
Preliminary Impact Assessment (Summary)

**Public Sector Improvement
Facility**

Facility Management Unit, September 2011

BACKGROUND

At a meeting of the Facility Coordinating Committee (FCC) held on the 3rd May 2011 the Facility Management Unit (FMU) of the Public Sector Improvement Facility (PSIF) was tasked to prepare a draft report summarizing the outcome and impact that projects funded by the PSIF have had on strengthening the public sector.

The first draft of this 'preliminary impact assessment' was discussed at the July 2011 consultative discussions preceding the formal Talks scheduled for 26th August 2011. The reason for tabling this 'first draft' was to get feedback from AusAID if the format and information compiled at the time was consistent with AusAID's expectations. In the week leading up to the official Talks the FMU was advised to proceed in finalizing this preliminary assessment with the agreed due date being the 30th September 2011.

PREAMBLE

It must be noted here that this is a preliminary assessment of outcomes and impacts. It draws solely on a Desk study of monthly project progress reports, project completion reports, individual project milestone reports, minutes from FCC and FSC (Facility Steering Committee) meetings and other project related documents such as contracts, project agreements, adviser reports at the completion of their inputs, inception reports, annual plans, reports against M&E frameworks etc.

It is limited to immediate outcomes and impacts that occurred during the project and the period soon after when activities ended and the project completion report was being prepared. A more detailed assessment of impact will require a thorough investigation; one that looks at the ability of the Ministries/Agencies to sustain the change management process that the PSIF funded activity supported and the difference this had on the way that Ministry/Agency delivers its services.

This Report consists of two parts. The first are project profiles that summaries the key activities undertaken, the outputs produced and the 'immediate' outcomes and impacts noted soon after completion. The second part is a spreadsheet where an attempt is made to link each activity to the PSIF Goal, Purpose and the PSIF Strategic Framework.

This Summary is specific to the projects funded by the PSIF. It does not look at the way the PSIF is administered (the effectiveness of the governance structures – FCC, FSC; the hosting Ministry – MPMC and the operational performance of the Facility Management Unit etc). It simply tries to respond to the question posed by the Partners (AusAID in particular) as to 'what tangible impacts have PSIF funding had on public sector improvement?'

It is the FMU's position that issues around the higher strategic impact of the PSIF were addressed in the Independent Progress Report of the Facility undertaken in 2009. It is also noted that in the recently concluded Australia Samoa Partnership Framework technical support has been included for a Review of the PSIF.

PSIF FUNDED PROJECT PROFILES

P002: Executive Development Programme (EDP II & III)

MINISTRY/AGENCY:	Public Service Commission
FUNDING:	\$592,487.00
DURATION:	2005 - 2007
TYPE OF ASSISTANCE:	<p>Consultancy services (University of New England) for delivery of an accredited executive development program inclusive of program instructors, course modules & resources, training venue hire etc</p> <p>Contract with the University of New England (UNE) for delivery an accredited executive development program. Costs covered course instructors, course modules, resources, course fees (participants), venue hire etc</p>
KEY ACTIVITIES:	In-country programme delivery
OUTPUTS:	40 participants presented with an Advanced Diploma in Business Management from the University of New England
IMPACT/ACHIEVEMENTS:	<p>A Review & Tracer Study of EDP 1-3 concluded that EDP has been successful; it's a sustainable capacity building activity that has:</p> <ul style="list-style-type: none"> • Created a cohort of skilled executives at the A/CEO level; • Significantly enhanced the skills and knowledge of participating individuals; • Created an education & training environment within participating organisations encouraging these organisations to value on-going professional development; • Created a critical mass of executive expertise within Ministries and had positive impact on organisational expertise and service to the public; • Greater workplace satisfaction with participants feeling a greater sense of credibility from their work colleagues.

P003: Strengthening of the Samoa Qualifications Authority

MINISTRY/AGENCY:	Samoa Qualifications Authority
FUNDING:	\$1,526,784.00
DURATION:	2005 - 2007
TYPE OF ASSISTANCE:	<p>Consultancy Services (Strategic Planning Specialist; Strategic Planning Facilitator; Education Information Systems Specialist; PSET Quality Assurance Specialist; Qualifications Development Specialist; Project Management Training Specialist)</p> <p>Stakeholder Consultations</p>

	Software & Hardware Website Development, Printing & Publications
KEY ACTIVITIES:	Development of a strategic plan to coordinate the development of PSET (Post School Education & Training) in Samoa; design and implement information system and databases to support the functions and activities of the SQA; develop & implement Quality Assurance Policies and Process to support SQA activities; improve the relevance of qualifications to national development by developing new qualifications in areas of national strategic importance; strengthen project management capacities of the SQA.
OUTPUTS:	<ul style="list-style-type: none"> • SQA PSET Strategic Plan launched 27 June 2008; • Samoa Qualifications Framework and SQA Quality Standards with related quality assurance policies and processes in place; • New qualifications in areas of national priority developed; • EduNet, a coherent, integrated information system supporting SQA functions & tasks up and functioning;
IMPACT/ACHIEVEMENTS:	<p>The SQA PSET Strategic Plan provides direction for the development of PSET as well as empowers SQA to coordinate and align PSET to national development goals. SQA now has the tools and mechanisms to carry out its mandated functions.</p> <p>PSET Strategic Plan used by AusAID for development of a TVET programme under the Partnership Agreement with Samoa</p> <p>The Samoa Qualifications Framework, the SQA Quality Standards and related quality assurance policies and processes have laid the foundation for assuring the quality of qualifications and programmes within the PSET sub-sector. SQA are now implementing quality assurance policies and processes.</p> <p>Project lifted staff skills levels. Consultants worked closely with relevant SQA staff to ensure skills transfer. Meetings were held with the consultants and all staff so there was a sharing of knowledge. This was important for a small agency, to build depth and breadth of skills among the staff. Having the same consultants for the duration of the project was important for continuity of work.</p>

