



Government of Samoa
Malo o Samoa

Public Administration Sector Plan 2013/14-2017/18 Third Annual Review Report

October 2017

Contents

| | |
|--|----|
| List of Acronyms | 3 |
| Background | 4 |
| Introduction | 5 |
| The Public Administration Sector | 5 |
| Institutional Arrangements | 6 |
| Overview | 8 |
| Milestones | 9 |
| Challenges | 13 |
| Way Forward | 14 |
| Recommendations | 16 |
| Annex 1: PASP Strategic Framework | 17 |
| Annex 2: Monitoring and Evaluation Framework | 20 |
| Annex 3: Scope of Government Agencies included in the Public Administration Sector | 23 |

List of Acronyms

| | |
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| CAC | Central Agencies Committee |
| HRD | Human Resource Development |
| MOF | Ministry of Finance |
| MPE | Ministry for Public Enterprises |
| MPMC | Ministry of the Prime Minister and Cabinet |
| MTEF | Medium Term Expenditure Framework |
| MWCSD | Ministry of Women Community and Social Development |
| OPSC | Office of the Public Service Commission |
| PAS | Public Administration Sector |
| PASCD | Public Administration Sector Coordination Division |
| PASP | Public Administration Sector Plan |
| PASSC | Public Administration Sector Steering Committee |
| PFMRP | Public Finance Management Reform Plan |
| PSI | Public Service Institute |
| RMP | Risk Management Plans |
| SCCI | Samoa Chamber of Commerce and Industry Incorporated |
| SDS | Strategy for the Development of Samoa |
| SES | Senior Executive Services |
| SUNGO | Samoa Umbrella for Non-Governmental Organizations |

Background

Sector planning was a key component of the 2008 *Public Finance Management Reform Plan* (PFMRP). The PFMRP had been developed by the Ministry of Finance to strengthen public financial management systems and the efficient use of Government resources. The plan was in two stages; Stage 1, implemented from 2008–2010, focused on improvements in the reconciliation and reporting of public accounts and strengthening of internal control systems. Ministries were required to develop sector-level medium-term strategies (4-5 years) and prioritised plans based on the overarching *Strategy for the Development of Samoa*. Stage 2 focused on the following:

- (i) strengthened performance monitoring linked to the development of a three-year rolling Medium Term Expenditure Framework (MTEF), which was introduced in 2008/09;
- (ii) development of sector wide strategies and investment plans for all major sectors to be used for setting output targets linked to budget allocations and monitoring sector performance; and
- (iii) improved communication to tax payers to facilitate compliance with the objective of increasing revenue collection.¹

The 2015 Sector Planning Manual lists 14 Sectors for the purposes of sectoral planning in Samoa (sectors are defined and grouped according to the types of goods or services produced, and not according to the structure of the public administration). The Public Administration Sector is listed as an Economic priority area, and is led by the Office of the Public Service Commission and the Ministry of the Prime Minister and Cabinet.

The Public Administration Sector Plan 2013/14-2017/18 (PASP) was launched in February 2014. An independent consultancy firm was contracted by the Government of Samoa to review the previous Public Administration Sector Plan 2007-2011 and develop a new Plan for the subsequent 5 year period.

The PASP was developed according to the key findings of the review, and feedback gathered during the consultation process which involved some 200+ stakeholders. The Plan has 3 overarching goals and 10 strategies; it will be evaluated against 5 sector outcome indicators. The goals and strategies were based on key areas identified through the review that needed improvement, including:

- awareness and understanding of PASP;
- strengthening the whole of Government approach and coordination;
- developing an effective Monitoring and Evaluation framework;
- improving the quality of public service delivery;
- addressing the shortage of technical skills in the public service; and
- gaining public confidence in the integrity of the public sector.

¹ Sector Planning Manual 2009, Ministry of Finance

Introduction

The vision for the PASP states that by June 2018, the Sector would have achieved a professional and competent Public Administration that provides quality and coordinated service delivery in a cost effective, efficient and transparent manner.

The Plan initially consisted of 29 activities when it was launched. However following the second Annual Review in October 2016, the Sector agreed to reduce the activities from 29 to 19, as explained later in the Report. By implementing all 19 activities, the sector hopes to accomplish the following:

- Improved quality of public service delivery;
- Improved human resource capacities; and
- Improved public sector integrity and culture.

The Government anticipates that the 5 year framework of action will transform the public administration into a dynamic one that is responsive to the needs of its community, including the business sector. The Plan aims to improve public confidence in Government through strengthening the integrity of public servants, systems and processes to support economic and social development in Samoa.

In the Strategy for the Development of Samoa (SDS) 2016/17-2019/2020, the Public Administration Sector (PAS) falls under Priority Area 1 (Economic Sector), Key Outcome 5 (Participation of the Private Sector in development enhanced), and Strategic Outcome 3 (Public sector performance management and capacity strengthened). The 3 overarching goals for the PASP would contribute to the achievement of 2 indicators developed specifically for the Sector, which includes:

- National Performance Management Framework status and impact;
- National Human Resource Development Plan status and impact.

