

Work-Hack Summary
Report: Functional
Analysis - Designing
Implementation Plans to
Action the Changes to
the Machinery of
Government

PUBLIC SERVICE COMMISSION

PUBLIC ADMINISTRATION SECTOR COORDINATION DIVISION

Introduction

The Office of the Public Service Commission (PSC) in partnership with the Australian Public Service Commission (APSC) conducted a 1-week “Work-hack” from 13th – 17th March 2017, premised on the Functional Analysis Report approved by Cabinet in 2016. This was made possible through financial assistance from the Australian Department of Foreign Affairs and Trade (DFAT). More than 50 participants consisting of Assistant Chief Executive Officers (ACEOs) and Principal Officers attended the sessions. Selected Chief Executive Officers were invited to attend the final session on Friday 17 to hear the presentations by their ACEOs.

The work-hack was intended to:

- a. Explain transformational change and its relationship to machinery of government (MoG) change
- b. Map key processes/tasks in transformational/large scale change processes
- c. Identify the planning and due diligence required to successfully implement MoG changes
- d. Identify key stakeholders and their roles in relation to implementing machinery of government changes in Samoa
- e. List the Samoan legislation governing MoG changes in relation to people, financial and other asset management
- f. Recognize key success factors and risks in MoG changes
- g. Develop fit-for-purpose, contextualized implementation plans for the realignment of functions and establishment of new Ministries as per Cabinet FK(16) 36, 5 October 2016.

It is expected that the Public Service Commission in collaboration with the Ministry of Finance (MoF) and Heads of all relevant government agencies to commence the implementation of the changes of MoG as per the SPS FA Report 2016.

Logistics

1. A total of 9 Ministries were invited. These included:
 - i. Ministry of Commerce Industry and Labor (MCIL) – Registry of Companies and Intellectual Properties
 - ii. Ministry of Education, Sports & Culture (MESOC) – Culture & Archives Division
 - iii. Ministry of Finance (MoF) – Climate Resilience Investment Coordination Unit
 - iv. Ministry of Foreign Affairs and Trade (MFAT) – Scholarships & Training Division
 - v. Ministry for Revenue (MfR) – Taxpayers Services Division
 - vi. Ministry of Ministry of Natural Resources and Environment (MNRE) – Metrology Division and Disaster Management Office
 - vii. Ministry of the Prime Minister & Cabinet (MPMC) – Immigration Services
 - viii. Public Service Commission (PSC) – Human Resource Development Division
 - ix. Samoa Bureau Statistics (SBS) – Births, Deaths & Marriages Division
2. Workshop Facilitators – Rachel Hunter – Consultant from the Australian Public Service Commission, Deborah Meehan & Donna Tait – Representative from the Australian Public Service Commission – International Division.
3. Number of Participants – 65¹

¹ Annex 1 - List of Participants attached at the end of this Report

4. Presenters/Resource Person:

- ✓ Marei Faimanu-Tufuga: Assistant Chief Executive Officer (ACEO – Public Service Performance and Policy Division – PSC
- ✓ Salilo Margraff, Assistant Chief Executive Officer (ACEO) – Human Resource Management Division – PSC
- ✓ Abigail Lee Hang, Assistant Chief Executive Officer (ACEO) – Budget Division – MoF
- ✓ Tamara Filoi Lene, Assistant Chief Executive Officer (ACEO) – Corporate Human Resource Advisory Services Division – PSC
- ✓ Rachel Hunter – Consultant from the APSC
- ✓ Donna Tait – APSC
- ✓ Deborah Meehan – APSC

Key Points & Insights from Presentations:

Day 1: Setting the Context - Why are we here? PSC's Expectations – Marei Faimanu-Tufuga– PSC

