the Functional Analysis Report in October 2016, the Office of the Public Service Commission through its Public Service Performance and Policy Division undertook a series of consultations with all agencies involved to discuss the proposed changes outlined in the report. The roll out started on the 22nd of November 2016 and finished on the 12th of December, 2016.

This is the culmination of a 4-year journey that started in 2012 when Cabinet approved for a functional analysis to be carried out. At the time, the decision was made based on the review of the 2003 realignment that was done in 2011. The review identified duplications and overlap functions within and across ministries, and the Functional Analysis (FA) aimed to resolve and address these.

The recommendations in the FA Report varied in scope depending on the assessment and analysis of the PSC. For example, some of the recommendations discussed during the consultations included the transfer of functions from one agency to a more appropriate organization. This included the recommendation to transfer the Scholarships and Training component (including the STSC Secretariat) under the Ministry of Foreign Affairs and Trade to the Public Service Commission for better facilitation of Human Resources Development for the whole of the Public Sector.

Another major functional issue discussed with some of the Ministries included the recommendation for the Ministry of Education to focus solely on education, whilst the Sports and Culture functions would be transferred away. This would ensure the Ministry of Education would take a strategic leadership role on Samoa’s national educational system and sector.

To better implement the Sports services, it was recommended that the Government establish a stand-alone entity, merging with the Samoa Sports Facility Authority. The same arrangement was recommended for the Cultural services, with the new stand-alone entity to be called the Ministry of Culture.

Another major functional issue that was deliberated was the administration of the Regional Seasonal Employment Scheme (RSE), which was seen as a non-core function of the Ministry of Prime Minister & Cabinet. It was therefore recommended to be transferred to the Ministry of Commerce Industry and Labour given its employment and labour linkages.

It is anticipated that the third phase (implementation and structural changes) of this work will begin when the final report of the roll out is completed by early 2017.
The new Strategy for the Development of Samoa 2016/17 – 2019/20 (SDS) was launched on Thursday 8th December, 2016 at the Maota o Pulenuu at Eleele Fou.

Reverend Nuuausala Siaosi opened the ceremony with a word of encouragement. The Honourable Prime Minister Tuilaepa Lopesoliai Sailele Malielegaoi delivered the keynote address. The Prime Minister emphasized the importance of having the SDS document as a roadmap for the development agenda of Samoa in the next four years. The theme for the new SDS is “Accelerating Sustainable Development and Broadening Opportunities for All”.

The Strategy focuses on making strong economic, social and environmental progress and development that would generate employment opportunities for all Samoans.

The Prime Minister also added that “sound economic management and resilience will continue to provide the foundation for growth through a strong private sector. Sound financial management will be strengthened and greater effort will be directed at improving the environment in which the private sector can grow.”

To achieve the long term goals of the SDS, there are a number of strategic outcomes that needs to be looked at. This includes sustainable macro-economic resilience, scaled-up investment in tourism, strengthening social development and safety, improved infrastructural quality services and not forgetting the importance of the environment through the sustainable management of natural resources, ensuring sufficient supply of energy from the renewable energy sources.

The Prime Minister noted that to monitor the implementation of the above mentioned strategic outcomes, it is critical that the strategic outcomes and key performance indicators are clearly stated as it gives the implementing agencies a clear measure of what they need to achieve. In essence, it makes the evaluation and review process a lot easier. He also added...“I believe that realising these key outcomes will also lead to the achievement of the principles of the SAMOA Pathway and the Sustainable Development Goals (SDGs).”

Extensive national multi-stakeholder consultations were carried out in both Upolu and Savaii prior to the finalization and launch of the SDS.

The Prime Minister then acknowledged the contribution of everyone that were involved in putting together of the SDS, and also acknowledged the tremendous support of the development partners for assisting in the implementation of the activities in last SDS and look forward to more partnerships in the future.

The launch of the SDS in Savaii was held on Friday 9th December, 2016. The Prime Minister’s keynote address is featured on page 9 for more information.
KEYNOTE ADDRESS BY:
Safuneituuga Paaga Neri – Commissioner, Office of the Public Service Commission

ON THE OCCASION OF
THE SECOND ANNUAL REVIEW OF THE PUBLIC ADMINISTRATION SECTOR PLAN 2013/14-2017/18,
HOTEL ELISA CONFERENCE ROOM
27 OCTOBER 2016

Excellencies, distinguished guests, ladies and gentlemen.