The Public Administration Sector

The PAS, defined under the Industry Classification System as comprising establishments primarily engaged in activities of a governmental nature, is based on the premise that services delivered either directly or indirectly by Government are public goods paid for with public monies. It also operates on the understanding that Government is held accountable on whether services are effectively and efficiently delivered to their clients.

The Samoa Public Administration Sector consists of 31 agencies which include 14 Ministries, 5 constitutional bodies, 4 statutory bodies, and 8 out of 9 State Owned Enterprises that are Public Beneficial bodies (the Samoa Health Promotion Foundation has yet to be established). A complete list of agencies under the Sector is attached as Annex 1.

More than 9,000² employees in the public sector are employed within 54³ Government agencies to date. Based on the number of agencies listed above, close to 6,000 are employed in the Public Administration Sector (more than 20% of the employed population)⁴. Of this number also, women marginally outnumber men; although they are under-represented at the management level, with more than half of Chief Executive/General Manager positions in the public administration dominated by males.

The PAS contributes close to 10% of GDP every quarter as recorded by the Samoa Bureau of

² Public Service Day Statistics 2016, compiled by the Public Service Commission

³ 14 Ministries, 5 Constitutional Bodies, 4 Statutory Bodies, 28 State Owned Enterprises, 2 Others

⁴ SBS Employment Report - March Quarter 2017

Statistics. The 2017 GFS March Quarter Review Report noted that compensation for central Government workforce increased by \$6.3 million from December 2016 to stand at \$45.5 million (16%). The reported increase in spending was due to the 1% increase in the number of employees within the public administration during the period⁵.

Institutional Arrangements

The main drivers for the PAS include the Office of the Public Service Commission, the Ministry of the Prime Minister and Cabinet (MPMC), the Ministry of Finance (MOF), the Ministry of Women, Community and Social Development (MWCSD), the Samoa Umbrella for Non-Governmental Organizations representing the civil society (SUNGO), and the Samoa Chamber of Commerce & Industry Inc as the National Private Sector Organization (SCCI).

The inclusion of civil society and private sector representation at the Sector governance level is to ensure the Government is held accountable for the implementation of the PASP. This will improve public-private-civil society dialogue to help achieve the key outcomes noted in the SDS.

Their roles and responsibilities in relation to the PAS have been summarized below:

Office of the Public Service Commission

The OPSC is the lead agency for the PAS, central agency for Human Resource Management in the Public Service and Chair for the Public Administration Sector Steering Committee (PASSC). The Public Administration Sector Coordination Division (PASCD), which is the Secretariat for the Sector, is situated in the OPSC.

Ministry of Prime Minister and Cabinet

The role of MPMC is to enhance and promote the whole of government approach, as well as ensuring there is improved policy coordination and monitoring for the Public Administration.

Ministry of Finance

MOF's main role as a leading agency for the Sector is to promote sound public finance management in service delivery through establishment and implementation of prudent financial management systems, standards, policies and procedures.

Ministry for Public Enterprises

The MPE is responsible for the oversight and governance of State-Owned Enterprises, both at the operational/Ministry and Board of Directors level.

Ministry of Women, Community and Social Development

The MWCSD is to lead government interventions and engagement on community development in order to maintain social cohesion and positive economic outcomes. They are also expected to coordinate and advocate for the mainstreaming of gender issues and the needs of vulnerable groups across Government in compliance with international obligations.

Civil Society – Samoa Umbrella for Non-Governmental Organizations (SUNGO)

SUNGO represents the civil society on the PASSC and is responsible for leading community and civil society advocacy on how Government could improve social and economic development at the village level. The Government anticipates that SUNGO will provide

⁵ SBS Employment Report - March Quarter 2017

informed advice on how Ministries and agencies could adjust their services to suit the needs of the community more.

Private Sector – Samoa Chamber of Commerce & Industry Inc., National Private Sector Organization (SCCI, NPSO)

The SCCI represents the private sector on the PASSC. The SCCI on behalf of the business community is expected to collaborate with the public sector on how their involvement in the delivery of services through greater use of outsourcing and competition for contracts, could be enhanced. They are also responsible for leading private sector advocacy particularly on how Government could improve their processes to strengthen business and economic development.

Overview

The third annual review of the PASP presents an opportunity for the Sector to take stock of where it is with implementation, as well as identifying issues causing delays and possible remedies to address them. This is also the last annual review for the Plan before the final End-of-Plan Review in June 2018, in preparation for the development of another 5-year Plan.