- Functional Review was conducted in 2000 – 2002 as part of the PSC – Institutional Strengthening Program. Realignment of the public service occurred in 2003 where 20+ Government departments were downsized to 13.
- Evaluation of the 2003 PS Realignment was conducted in 2011 to address areas such as:
 - The duplication and overlap of functions within and across Ministries and Government Agencies
 - The separation of Service Delivery, Policy development, Regulatory or Enforcement type functions (rhetoric rather than reality)
 - The performance of non-core functions and non-performance of core functions
 - Organization structures do not facilitate performance of core functions and achievement of priorities.
- Thus, in 2012, Cabinet approved the second Functional Review. The Functional Analysis Framework was approved in 2013 and the work was done in a Phased Approach (3 Phases). Phase 1 looked at the identification of functions and roles, Phase 2 was the review of the allocation of functions, and Phase 3 was the review of organizational structures. Consultations were carried out with Government Offices involved, as well as other stakeholders.
- The main objectives were to outline and define the scope of roles and functions of Government at a whole of government level – determining what functions government must do, should do and should not do. It also looked at recommending the proper allocation of functions, plus the most effective and efficient structures to have in place to promote customer-oriented service delivery.
- The Functional Analysis Report (Phases 1 & 2) was approved on 5 October 2016 as per FK (16) 36.

Machinery of Government Change (MoG) –Rachel Hunter – APSC

- Public Sector Reforms identifies a deliberate policy action to change organizational structure, processes and behaviors. Government needs public service leaders and teams who commit to

authentic engagement with people, who work effectively together, and who use the best resources available to shape policy and deliver public value.

- Political and public sector leaders will be held accountable for public policy which drives for public value (outcomes); takes account of political interests (ownership); exercises pragmatism (options); and demonstrates probity (openness and honesty).
- Change Management includes a change in appetite, leadership action plan, milestones, reports, resources and also the momentum. There is little tolerance for failure in the public sector as there is pressure to get it right the first time.
- The common enablers of successful change looks at *active, visible and accessible managers and leaders*, a credible case for change and frequent two-way communication about the rationale for change, a structured change management approach developed in close collaboration with people who are likely to be involved in and impacted by the change, dedicated resources and funding (if required).
- It also includes capability development and support for managers and leaders, employee engagement and participation and creating a culture of ongoing, positive change, where people are supported.

Dealing with Resistance: Culture Change – Rachel Hunter – APSC

- Culture is a collective assumptions we make about ‘the way we do things’. Senior leaders are seen by staff as role models and their behavior influences staff and results in high or low performance, turnover, retention, satisfaction etc.
- Culture change fails due to individual resistance caused by various factors such as: habit, security, fear of the unknown, economic factors, selective information processing and organisational resistance.
- For change to occur and become a success, it has to come from the **“Heart.”** It is fundamental to understand the change (rational), agreeing with the change (rational), caring about the change (emotional) and act on the need for change based on the sense of care (emotional).
- Lessons learned from culture change is that we need to simplify the problem, look at the context, plan backwards, begin ownership efforts early, tailor evidence to the audience, focus on systems and incentives, manage expectations, adjust and accommodate accordingly.

Day 2 – Human Resource Management Framework in Samoa – Salilo Margraff – PSC

- The HRM Framework in Samoa revolves around the Constitution of the Independent of Samoa, the Public Services Act 2004 and the Public Service Regulations 2008 and thus builds the Policy & Planning Frameworks, HRM Systems/Tools and Procedures and Processes of the HRM operations.
 1. The 3 main components of the HRM Framework in Samoa includes: **Resourcing, Performance Management Practices, and Performance Development**

- A comprehensive review of existing organizational structure is critical and it warrants proper planning to address the HR needs of changing structures and it also applies to the proposed new ministries.
- In preparing for change from a HRM perspective, it is critical to note what roles and responsibilities are no longer relevant; the appropriate set up to deliver and achieve objectives; and implications to existing staff (transfers, separation, redundancy).
- Capacity vs Capability: structures should focus on size/capacity, training and development to strengthen capability.
- There are 2 types of approaches to structures:
 1. Designing organization structures – defines where an agency will channel its resources
 2. Re/designing: determines jobs, shapes work systems and processes, boost performance.
- Change must be well managed as per HRM practices under performance management and must be sustained and enhanced through continuous performance development.