P008: Design for Institutional Strengthening Project

MINISTRY/AGENCY:	Samoa Audit Office
FUNDING:	\$102,312.00
DURATION:	2006
TYPE OF ASSISTANCE:	Consultancy Services (Team Leader/Design Specialist, Audit Specialist)

	Procurement
KEY ACTIVITIES:	Extensive consultations with SAO and its stakeholders; preparation of a Situational analysis of the Samoa Audit Office; presentation of Aide Memoire to Steering Committee; prepare a project design document
OUTPUTS:	Project Design Document (PDD) for an Institutional Strengthening Project
IMPACT/ACHIEVEMENTS:	The PDD resulted in a structured project of institutional strengthening for the SAO. It helped SAO to identify what its priorities were for improvement and was the initial motivation for SAO staff to want to change the way they delivered their services. For additional comments on the SAO ISP refer to P028.

P011: Strengthening of Public Records Management

MINISTRY/AGENCY:	Ministry of Education, Sports & Culture
FUNDING:	\$691,532.00
DURATION:	2007 - 2008
TYPE OF ASSISTANCE:	Consultancy Services
KEY ACTIVITIES:	Publication and printing of the Code of Best Practice for Records Management (COBP); development of promotional materials for the COBP; development of training material and provision of training on the COPB for Records Officers/Managers; development of Retention Schedules and Classification Schemes for 7 Pilot Ministries Procurement – provision of Records Preservation Materials; selected improvements to record storage facilities
OUTPUTS:	Code of Best Practice for Records Management Developed (translated into Samoan, 100 full sets produced for Senior Records Manager & 1000 consolidated sets for other Govt employees; Records preservation materials and storage kits provided to 18 Ministries
IMPACT/ACHIEVEMENTS:	18 Ministries benefit from improved awareness on importance/requirements of effective records management. Classification Schemes and Retention Schedules developed and piloted in 7 Ministries; additional assistance required to include the remaining 12 Ministries While ‘training’ was part of the programme it was not competency based training in records management, which MESC has acknowledged, as being a priority. A Records Taskforce was re-activated and is expected to provide leadership in the development of record management standards. This task force is also responsible for monitoring compliance with the Code of Best Practice for Records Management and prioritizing the needs of Records Managers going

	<p>forward.</p> <p>The MOF in reporting to the Cabinet Development Committee (CDC) noted the importance of records management for good governance and advised that the 7 Pilot Ministries be 'instructed to operationalise the Classification Schemes and Retention Schedules', the emphasis being on compliance.</p> <p>Project also acknowledged the lack of dedicated records managers across government and the need to raise the creditability of records managers. As a result discussions commenced with the Public Service Commission on revising job descriptions to more accurately reflect expectations of those tasked with records management responsibilities. There is also a need to legitimize the role of records managers/officers in each Ministry and to audit the degree/level of compliance.</p>
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P013: Design for Institutional Strengthening Project

MINISTRY/AGENCY:	Samoa Bureau of Statistics
FUNDING:	\$87,446.00
DURATION:	2007
TYPE OF ASSISTANCE:	Consultancy Services
KEY ACTIVITIES:	Comprehensive organisational review of the SBS; development of a project design document (PDD)
OUTPUTS:	PDD for an Institutional Strengthening Project completed with implementation strategy; implementation, resource & cost schedules; risk assessment and management strategy; contract strategy and draft scope of services for a managing contractor
IMPACT/ACHIEVEMENTS:	<p>The organizational review helped the Bureau to 'appreciate' its limitations in providing quality statistical information and identify what was needed to address these.</p> <p>The development of the PDD has challenged senior Bureau staff to question the value of their current processes and the overall quality of the statistical information they provide to the general public.</p> <p>The project showed there was a pressing need to develop the project management skills of the Bureau; that the Bureau would need lots of support if it was to successfully manage and implement an institutional strengthening project of the scale proposed</p>

P014: Legislation Implementation (Companies)