Following the PASP stocktake undertaken by the PASCD, implementation of the Plan is well underway. In essence, more than half of the current activities (19) have been, or are currently being implemented (*i.e.*, 6 activities are now complete; 12 are in progress, and 1 ongoing activity). Completion dates for the 4 activities that were planned to be completed by June 2017 have been revised to June 2018. It is anticipated that while completion dates have been revised, the expectation is that there will spill-over activities from the current PASP into the new Plan, particularly for large activities such as the One Public Sector-One Vision for Good Governance-One Policy strategy.

The Steering Committee and PAS stakeholders had endorsed several changes to the structure of activities in the PASP as a result of the 2016 Annual Review. Some activities were identified during the stocktake as having similar objectives and were combined into 1 holistic activity, as highlighted below:

| Original Activity | New Activity |
|---|--|
| Review of public sector governance arrangements undertaken | Implement One Public Sector-One Vision for Good Governance-One Policy |
| Review of policy development capacity within the public sector | |
| Review of HRM framework | |
| Review and consolidate HRD systems and processes under the PSC | |
| HRM Policy Strategy for Whole of Government developed | |
| Review of existing integrity standards to formulate integrity standards for the Public Sector | |
| Awareness program for unified public sector integrity standards | |
| Unified integrity standards enforced | |
| Public education and awareness campaign of Government functions implemented | Hold Public Service Day annually & Public Service Excellence Awards biennially |
| Annual promotion of Public Service Day and Public Service Excellence Awards | |

In addition, 3 activities were removed from the PASP, as noted below:

- Activities for client focus direct services identified and streamlined;
- Activities for indirect client service (e.g., regulations, monitoring and quality standards) identified and implemented;
- PSIF funding continues for the next 5 years and reassessment of its location and relevance to PASP.

An additional activity on the development of a complaints register for the public sector was inserted under Goal 1 of the PASP. The complaints register is expected to be housed under the PSC, given their role in monitoring and evaluating agency performance.

Milestones

The completed activities have been summarized below:

- *Activity 1.1.2 – Review of mechanisms for central agencies coordination to support Whole of Government (WoG) cohesion*

The implementation of this activity is led by the MPMC. The main objective was to revitalize the Central Agencies Committee (CAC) through the review of its Terms of Reference. The CAC leads the WoG coordination in partnership with other agencies in the provision of policy advice to Cabinet and the discussion of current and emerging cross cutting issues of national importance. Central agencies are Ministries/Offices who have an overarching responsibility and coordinating role across the Public Service and Public Sector as a whole. At the moment the current composition of the CAC includes the MPMC, MOF, MPE, and OPSC. The MPE has been added as a member of the CAC following the review in 2016, given their oversight role with the performance and governance of State Owned Enterprises.

Since the last Annual Review in October 2016, 5 more policy papers submitted for the Committee's consideration and input have been approved by Cabinet; a Policy on Returnees, Policy for Ambassadors representing Samoa in meetings, a paper on the review of Daily Subsistence Allowance for official travels, a Term Policy Paper revising the term for contract employees from three (3) years to mutual performance-based renewal for an additional three (3) years, and a Policy on Repatriation of Humans Remains to Samoa.

The Committee had also considered policies and entitlements for medical checks for the Head of State, Council of Deputies, Chief Justice, Speaker of the House, and Cabinet (with spouses). Additionally, the Committee had discussed and provided insights on the Community Service Obligation (CSO) Policy spearheaded by the Ministry for Public Enterprises and directed at Public Trading Bodies only. The Committee has also done initial work on the development of a National Security Policy for Samoa, based on the Analysis Paper presented by the MPMC in June 2017. Finally, the Committee is currently deliberating on the implementation plan for the One Public Sector-One Vision for Good Governance-One Policy strategy, initially developed by the OPSC.

The MPMC has also compiled a Cabinet Policy Document which consolidates all Cabinet Administrative Policies for the purpose of avoiding duplication, improved consolidation and coordination, as well as for easier reference across the public sector. These Policies includes, but are not limited to Official Travels, Overseas Treatment, and Government Vehicle Usage.

The Committee now meets on a monthly basis with special meetings called where there are urgent issues to be discussed.

- *Activity 1.2.1 – Scoping Study for Public Sector Research Institute*

The Feasibility Study for the establishment of a Civil Service Institute (CSI) was completed in 2016. It was expected that the CSI would also serve as a public sector research hub. The Study was led by an independent consultant and was supported by the Human Resources Development Division of the OPSC. The findings noted an ineffective and inefficient public service human resource development system caused by limited or no resources allocated for human resource development. It highlighted the inequitable allocation of available resources among government employees and the lack of a standardized training system. The Study recommended the establishment of the Public Service Training Institute (PSTI) for the purpose of designing, delivering or evaluating education and training programs to improve public sector capacity.

The Commission approved the establishment of a Public Service Training Institute in May 2016. However given limitations with financing, the Commission has maintained status quo until the financial situation shifts in favour of establishing an independent entity separate from the OPSC. The PSI is housed under the Human Resources Development Division at the moment.