The Australian Machinery of Government – Rachel Hunter

- In the Australian context, the MoG looks at 2 key legislative instruments: 1) *Public Service Act 1999* & 2) *Public Governance, Performance and Accountability Act 2013*
- The MoG principles look at a whole-of-government approach, good faith negotiations, open and honest identification of resource implications and timely and accurate exchange of information, and early communication with staff.
- Accountability and compliance with legislation and policy ensure adequate records management and also follow established procedural frameworks while taking account of reforms such as shared services. If agreement can't be reached, issue is mediated between agencies and committees involved and staff or funding may be transferred without agreement.

People Pay & Conditions – MoG an Australian Experience – Donna Tait – APSC

- The key principle is that ***“People Follow Function.”*** The process identifies that staff moves or transfer with function, so as the resources associated with transferring of staff.
- For employees affected by the transfer, pay conditions and protection of their annual salary matters plus all other terms and conditions are set by the gaining agency employment arrangements.

Day 3 – Implementation of the Government of Samoa Functional Analysis – Financial Implications – Abigail Lee Hang – MoF

- The key components highlighted in the FA looks at the transfer of functions, corporatization/privatization and the 3 proposed new entities/ministries.
- Transferred Function: ***Passenger Processing (Output 4 MPMC: Immigration) to Border Operations (Output 6 MfR)***

- There should be no major financial implication as expenditures transfer directly from one Ministry to another and the reduction in the former Ministry will offset it.
- Key things to consider: Percentage of Immigration's operational budget used for passenger processing; whether passenger processing will be transferred as a unit or division
- **RSE Administration from Sub Output 6.3 of MPMC to MCIL:** Transfer was part of the First Round Estimates exercise submitted by the MPMC and the MCIL and expected to eventuate in 2017/18;
 - No major financial implications as of yet – direct transfer and reduction.
 - Key Issues: Now Output 9 under MCIL but headed by a Principal; Is an ACEO warranted? Can this be overseen instead by the CEO as a Sub Output of Output 1?
- **Transfer of the STSC from MFAT to PSC**
 - No financial implication foreseen but may have policy implications.
- **Transfer of funding for trainings to PSC across Ministries**
 - Policy implications – currently there are no set funding allocated per Ministry. These are solely at the discretion of donors, e.g. FFA/FAO offers their funding explicitly for MAF trainings etc. ACDM/MFAT protocols
- **Transfer of Business License Issuance from Output 3 MfR to MCIL**
 - No financial implication foreseen – direct transfer, expenditure transfers. It has policy implications – business licenses are pegged against the monitoring of VAGST compliance.
- **Corporatization/Privatisation:** Overall reduction in Government expenses expected to be about \$3.6m – but social costs and risks to operations are high
- **Proposed New Entities** will require a new CEO and CEO output, CSU 1 – Administration, HR & Finance, CSU 2 or Sub Output under CEO for ITD, separate utilities plus rents & leases, capital Items: vehicles, furniture & equipment, new codes on the Finance One System.
- The anticipated overall costs to Government \$4m-\$5m p.a. and the proposed way forward:
 - Conduct a thorough review of existing policies and legislations.
 - Conduct a cost benefit analysis for Corporatization/Privatization.
 - Await Revenue Review to take hold and collections to pick up speed before implementation of FA recommendations.
 - Education to await finalization of Education Expenditure Review.
 - Reduce/limit further expansions.
 - Stagger out the Implementation of the Functional Analysis.

The Australian MoG Experience – Financial Management and Governance – Donna Tait – APSC

- The key finance principle is that ***“Funding Follows Function.”*** The process looks at understanding current position, identifying affected funding and looking at assets and liabilities. It also considers looking at updated records with central agencies, review and updates, property management and relocations, assets and liabilities, financial management committees, legislated reporting requirements and external agreements – e.g. MOUs.

The Stakeholder Engagement – Rachel Hunter – APSC

- Who is responsible for the wider policy and what individuals have an interest in the issue.
- When legitimising change, the main objectives looks at ***raising consciousness, interruption of the existing condition and finding the prominent spokespersons or champions.***
- MoG changes have the support of government and this must be followed with legislation to legitimise the change. Identify and mobilise stakeholders and resources, foster the aggregation and articulation of interests by under-organised groups and deal with the realities of opposition, bargaining and negotiating.