Talofa lava.

It is my pleasure to welcome you all to the second annual review of the Public Administration Sector Plan 2013/14-2017/18 since its launch in February 2014. The principal goal of this review is to provide a platform for our stakeholders to take note of progress made since the first annual review in August 2015, and to make relevant suggestions on how we can better coordinate ourselves to implement the remaining activities within the appropriate timeframe.

Briefly, the PASP has 3 goals aimed at strengthening the quality of public service delivery, human resource capacities, and integrity within the public sector. The vision for the Sector as highlighted in the Plan states that by June 2018, we would have achieved 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. To realize this vision, there are 29 activities allocated under the 3 goals to be implemented within the 5 year lifespan of the PASP.

In the lead-up to this review, the Public Administration Sector Steering Committee endorsed the establishment of 3 taskforces to undertake a stocktake of activities under PASP. The taskforces included key implementing agencies who are also represented on the Steering Committee, as well as representatives from the private sector and civil society. The stocktake was completed over a 3 day period from 12 – 14 October 2016. The implementing agencies were divided according to the activities they are currently implementing under the 3 Goals of the PASP.

Following this important undertaking, the implementation of PASP is broadly on track, but there is scope to improve and strengthen the way we operate. Since the launch in 2014, 6 of the 29 activities have been completed; 10 are in progress, 2 ongoing, 10 planned and 1 is no longer relevant. While the majority of activities are still relevant and have been recommended to be retained until the next annual review in 2017, there are a few that have been recommended to be removed from the Plan.

Some of the milestones highlighted during the stocktake include the revitalization of the Central Agencies Committee with a revised Terms of Reference to facilitate proactive coordination and partnerships with other agencies to ensure a whole-of-government perspective is adopted in the provision of strategic policy advice to Cabinet. Since the beginning of this year, the Committee has been working to streamline and consolidate matters brought to Cabinet for discussion to ensure the agendas are premised on issues of national developmental importance. There is also the completion of the feasibility study on the establishment of a Civil Service Institute to serve also as a public sector research institute. The Sector is now looking at how it can harness resources to implement the recommendations put forward by the Study.

While progress is being made in terms of implementation, there are ongoing challenges that we, as a Sector, continue to face. The stocktake identified a need to boost momentum around the sectoral approach, requiring refresher workshops to remind us all of the higher level goals we are working towards. We often tend to lose focus and spend more time improving and changing the little details. However, as a Sector, we have so much more to gain by pulling together our resources and strengths to alleviate some of the issues we continue to face. For example, the Functional Analysis work that is now in the third and final phase is expected to address some of the functional gaps and bottlenecks identified through and through during several consultations. This, like other activities, would require close collaboration...
between sector agencies, and ample support from our stakeholders, especially the general public, whom we greatly depend on to provide feedback on how we are performing as a Sector, and as public servants.

At its best, the Samoa Public Service leads the way in many areas as a result of various reforms that have been undertaken, with a few still in progress. Today, we pause to reflect on the work we’ve done for the past year, celebrate what we’ve accomplished, and renew our focus as we seek ways to work with the public sector to drive organisational change under fiscal pressure.

I look forward to the constructive discussions today and I encourage you all to use this platform to recommend good practice for the Sector, to strengthen implementation for the remaining 2 years of the Plan.

Thank you and Soifua.

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STATEMENT BY THE HONORABLE MINISTER OF JUSTICE& COURTS ADMINISTRATION
AFIOGA FAAOLESA KATOPAU AINUU

AT THE VALIDATION WORKSHOP – RECOMMENDATIONS ON INTEGRITY FOR SENIOR GOVERNMENT EXECUTIVES
Hotel Millenia, 9-10 November 2016

Excellencies, Distinguished Guests, Ladies and Gentlemen.

It is a great honour to be with you this morning as we gather to validate the findings of the first integrity meeting for senior Government officials held in June of this year. I would like to welcome our two international speakers, the Honorable Minister of Justice and Health from the Cook Islands, the Honorable Nandi Tuaine Glassie, and the Chief Executive Officer of Transparency International Vanuatu, Mr. Wilson Toa. Both Minister Glassie and Mr. Toa have distinguished themselves through their advocacy of policies to strengthen transparency and accountability in their respective Governments. We are privileged that they are here today to share their remarkable work with us.