The OPSC is responsible for the management (coordination, allocation, provision and monitoring) of over 400 training opportunities for the public sector. More than 400 Government employees participated in over 20 local training provided through the Samoa In-Country Training Program (SICTP) and the OPSC in FY2016/17; more than 300 participated in international and regional training/workshops funded by various development partners and training institutions. The majority of local training provided through the SICTP and the OPSC are generic by nature, although there are plans to provide more technical training such as land surveying in the pipeline.

The establishment of PSI, while not formally launched, has led to the streamlining of funding allocated for capacity building for projects managed by other Ministries to finance capacity building programs across the Sector. This includes the *LDCF Economy-wide integration of climate change adaptation and disaster risk management to reduce climate vulnerability of communities in Samoa* Project (EWACC) under the Ministry of Natural Resources and Environment, with others to be confirmed in the near future.

- *Activity 1.3.4 – Review of CEO and ACEO Performance contracts and agreed contractual performance indicators for monitoring efficiency and effectiveness*

The OPSC through its Senior Executive Services Division reviews performance contracts for close to 400 Senior Executives (SE) employed under the Public Service Act 2004. Performance contracts are reviewed twice within the contract term; an 18 month-review (mid-term) and a 33 month-review (end of term). Key deliverables for SE positions are reviewed once the contract term ends. For FY16/17, 75 Performance Review consultations were conducted for SE from 17 Ministries. This is part of the process before the positions are advertised again to ensure the performance indicators are in line with the Strategy for the Development of Samoa, relevant Sector Plans, Corporate and Management Plans. The Commission endorses any revisions made to performance contracts for SE in the public service.

The Commission had approved in 2017 for the SES Division to strengthen their M&E role on Performance Management for SE by exploring alternative ways other than assessment of personal files and available documents. The SES will now be looking at conducting 1 M&E visit per financial year specifically to validate performance targets and monitor compliance trends over time to support policy reviews.

There is a consolidated review of all contractual templates planned for the current financial year 2017/18 to reflect changes in the Public Service Amendment Act 2017.

While not directly related to the review of SE performance contracts, the OPSC has approved several guidelines and manuals to strengthen the efficiency and effectiveness of SE, through the recruitment and selection process. These have been consolidated in a revised R&S Handbook for SE (2016) approved by Cabinet through its FK of 2nd November 2016.

The Handbook consists of the following:

1. *The Independent Panel Member* Guideline to set out the roles and selection of independent members from the Private Sector to be part of the Selection Panel;
2. *Conflict of Interest Guideline* to assist in identifying what a conflict of interest situation is and how it should be managed should such situations arise amongst those involved in making decisions on appointment;
3. *Managing Information Guideline* to set out best practice in the accessibility, use and disclosure of all recruitment related information;
4. *Role of the Chair* to set out the responsibility of the Chairperson in the shortlisting and interview processes.

Additionally, as highlighted before, Cabinet has approved a Term Policy as per FK(17) 13 on 12 April 2017. The Policy allows for a performance-based mutual renewal of SE contracts for an additional 3 years after the initial term (a maximum total of 6-years). Significant emphasis will be placed on the re-enforcement and strengthening of the Performance Management System. The monitoring and assessment of SE performance, carried out by the SES division, will determine a contract renewal or otherwise.

- *Activity 1.4.1 – Review of mechanisms for public service information dissemination and feedback*

The level of accessibility in terms of Government services (information) was assessed through the Client Satisfaction Survey 2014 carried out by the OPSC through its Public Administration Sector Coordination Division. Clients/respondents were asked to state whether they agreed or otherwise with the statement that Ministry services (both in physical and other forms) were easily accessible. It was evident that Ministries with a service delivery function (which meant regular contact with the public) were found to be easily accessible (e.g., Ministry of Women Community and Social Development), as opposed to those that did not have to deliver primary services.

Agency websites and online platforms have since been encouraged to strengthen information dissemination and availability for the public. While most Government agencies have developed websites over the years, there is room to strengthen this mechanism, particularly as some Ministry websites were last updated in 2-3 years ago. Most, if not all, Government agencies have the capacity through their IT Divisions to provide relevant updates of completed, ongoing or planned activities for the information of the public.

The PASCD has updated its Communication Strategy developed in 2015 to guide the dissemination of relevant information received to inform the public on what the Government is doing through the PASP. A Public Administration Sector newsletter is released quarterly and provides updates on PASP activities; it is also an avenue to raise awareness on Government processes and policies approved by Cabinet. Implementing agencies are requested to provide updates for PASP activities at the end of every quarter, to inform each edition. The Sector has just released the 11th edition of this publication, which is available on the OPSC website.

The OPSC has established an information centre giving the public internet access to visit any Government website and to search or apply for positions advertised through the Public Service Official Circular.