Day 4 – Corporate Functions – Movers of Change – Tamara Filoi Lene – PSC

- From the perspective of the Corporate Services, Corporate Functions looks mainly at Financial and Budgetary Management, Human Resource Management and Development, Procurement and Asset Management, Information/Records Management, Communication Administration, Agency Governance, Quality Assurance and Risk Management
- The Corporate Services also provide support functions (shared services) to ensure an effective transition takes place and be the Champion of Change and not overlook the staff/employees affected by the MoG change.
- CSU also provides advice in the procurement of capital items for the establishment of new Ministries, provides the guidelines and best practice for records management which must be used by Public Entities for the proper management of keeping, transferring and disposing of Public records within the Samoan Government. In addition, it manages assets and ensure the records are allocated to relevant Outputs and are updated and ready to be transferred, (if function is to be transferred to another Ministry or to set up a new Ministry).

The Australian MoG Experience – Managing Corporate Functions, Records Management, ICT & Assets – Donna Tait – APSC

- Negotiations between agencies is of utmost importance and consideration for change of name is to be considered with propping questions such as: is there legislation/policy etc. that also need to be updated and also looks at website content to reflect new program and policy information. For corporate functions considerations needs to look at Financial Management and payroll systems, parliamentary Workflow System and Government fleet arrangements. Added to the above, other considerations records management, clarify procedure for new employees, transfer relevant electronic and paper records, people records, policy and program records and archiving or transferring old e-mails to new agency.

Day 5 – Presentations to CEOs by the Champions of Change

- Task Output: Implementation plans for 3 MoG changes associated with the establishment of new Ministries - not all approved changes to MoGs were addressed.
- The participants were divided into 3 groups as below:
 - Team 1 – Ministry of Climate Change & Resilience, comprising MNRE, MoF, PSC
 - Team 2 – Ministry of Culture & Heritage comprising MESC, MCIL, MFR, PSC
 - Team 3 – Ministry of Immigration and PSC functions, comprising MFAT, SBS, MPMC, PSC
- Other Ministry representatives to participate and understand the principles for application to their specific MoGs
- Other related MoG changes are as follows:
 - Sports Services/Functions from MESC to the Samoa Sports Authority
 - Border Management/Passenger Processing from MPMC to MfR (Customs)
 - Administration of Regional Seasonal Employment (RES) Scheme from MPMC to MCIL
 - Issuance of Business Licenses from MfR to MCIL
- A template was presented and provided by the team from the APSC to guide the groups and participants during the workhack with establishing a framework for their proposed new ministries and also for undergoing transfer of functions from one Ministry to another.

TEAM 1 – Ministry of Climate Change and Resilience (MNRE, MoF, PSC)

- The rationale that underpins the establishment of the new Ministry is based on how the global climate change affects everyone. Enhance performance delivery to ensure effectiveness and efficiency of service delivery, strengthened coordination on climate related issues, disaster risk reduction (DRR) and mitigation in order to increase resilience and reduce vulnerability. Moreover, the Functional Review by the PSC and a detailed Institutional Review by the MNRE have confirmed and reaffirmed the need to establish a separate entity to address climate change, disaster risk reduction, mitigation, adaptation, seismic events, etc. This will greatly assist Samoa's commitments under all the international conventions it has ratified regarding climate change and resilience over the years. The thrust behind this change carries the slogan of "***Winds of Change***". It is an analogy essential to the changing environment aligned to the physical change of the climate system (wind).
- The governance control proposed is to set up a Steering Committee to provide oversight, decision making and leadership in setting up this new Ministry. The Steering Committee is proposed to be chaired by the Minister of MNRE with members comprising of the CEOs from the PSC, MoF, MFAT and MNRE. There is also a proposed Task Force (Steering) Committee to be chaired by CEO MNRE with PSC Chairman, CEO MoF, CEO MFAT & AG, with a working group comprising of senior management officers from PSC, MoF, MFAT, MNRE, OAG.