This work, which is premised on Goal 3 of the Public Administration Sector Plan 2013/14 – 2017/18, has been made possible through the kind assistance of the United Nations Pacific Regional Anti-Corruption project. This is a joint United Nations Development Program and United Nations Office for Drugs and Crime initiative funded by Australia’s Department of Foreign Affairs and Trade Aid program.

The first workshop concluded with more than ten (10) recommended actions of varying scope and resource requirements. Today we will select the most feasible recommendations aligned with available resources and national plans to be implemented within a practical timeframe. These are all part of coordinated Government plans to ensure its own decisions and policies are integrity-based, and in line with the long term vision for this Sector to achieve a professional and competent public administration that would provide quality and coordinated services for all Samoans.
I believe the easiest way for us to make this work is to think of integrity as an avenue to improve our livelihoods. Honesty & integrity are traits acquired and shaped by an individual's environment. They are seldom if ever obtained from the classroom. That is honesty cannot be taught. What we can do, however, is provide a new perspective. Dishonesty is a disease. Being unethical is another. They destroy the confidence and trust the people we serve place in us.

Our aim, therefore, must be to restore trust, in Government, in the private sector, in non-Government organizations and in our communities. We must admit that our systems are not perfect and that our processes are without flaw. There will always be loopholes that dishonest employees will learn to take advantage of. Our job is to fix these loopholes, stop dishonest behavior, and restore trust and confidence.

The next 2 days is an opportunity for us all to learn about the checks and balances we have, and plan, to put in place and uphold key principles of honesty, transparency, accountability, and fairness. I cannot emphasize enough the important oversight roles and functions carried out by several Government agencies including the Audit Office, the Ombudsman, the Public Service Commission, the Ministry of Finance, and the Office of the Attorney General. I encourage you all to use this platform to learn more about what our Government has in place, together with private sector and civil society-led initiatives, to ensure our people understand and place a high value on a culture of integrity. We have an impressive line-up of speakers from the private sector and civil society, both locally and regionally, and I urge you to ask questions and learn from these inspirational experiences.

I commend the organizers of this validation forum, and the Sector for the renewed focus on integrity in the public sector. I look forward to being kept informed about the outcome of this workshop. I wish you well in your deliberations.

Soifua.
In pursuit of the long term goal, focus will also be geared towards achieving a number of key strategic outcomes. These include sustaining macroeconomic resilience; scaled-up investment in tourism to promote Samoa as an attractive tourist destination; strengthening social development and safety; improved infrastructural quality services; and recognising the importance of the environment through sustainable management of natural resources, ensuring quality energy supply especially from renewable energy sources, and integrating climate and disaster resilience.

Within each key outcome, strategic outcomes and key performance indicators are clearly stated to monitor implementation. This is critical as it provides implementing agencies a clear measure of what they set out to achieve. It also makes the evaluation and review process a lot simpler.

I believe that realising these key outcomes will also lead to the achievement of the principles of the SAMOA Pathway and the Sustainable Development Goals (SDGs).

The preparation of this document involved extensive consultations with a wide range of stakeholders. Consultations were carried out in both Savaii and Upolu with the church leaders, pulenuu, women’s committees, farmers and fishermen, non-government organisations, youth, tourism industry, education and health stakeholders, the business community as well as within government. These consultations demonstrate there is widespread ownership of the SDS. For that, I must acknowledge the contribution of everyone towards this document.

In line with best practice, the review of the 2012-2016 SDS is provided as part of the document. The review highlights sound economic and social progress against a challenging period with the unstable global financial status continuing from 2008 and the devastation by cyclone Evans in 2012. No doubt we will face uncertainty and difficulties in the implementation of this plan. But with the roadmap in this document, we should be able to navigate this agenda with a greater degree of confidence.

At this point, I would like to acknowledge the generous support of all our development partners towards the implementation of the last SDS. We do look forward to that partnership continued in the future.

I therefore commend this document to all national stakeholders and development partners. I have no doubt that its successful implementation will raise the quality of life of every Samoan.

It is now my pleasure to officially launch this important document - the 2016/17-2019/20 Strategy for the Development of Samoa.

Soifua
Get the latest update on our overseas & local training from PSC’s Human Resource Development (HRD) Digest, compiled by the Human Resource Development Team!


Need training for your staff? Book your spot now [follow the link below]

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