There has been an increase in the number of Government Ministries utilising social media (e.g., Facebook, Twitter) and pre-recorded awareness programs (e.g., the Lali and E te Silafia) to increase exposure of their functions and services. While the effectiveness of these

mechanisms has not been publicly documented, it is a collaborative effort between the media and Government to achieve a wider geographical coverage and improve public understanding of legal and regulatory frameworks for each Ministry.

The annual Public Service Day also has a Public Service Exhibition component which raises awareness on Government services and new initiatives or projects. The same initiative is also recognized as a Public Sector Career Day targeting University and high school students.

- *Activity 1.4.3 – Conduct survey every 2 years to gauge public feedback on Government service delivery*

One of the issues identified during the review of the PASP 2007-2011 was the poor quality of public service delivery and the unresponsiveness of frontline staff as well as senior management level to criticisms from the general public. Since 2014, the OPSC has commissioned 2 surveys (Client Satisfaction Survey and the Government Service Delivery Survey) to identify gaps in the way Government agencies serve their clients. Both survey reports note that while improvements have been made in terms improving service delivery in Government, there is much more left to be done.

The more recent Government Service Delivery Survey 2016 highlighted the following points about service delivery in Government (*the feedback provided is based on a generalized assessment of services offered by 33 Government agencies to survey respondents*):

- in terms of the different modes of service delivery used by the public to access Government services, telephone and in person services are accessed and used much more than website, mail or email services;
- Satisfaction with regards to the costs, timeliness, and accessibility of Government services is average at best (i.e., there were more dissatisfied customers than the rest);
- With staff and employee performance in delivering services, the collated data suggests that the standards are below average (i.e., the dissatisfied customers outnumber the rest);
- The most common recommendations from survey respondents are to do with basic customer service skills (e.g., frontline customer service gestures and attitude towards clients, professional dress codes, lengthy waiting time before clients are served or before their requests are met, and ill-mannered conversations on the phone);
- Clients had also registered their concerns and dissatisfaction with the management level of Government agencies, noting difficulties in scheduling meetings and making appointments.

The findings point to the need to undertake a deeper assessment of frontline employee behaviours and their critical role in delivering their functions. While training on customer service skills have been frequent, recurrent problems with service delivery requires Governments to be innovative on how they can empower frontline staff to resolve client complaints then and there.

The OPSC have again pushed for the mandatory development of Service Charters as per FK(00)25. This has been part of the monitoring and evaluation exercise conducted by the OPSC on a bi-annual basis. Service charters should clearly outline service standards the client should expect from any Government employee. Should clients feel the standards have not been complied with, a proper documented complaints management process should be in place for clients to use to express their views about the quality of service they received. The complaints process should be well understood by the public, and it could be developed as part of the Service Charter or as a separate procedure.

The development of a complaints register for the public administration is in the pipeline and should be functional by June 2018.

Other milestones for the Sector include marked improvements made in terms of challenges identified at the 2016 Annual Review, which include a lack of integration of PASP activities in some Corporate Plans which resulted in the PASP's lack of purchase in the Sector as a whole. Key implementing agencies such as the Ministry of the Prime Minister and Cabinet and the Office of the Public Service Commission have taken the lead in ensuring that their Corporate Plans are in line with the PASP.

Additionally, the Sector has made progress on harnessing capacity building resources to support human resource development programs. As highlighted before, the OPSC has been collaborating with the MNRE to consolidate training financing to fund capacity building programs for the public sector.

Challenges

Sector agencies were asked during the Stocktake to note some of the challenges they faced while implementing PASP activities. In relation to the 4 activities that were prioritised to be completed by June 2017, lead agencies noted the following issues affected the timely completion of the same:

- changes in organizational priorities as a result of a shift in strategic direction either from management level or Cabinet;
- lack of risk management plans developed prior to implementation to address unexpected challenges or results;
- inadequate estimation in terms of the timeframe and resources required for each activity; and
- administrative and procedural delays.

Organizational changes have a direct impact on the implementation of PASP activities, particularly where there's a change in strategic direction from Cabinet. These are mostly outside of the Sector's control and remedial action would be to reflect the shift in the way the activity is designed, and communicating these changes to all stakeholders to ensure it is completed and that it achieves the same outcome. While this may be the case, it is anticipated that timeframes for these activities may well be extended to the next PASP, to be developed post-June 2018.

The development of Risk Management Plans (RMP) is not a mandatory requirement; however, it is advisable that lead and supporting agencies consider this as part of the planning phase to take into account unexpected delays or issues. The development of RMPs will bring stakeholders together to identify, analyze and propose ways to alleviate risks associated with the implementation of each activity. These will need to be communicated to the Sector Coordination Division to bring to the attention of the Sector Steering Committee for their direction.