- The establishment of the new ministry will require a legal overarching framework to mandate functions and work related to Disaster, Meteorology and Renewable Energy. The only legislation in existence is the Disaster and Emergency Management Act 2007, but there are other legislations in the pipeline for development such as the Meteorological Services Bill (Meteorology, Hydrology – Warning Services, Geo-Science and Ozone Depletion), Energy Bill and the Climate Change Bill etc. There are policies already in place including the Climate Change Policy Review 2015, GHG Abatement Strategy 2008-2018, Nationally Appropriate Mitigation Actions (NAMAs), Intended Nationally Determined Contributions (INDCs – Cancun Agreement), Framework for Resilient Development in the Pacific (FRDP), and the National Disaster Management Plan. There is also MEAs with obligations to be implemented, particularly relevant are: UNFCCC, Kyoto Protocol, Samoa Pathway, Paris Agreement, IRENA & the Montreal Protocol.
- Stakeholder engagement needs to be done with various Ministries and organizations such as: MoF, PSC, AGO, MFAT, UN Agencies (UNDP, UNISDR, UNOCHA etc.) SPREP, SPC, UNFCCC, IRENA, WMO, Donors, members of the Disaster Advisory Committee, civil societies and village communities. Added to the above are awareness workshops to communicate the new Ministry's functions and services. Staff consultation is of utmost importance to ensure the smooth transition when the change takes place.
- With People & Structure, this includes the Minister, CEO, new ACEOs for the 8 divisions proposed – Climate Change, Disaster Management, Renewable Energy Division (RED), Project Management Facility, Corporate Services, Legal Services and ICT services. Proposed budget for the new ministry to be approved by MOF, nevertheless there are savings from FY 2017/2018 to be used as starting capital for the new ministry for FY 2018/2019.
- With the Corporate Support Services, it is recommended that the facilities and workspace for existing divisions (DMO, Meteorology and RED) remain as they are, but there is a need to procure for new proposed divisions. Office Equipment for DMO, Meteorology & RED to be transferred to the new ministry and again procurement is required for the new divisions. The records and files related to the new ministry also needs to be transferred.
- The risk management highlighted is the loss of network / partners in Environment, Forestry, Water, Spatial, supplementary funding may not be available, commitment of financial resources, new assets for new divisions and also new office space.
- The Action Plan presented at the workshop outlined that the new proposed Ministry be in existence by FY 2018/2019.

Team 2 – Ministry of Culture and Heritage (MESc, MCIL, MFR & PSC)

- The functions mentioned herewith are currently under the MESc: Archives and Records, the Public Library Services, National Museum National Orchestra and the Samoan Language Commission and will be transferred under the new proposed Ministry of Culture and Heritage (MCH) by July 2018. The transfer of the said functions is under a Cabinet Directive – FK (16) 36, 05 October 2016
- The narrative behind the establishment of the new proposed Ministry is to **ENABLE** and **PRIORITIZE** the development, improvement and recognition of Samoan cultural and heritage activities at the

National, Regional and International level. This will **ENSURE** that the richness of the Samoan culture is celebrated within our Community and shared on the International stage.

- Its governance looks at setting up a Steering Committee that comprises of Minister of Education, MESC - CEO and ACEO (relative Divisions), MoF, PSC and the OAG. There is also a proposed Task Force Committee that comprises of the following ministries; ACEO (relative Divisions) and Principal Officers, ACEO Corporate Service Unit – MESC and IT Division – MESC.
- There are current legislations already in existence that applies to the new proposed Ministry such as; Youth Sports and Cultural Affairs Act 1993/94, the Public Records Act 2011, and the Samoan Language Commission Act 2013. There are also other recommend Acts and Bills that are related to the new proposed Ministry that needs to be reviewed or follow up again such as the Ministerial and Departmental Arrangement Act 2003, the Traditional Knowledge and Cultural Expression Bill and the Youth Sports Culture Act 1993/94.
- The identified list of stakeholders for the new proposed Ministry includes the MESC, specific divisions and staff affected, the Board, Task Force Committees, International Affiliations (UNESCO, Memory of the World Committee, PIFS, PARBICA Bureau and the community at large. To ensure an effective engagement with them, a communication strategy should be in place to ensure that change is transitioned in a smooth manner. Thus, it warrants staff meeting with the whole staff at MESC, internal Memo and fortnightly meetings, emails, letters, press release, use of social media etc.
- The proposed structure for the new Ministry have a total of 4 Divisions with 2 existing ACEOs for Culture and National Archives & Records, a new ACEO for Samoa Language Commission and ACEO for the CSU, with the National Museum, Public Library and the National Orchestra to be under the Culture Division.
- With resource implications, a budget forecast is in place to cater for the move to the new location. New positions such as new CEO and additional ACEO CSU and support services staff will also be factored in and so as the assets and ICT equipments needed. Added to this are the utilities, rent and lease of new office space for the proposed new Ministry.
- Financial implications is one risk that may arise in the setup of this Ministry and added to this is identifying the culture of the working environment, addressing the emotional issues that may arise, such as new management bringing in new perspectives which might be hard for the current staff to adjust and adhere to. Another risk could be the review of the current legislation to transfer functions such as identifying the legal obligations and implications. To overcome the above risks, strategies proposed is by looking at KPI's for the implementation to align with the National Planning & Budgeting Framework. It also requires and effective communication strategy to be in place to ensure that both old and new staff are well aware of the changes.
- It is anticipated that the implementation timeframe for the proposed new ministry is to be established by the next Financial Year 2018 – 2019.