With regards to human resources development, there remains the challenge of streamlining the allocation of available training and scholarship opportunities against our national Human Resource Development Priority list, but it is expected that the transfer of the Scholarship and Training functions from the Ministry of Foreign Affairs and Trade to the OPSC would address this.

With 8 months left for implementation, it is anticipated the Sector Coordination Division will play a critical role in driving the PASP to ensure the remaining activities are completed by June 2018. This would require timely and regular contact between the PASCD and lead divisions/agencies.

Way Forward

In consideration of the justifications provided as to why the deadlines weren't met, the following next steps are recommended upon assessing the various factors involved. Implementing agencies are advised to take note of the proposed next steps to inform their implementation plans and risk management strategies. The next steps are indicative and should be taken as a guide to ensure the remaining activities are completed by June 2018.

Table 1: Proposed Way Forward for remaining activities

| Activity | Responsibility | New Deadline | Way Forward |
|--|---|---------------------|--|
| 1.1.1 Implement One Public Sector-One Vision for Good Governance-One Policy strategy | PSC – PSPP (co-lead), MPMC – PIMU (co-lead), MOF, MPE | June 2018 | <ul style="list-style-type: none"> • PSC to develop implementation plan in collaboration with MPMC • Consult relevant stakeholders • Finalize and present implementation plan to Central Agencies Committee (CAC) • Roll out implementation |
| 1.3.1 Public Sector functional review completed and implemented on annual basis | PSC – PSPP/HRM (lead), MOF, MPE | June 2018 | <ul style="list-style-type: none"> • PSC to get Cabinet endorsement to begin Phase 3 of Functional Analysis (structures) • PSC to develop timeline of implementation • PSC to develop risk management plan • Consult affected Ministries • Implement structural changes |
| 1.3.2 National Planning and Management Framework developed & implemented | PSC – SES (co-lead), MPMC – PIMU (co-lead), MPE | June 2018 | <ul style="list-style-type: none"> • PSC to develop concept note and implementation plan for NPF in collaboration with MPMC • Carry out consultations with relevant stakeholders • Develop framework • Final consultation to present draft framework • Finalize for Cabinet endorsement |
| 1.3.3 Organizational Performance Assessment and Improvement Tool | PSC – PSPP (co-lead), MPMC – PIMU (co-lead) | June 2018 | <ul style="list-style-type: none"> • PSC to finalize tool and design pilot phase • Consult with pilot agency |

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| (OPAIT) implemented and updated on an annual basis | | | <ul style="list-style-type: none"> Finalize tool and roll out implementation |
| 1.5.1 Review of service delivery mechanisms for priority problem areas completed. Implementation to follow. | PSC – PASCD (lead for public service), MPE (lead for SOEs) | June 2018 | <ul style="list-style-type: none"> PSC/MPE to develop and finalize strategies to address issues with service delivery mechanisms identified through the 2014 and 2017 surveys as being problematic |
| 1.5.2 Develop complaints register for the public sector. | PSC – PASCD (lead) OMB, MPE | March 2018 | <ul style="list-style-type: none"> PSC to consult OMB re: Practice Statement on Complaints Management PSC to develop register Pilot/adjust register Finalize and operationalize PSC to collate reports to identify systemic issues across the Sector |
| 2.1.1 Workforce plan across whole public sector are completed | PSC – HRD (lead), MPE | June 2018 | <ul style="list-style-type: none"> PSC-MPE to roll out workforce planning training for SOEs PSC-MPE to assist SOEs with development of WFP MPE to collate, monitor and evaluate information presented in each WFP PSC to consolidate WFP across the public sector to inform HRD list and training allocation for Government employees |
| 2.1.2 Develop a National Human Resource Development Plan | PSC – HRD (lead), PASCD | June 2018 | <ul style="list-style-type: none"> PSC to confirm status of Clever Country Policy |
| 2.1.3 Executive Development Program for Public Sector is developed and implemented on annual basis | PSC – HRD (lead) | June 2018 | <ul style="list-style-type: none"> PSC to design implementation plan for EDP PSC to begin roll-out |
| 2.2.1 Review existing policies/systems and processes to ensure consistent funding of HRM &HRD is completed | PSC – HRD (lead), PSPP HRM | June 2018 | <ul style="list-style-type: none"> PSC to develop strategy to consolidate development partner funding for HRD PSC to consult affected Ministries and the Ministry of Finance on strategy before finalization PSC to design |

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| | | | implementation plan for strategy once complete |
| 3.1.1 Monitor agency Action Plans to mainstream gender and vulnerable groups' needs into all Public Sector HRM Policies and Practices | PSC – PSPP (lead), MPE, MWCSO | June 2018 | <ul style="list-style-type: none"> • PSC to develop guidelines on how to mainstream gender and needs of vulnerable groups in policy development • Carry out consultations with stakeholders • PSC to roll out guidelines to all Ministries to use as a guide • PSC to monitor the operationalization of guidelines and report on effectiveness |
| 3.1.2 Scoping study for an Integrity Commission to be completed and recommendations to be implemented accordingly. | PSC – PASCD (lead), MPMC, OMB | May 2018 | <ul style="list-style-type: none"> • PSC to finalize Terms of Reference (ToR) for TA to undertake scoping study • PSC to facilitate and monitor TA to ensure ToR is adhered to • Consult relevant stakeholders • PSC to prepare PK on TA findings and recommendations on way forward |

Recommendations

The PAS Stakeholders are:

- Advised to note the status of implementation to date; and
- Take note of the priorities and way forward identified in the table above for accountability and reporting at the End of Plan Review in 2018.

Civil society and private sector representatives are encouraged to raise informed and endorsed submissions on public policy issues that may inform a review of Government processes to suit public demands from time to time. Submissions may be delivered to the PASCD directly or submitted through the PASSC representatives.

Agencies are advised to work closely with the PASCD to resolve challenges that may occur over the remaining months of PASP.

Annex 1: PUBLIC ADMINISTRATION SECTOR PLAN 2013/14- 2017/18 STRATEGIC FRAMEWORK AND ACTION PLAN

| PASP Outcome | Strategies | Activities | Responsible Agency/Divisions | Timeframe | Status |
|---|---|---|---|---------------|-------------|
| Goal 1: Improve the quality of Public Service Delivery | | | | | |
| 1. Efficient and effective public service delivery | 1.1 Strengthen Whole of Government (WoG) coordination | 1.1.1 Implement One Public Sector-One Vision for Good Governance-One Policy strategy | PSC – PSPP (co-lead), MPMC – PIMU (co-lead), MOF, MPE | June 2018 | In Progress |
| | | 1.1.2 Review of mechanisms for central agencies coordination to support WoG cohesion completed by 2014. | MPMC (lead), PSC | June 2014 | Completed |
| | 1.2 Strengthen policy research, development and coordination | 1.2.1 Scoping study for Public Sector Research Institute completed by 2014 | PSC – HRD (lead), MPMC | June 2014 | Completed |
| 2. Improved client confidence in public service | 1.3 Strengthen Whole of Government performance monitoring systems | 1.3.1 Public Sector functional review completed and implemented on annual basis | PSC – PSPP (lead), MPE | June 2018 | In progress |
| | | 1.3.2 National Planning and Management Framework developed & implemented | PSC – SES (co-lead), MPMC – PIMU (co-lead), MPE | June 2017 | In progress |
| | | 1.3.3 Organizational Performance Assessment and Improvement Tool (OPAIT) implemented and updated on an annual basis | PSC – PSPP (co-lead), MPMC – PIMU (co-lead) | June 2017 | In progress |
| | | 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 | PSC – SES (lead) | December 2013 | Completed |

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|---|--|---|--|-----------------------------|-------------|
| | | basis. | | | |
| | 1.4 Improve public awareness of government functions and roles | 1.4.1 Review of mechanisms for public service information dissemination and feedback undertaken by December 2013 & implemented on annual basis. | PSC – PASCD (lead) | December 2013 | Completed |
| | | 1.4.2 Hold Public Service Day annually & Public Service Excellence Awards biennially | PSC – PSPP (lead) | Ongoing | Ongoing |
| | | 1.4.3 Conduct survey every 2 years to gauge public feedback on Government service delivery | PSC – PASCD (lead) | June 2017 | Completed |
| | 1.5 Improve Public Service delivery mechanisms | 1.5.1 Review of service delivery mechanisms for priority problem areas completed. Implementation to follow. | PSC – PASCD (lead for public service), MPE (lead for SOEs) | June 2018 | In Progress |
| | | 1.5.2 Develop complaints register for the public sector. | PSC – PASCD (lead) OMB, MPE | June 2018 | In Progress |
| Goal 2: Improve Human Resources Capacities | | | | | |
| 3. Enhanced human resource capacities | 2.1 Improve Human Resources Development (HRD) | 2.1.1 Workforce plan across whole public sector are completed | PSC – HRD (lead), MPE | June 2017 | In progress |
| | | 2.1.2 Develop a National Human Resource Development Plan | PSC – HRD (lead), PASCD | June 2017 | In progress |
| | | 2.1.3 Executive Development Program for Public Sector is developed and implemented on annual basis | PSC – HRD (lead) | June 2018 | In Progress |
| 4. Enhanced human resource management practices | | 2.1.4 HR development programmes are established by December 2014 and implemented on an annual basis | PSC – HRD (lead) | December 2014 | Completed |
| | | 2.2 Provide consistent public financing of Human Resources Development and | 2.2.1 Review existing policies/systems and processes to ensure consistent funding of HRM &HRD is completed | PSC – HRD (lead), PSPP, HRM | June 2018 |