Team 3 – Ministry of Vital Registration & Immigration (MPMC, SBS, MFAT, PSC)

- The overview of the functions that will establish the proposed new Ministry looks at merging the Births Deaths and Marriages Register (BDM) which is currently under the SBS with the Immigration Division that is currently under the Ministry of the Prime Minister and Cabinet. Both these Divisions have its own functions that they are currently performing at their current Ministries. For BDM, its functions includes the management and maintenance of BDM register, administration of BDM registration system and issuing of certificates. For the Immigration Services it includes the issuance of citizenship and travel documents, temporary/permanent residence permits, border management and immigration policy.
- The narrative for this merge is prioritizing core functions of both divisions and house under one roof and thus creates a **“One Stop Shop”** capitalising on the relevant BDM and Immigration information.
- To ensure the effectiveness and the transition is operated smoothly, a communication strategy is vital and it should be communicated to affected staff, stakeholders by having regular meetings, providing reports, letters, public announcements and notification about the change and as well conducting consultations. The information conveyed in the message or communicated is of essence and thus it should also focus on the core functions and the One Stop Shop for all.
- The Governance structure for the proposed new Ministry is that the Cabinet makes the decisions regarding the merger. It also consists of a Steering Committee which include the Office of the PSC as the Chair and CEOs from the respective Ministries MoF, OAG, MPMC, and SBS. The Steering Committee provides general guidance/direction of the merger and endorse Taskforce recommendations and report to Cabinet. It will also consists of a Taskforce which will finalise the proposed new organisation structure and staff matters, public awareness/consultations and will report directly to the Steering Committee. There will also be a Legal & Policy Taskforce that will review/develop legislations, policies, contracts, Risk Management Plan and report to Steering Committee. There will also be a Budget Taskforce that will develop budget for the new Ministry, allocate assets and reports to the Steering Committee as well.
- With the Legislations pertaining to the proposed new ministry, there are current legislations that may need review such as Passports Act 2004, Immigration Act 2004 Citizenship Act 2004 (review) and the Births, Deaths and Marriages Registrations Act 2002 (review). Additionally, there is also the Conventional Arms Bill 2017– to be confirmed who the Competent Authority will be when Ministry of Immigration is set up.
- There is a lot of stakeholder engagement that needs to be done with various agencies and the community at large, such as the cabinet, parliament, airlines and shipping agents, National Health Services, Village reps, Government Ministries/SOEs including oversees missions, international and regional organisations, business community, suppliers/service providers, staff, general public, diplomatic Corp and the media.
- The proposed structure will include a CEO and 7 new divisions and includes: BDM, National identification, Citizenship & Travel Documents, Entry Permits & Border, Compliance & Investigation, Policy Corporate Service and ICT.

- The financial costs of setting up new Ministry will be salaries (staffing profile - # of new staff), operational costs, starting capital costs and transition costs (contract implications, systems transfer). The Resource Implications will affect staff, assets, equipment, systems and records.
- Some of the risks that may arise would be potential loss of revenue collection due to change in business processes associated with One Stop Shop initiative. Added to the above is the budget limitation which means limited number of support staff to be established and could impact negatively on the aim of improved service delivery and efficiency.
- It is anticipated that the new proposed ministry should be up and running by the next FY 2018 – 2019.

Transfer of Scholarship & Training Function from MFAT to the PSC

- The rationale behind this transfer is for the better facilitation and alignment of Human Resource Development for the whole public sector and the country, hence the transfer of functions of the Scholarships and Training from MFAT to PSC. The projected communication strategy that'll be used to notify the transfer of functions would be press release, email, Circular Memorandums, Ministry website, Public Service Official Circular.
- A proposed Steering Committee is projected and it includes the Chairman of PSC, CEO MFAT, and CEO MoF. Its Terms of Reference (TOR) involves discussions, negotiations and provide direction and approval of transfer of functions. Added to this will be a Working Group/Change Team – PSC HRD, PSC HRM, PSC CSU, MFAT STB, MFAT CSU, ACEO Budget MoF, and PSC's Legal Division. The Working Group will also have its own TOR which includes implementing and put into action the transfer, identify obstacles that may delay implementation of decision, communicating the transition agenda to staff involved, and all stakeholders involved and reporting responsibilities to the Steering Committee, STSC when required.
- The Legislation that might be pretentious to this change is the PS Act 2004 and it is recommended to be reviewed to reflect the proposed change.
- There is quite a lot of stakeholders that needs to be notified and kept abreast of the proposed transfer and it includes the Cabinet members, all line Ministries, SOEs, NGOs, STSC members, private sector, NUS (Faculty of Medicine), USP, In-country institutions, Overseas partners – DFAT, NZAid, JICA, China, Thailand, Brunei, Korea, Malaysia, Singapore, EU, Regional Organization - FFA , PIF,SPC, UN Bodies and scholarship students and parents/sureties
- With resource implications, it involves the key responsible people such as the Corporate Services of both (PSC/MFAT), MoF Budget Division and PSC – HRM/MFAT (JCS, review JDs) and also the affected divisions and staff members from both MFAT (7) & PSC staff (8)
- Issues to consider for this transfer to take place includes: budgetary costs (salary, resources, capital equipments etc.) It also means a new MFAT Organizational Re-structure to reflect the new change and so as the movement of staff. Added to this is the working space, the job classification system process, systems and processes and records management.
- A risk management plan proposed for the transfer is looking at policy implications and looking at the realignment of PSC Mandates. Resourcing and budgetary is another factor and also taking

ownership and having more thorough negotiations between the 2 Ministries taking into consideration high level to actual operations terms and also maintaining an open line of communication as usual.

Comments made during the Presentations:

Ministry of Climate Change:

- The CEO of the MNRE questioned the handling of Multinational Agreements and also the Procurement and Management of projects. The Group responded that setting up the new Ministry will enable them to have a direct focus on implementing the activities obligations under the many conventions that Samoa has already signed and adhered to regarding Climate Change. This will also be the way forward with any other conventions and agreements that will be signed in the future.
- The Chairman of the PSC also commented on the structure proposed and commended the group with their presentation and again reminded all that Climate Change is a cross-cutting issue and thus warrants promoting it to all sectors.

Ministry of Culture & Heritage:

- The CEO of MPMC posed a question on whether the new ministry will have a role in coordinating different records and information management systems, and whether it would be providing guidance and advice for archives management to all Ministries and SOE's? The presenter responded that there is a system in place for papers and records management, but the electronic records needs attention. The equipments for doing both (paper record and electronic records) are very expensive. With the proposed new Ministry, it will allow them to focus on improving this issue and take greater responsibility in ensuring this as a priority area when the new Ministry is established.
- The PSC Chairman also asked on how culture would be captured and how it could be made into an innovative idea for future generations if the new Ministry is set up. The group responded that the new Ministry will be a One Stop Shop for Culture, Archives and Library; the importance of culture will be documented for future generations and other purposes.
- Acting CEO of MESC Ms. Vau Peseta reiterated the Chairman's question on how culture could be captures and thus mentioned that the Ministry of Education is strongly pushing for the inclusion of culture into school curriculum starting from grassroot level.
- CEO of MNRE asked whether there was a connection between the *Faleula Program* under the Ministry of Women, Community & Social Development and the Culture Division of MESC. The group responded that there is a connection, but for the time being, the government is yet to decide on whether the *Faleula Program* could be moved or remain to the new Ministry once it is established.