| | | | | | |
|--|--|---|--------------------------------|-----------|-------------|
| | Management | | | | |
| Goal 3: Improve Public Sector Integrity and Culture | | | | | |
| 5. Ethical public sector | 3.1 Ensure consistent and relevant integrity standards applied and upheld across the whole Public Sector including the mainstreaming of gender equity and vulnerable group issues. | 3.1.1 Monitor agency Action Plans to mainstream gender and vulnerable groups' needs into all Public Sector HRM Policies and Practices | PSC – PSPP (lead), MPE, MWCS D | June 2018 | In Progress |
| | | 3.1.2 Scoping study for an Integrity Commission to be completed and recommendations to be implemented accordingly. | PSC – PASCD (lead), MPMC, OMB | June 2018 | In Progress |

Annex 2: Monitoring and Evaluation Framework

| Goal | Key Outcome | Performance Indicator | Unit | Baseline | Annual Targets | | | | | Means of Verification | Sector Comments |
|---|---|---|-----------------|------------|----------------|---------|---------|------------------|---------|--|--|
| | | | | | 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) | 56.4 | 71 | 72 | 73 | x | Annual Surveys and WB Governance Reports | <i>Note – higher values mean better governance rating. In Samoa’s case, its percentile rank has continued to improve since 2011.</i> |
| | 2 Improved client confidence in public service | Annual increase by 5 % of citizen satisfaction of government service delivery | Percentage | 65% (2014) | 65% | - | - | 17% ⁶ | - | Annual citizen satisfaction survey | The Client Satisfaction Survey was completed in 2014; the Government Service Delivery Survey was completed in 2016. |

⁶ The difference in total number of responses for both surveys was significant; this was due to a number of reasons, one being the variation in methodologies used for both surveys. Both survey reports are widely available.

| | | | | | | | | | | | |
|---|--|---|-------------------|-------------------|-----------------|-----------------|-----------------|-------|-------|---|---|
| Goal 2: Improve Human Resources Capabilities | 3. Enhanced human resource capacities | Increase in number of Human Resource Management reports submitted | No. of reports | 20 | 19 ⁷ | 18 ⁸ | 19 ⁹ | x | x | Quarterly submission of HRM reports to PSC | The HRM Monitoring and Evaluation Report prepared by the OPSC is an annual compilation of quarterly reports submitted by Ministries and Offices whose employees are employed under the Public Service Act 2004. ¹⁰ |
| | | Personnel Cost as % of Current expenditure | Percentage | 37.6 (2012/13) | 30.7% | 35.3% | 37.6% | 39.7% | 38.6% | Annual Budget Estimates | |
| | 4. Enhanced human resource management practices | PASP Annual Sector Review Report | Report | 0 (2013) | 0 | 1 | 1 | 1 | | Annual submission of PASP Sector Review Report | |

⁷ OAG no longer under the mandate of the OPSC hence the drop in the number of reports submitted to the OPSC

⁸ As above, Audit Office (AU) no longer under the mandate of the OPSC

⁹ Establishment of the Ministry for Public Enterprises (MPE) increased number of agencies under the PSC to 19

¹⁰ This is in accordance with the SPS HRM Monitoring and Evaluation Framework approved by the PSC in August 2012

| | | | | | | | | | | | |
|--|---|---|--------------------|--|----|----|------|----|--|--|-------------------|
| 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 | 65.4 | 65 | | Annual Surveys and WB Governance Reports | |
| | | Percentage increase in compliance with Integrity Standards | Percentage | 0 (to be established by June 2014) | | | | | | | Annual Surveys |

Annex 3: Scope of Government Agencies included in the Public Administration Sector

| Public Administration | Agencies |
|--|---|
| <i>Government ministries defined as the Public Service under the umbrella of the Public Service Commission</i> | |
| Ministries | 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. Public Enterprises |
| | 11. Prime Minister and Cabinet |
| | 12. Revenue |
| | 13. Women, Community and Social Development |
| | 14. Works, Transport and Infrastructure |
| <i>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</i> | |
| Constitutional Bodies¹¹ | 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 |
| <i>State owned Enterprises which are classified in the following category</i> | |
| a. Public Beneficial Bodies¹² | 24. National Health Services of Samoa |
| | 25. National Kidney Foundation of Samoa |
| | 26. Samoa Health Promotion Foundation |
| | 27. National University of Samoa |
| | 28. Samoa Fire and Emergencies Services Authority |
| | 29. Samoa Qualifications Authority |
| | 30. Samoa Sports & Facilities Authority |
| | 31. Samoa Tourism Authority |
| | 32. Scientific Research Organisation of Samoa |

¹¹ All Offices established as a requirement of the Constitution of Samoa.

¹² Including all State-owned Enterprises (SOEs) classified as public beneficial bodies delivering outputs as third parties for the Government of Samoa.