Ministry of Vital Registration & immigration:

- The CEO of the MPMC noted the regulatory role in terms of immigration and the operational function mentioned in the presentation to be a *Centralized One Stop Shop*.

- Commission member Vaosa Epa commented on the new name proposed for the new Ministry, suggesting to relook at it in terms of the Ministry's vital & key functions and also looked at it from an outside perspective.
- The Acting CEO for SBS Ms. Edith Tausoga commended the group with the proposed new structure, the vision for the new Ministry as a one stop shop, and the inclusion of a Risk Management Plan to address possible risks that may arise.

Way Forward:

- PSC's expectation is for Ministries and Government Agencies involved in the 1-week workshop to take "**Ownership**" of the new changes of the MoG and for Central Agencies to work in collaboration with relevant line Ministries and agencies to ensure effective implementation of MoG changes as stated in the Functional Analysis Report approved by Cabinet in its FK 16 (36) on the 5th October, 2016.

Annex 1:

Attendance list for the Work Hack Workshop 13 – 17 March 2017

Name	Ministry
1. Abigail Lee Hang	MOF
2. Agafili Shem Leo	MPMC
3. Alataua Lima	MCIL
4. Amela Silipa	MESC
5. Anastacia Stowers	PSC
6. Aussie Simanu	MNRE
7. Beverly Smith	PSC
8. Daniel Chan Boon	PSC
9. Davina Koria	MFAT
10. Deborah Meehan	Australian PSC
11. Delphina Lee	MESC
12. Donna Tait	Australian PSC
13. Edith Tausoga	SBS
14. Fonoti PJ Ieriko	MESC
15. Frances Reupena	MNRE
16. Henry Ah Ching	MOF
17. Houlton Faasau	MCIL
18. Jason Hisatake	PSC
19. Jeffrey Faitua	PSC
20. Jennifer Key	PSC
21. Lisi Asuao Faletutulu	MCIL
22. Litara Taulealo	MOF
23. Luatua Semi Epati	PSC
24. Malaefono Taaloo	SBS
25. Marei Faimanu	PSC
26. Matilda Bartley	MFAT
27. Molly Faamanatu Nielsen	MNRE
28. Muliagatele Filomena Nelson	MNRE
29. Mulipola Tainau Titimaea	MNRE
30. Muliufi Nickel	MCIL

31. Naomi Harris	PSC
32. Nerisa Leilua Nusipepa	SBS
33. Niua Kitiona	PSC
34. Osana Liki	PSC
35. Palepa Amosa	MFAT
36. Perenise T. Puna	MfR
37. Peter Maafi	PSC
38. Ponifasio Vasa	SBS
39. Pulotu Lyndon Chu Ling	MCIL
40. Rachel Hunter	Australian PSC
41. Rasela Maiava	PSC
42. Ropati Mualia	DFAT
43. Safuta Toelau Iulio	MNRE
44. Salilo Margraff	PSC
45. Saronā Esera Filipino	PSC
46. Saronā Filemu Wong	MPMC
47. Sharon Potoi Aiafi	MFAT
48. Siaana Ioane L. Sila	MfR
49. Siaopo Pese	MPMC
50. Soane Leota	MOF
51. Solia Tanuvasa Kalolo	MfR
52. Suia Petana	MESC
53. Suluimalo Amataga Penaia	MNRE
54. Tabitha Salima	PSC
55. Tamara Filoi Lene	PSC
56. Tas Tuiloma Hoeflich	PSC
57. Theresa Afamasaga	PSC
58. Toai Bartley-Lee	MNRE
59. Tracy Wong Ling Warren	PSC
60. Tuautu Kalepo	SBS
61. Tuiolo Schuster	MNRE
62. Tuuu Dr. Ieti Taulealo	PSC
63. Vaosa Epa	PSC
64. Vau Peseta Afamasaga	MESC
65. Virginia Hazelman	PSC