MINISTRY/AGENCY:	Ministry of Commerce, Industry & Labour
FUNDING:	\$98,000.00

DURATION:	2007
TYPE OF ASSISTANCE:	Consultancy Services
KEY ACTIVITIES:	Finalizing the Companies Act & Regulations; Preparation of a training Manual for MCIL staff on the implementation of the Companies Legislation and compliance with associated Regulations; Design and delivery of awareness programmes to the business community
OUTPUTS:	Companies Act & Regulations updated and endorsed; Training Manual on the Implementation of the Companies Legislation developed; 8 public awareness programmes conducted (Upolu & Savaii) for all stakeholders on the application of the Act and its Regulations
IMPACT/ACHIEVEMENTS:	MCIL now has updated legal mandate to support and improve the delivery of their services tied to the Companies Legislation. Specifically: <ul style="list-style-type: none"> • Administration of the Act more efficient, standard forms for registering companies now being utilized; companies no longer required to contract the services of a lawyer; • Standardized costings; companies now paying only \$250 to register making lawyers redundant from the registration process; • Increased number of companies being registered; new Act is more 'user friendly'; under old Act MCIL registering 5-8 companies per month. This has now increased to 10-15 per month; • ACT has standardized revenue collection. All companies now paying annual return of \$50 per year. More than 950 companies are now paying annual returns (est \$47,500) on average a year

P015: Drafting of New Legislation

MINISTRY/AGENCY:	Ministry of Foreign Affairs & Trade
FUNDING:	\$106,766.00
DURATION:	2006
TYPE OF ASSISTANCE:	Consultancy Services (Legislative Drafter)
KEY ACTIVITIES:	Consultations with MFAT staff and relevant stakeholders; preparation of drafting instructions for MFAT and the OAG for the draft legislation; prepare the final draft legislation for approval of the Minister
OUTPUTS:	Final Draft of Legislation for the Ministry of Foreign Affairs & Trade (Bill and Explanatory Memoranda)
IMPACT/ACHIEVEMENTS:	The processes involved with the drafting of a new Act for the MFAT has helped to clarify and consolidate the Ministry's roles and responsibilities; better positioning the Ministry to: <ul style="list-style-type: none"> • Accommodate the Trade duties assigned to it following the Ministerial

	<p>Realignment in 2003 and wider compliance with WTO expectations;</p> <ul style="list-style-type: none"> Propose changes to the Diplomatic Privileges & Immunities Act 1978; Commence discussions with the PSC re improvements to personnel practices, job descriptions, the Ministry's structure and the Comptroller and Chief Auditor re improved financial control and accountability arrangements particularly when it comes to managing Samoa's Missions overseas. <p>At the time the Final Draft MFAT Bill was signed off by the Ministry it was awaiting the signature of the Prime Minister as Minister for Foreign Affairs before the OAG could issue a Certificate for its consideration by Cabinet.</p>
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P016: Support for Public Administration Sector Plan

MINISTRY/AGENCY:	Public Service Commission
FUNDING:	120,000.00
DURATION:	2006
TYPE OF ASSISTANCE:	Consultancy Services
KEY ACTIVITIES:	Consultation with stakeholders on PASP priorities
OUTPUTS:	A draft Public Administration Sector Plan 2007-11 and a Communication Strategy
IMPACT/ACHIEVEMENTS:	<p>The Public Administration Sector Plan (PASP) 2007-11 provided a framework to guide public sector improvement interventions.</p> <p>All requests to the PSIF have had to justify their proposals against the SDS and the PASP.</p> <p>It served as a driver for the Policy Reform Program currently underway in the Ministry of the Prime Minister & Cabinet.</p>

P017: Organisational Review & Strategic Planning

MINISTRY/AGENCY:	Office of the Electoral Commissioner (OEC)
FUNDING:	\$71,760.00
DURATION:	2007
TYPE OF ASSISTANCE:	Consultancy Services
KEY ACTIVITIES:	A detailed analysis of the OEC complete with recommendations for strengthening; develop a 5-year strategic plan complete with an implementation plan, activities & resource schedule and a risk management strategy
OUTPUTS:	Organisational Review Report and a Five Year Strategic Plan

IMPACT/ACHIEVEMENTS:	OEC staff was involved at all levels with the project team through a series of workshops, to assess their current situation and map out the way ahead. "We have gained the benefit of knowing what to expect in relation to the future direction of the Office, and a clear sense of ownership of the Strategic Plan rests with all the staff of OEC", Report on the Review to Produce a Strategic Plan, November 2007.
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P018: Design for Institutional Strengthening Project

MINISTRY/AGENCY:	Ministry of Women, Community & Social Development
FUNDING:	\$270,430.00
DURATION:	2007 - 2008
TYPE OF ASSISTANCE:	Consultancy Services (Community Development/Design Specialist; Local Community Advisers) Stakeholder Consultations Printing
KEY ACTIVITIES:	Three scoping and planning workshops held by the Ministry together with three large scale consultations with Government Ministries, <i>Pulenu'u ma Sui a le Malo</i> (community) and NGOs; prepare a draft report on the organisational review of the Ministry for consideration; prepare a draft project design document on acceptance of the final report on the organisational review
OUTPUTS:	Draft Organisational Review Report and Project Design Document; Final Organisational Review report and Project Design Document
IMPACT/ACHIEVEMENTS:	<p>The process involved with the organisational review has helped to strengthen the cohesiveness of a Ministry that was made of different divisions (Women, Youth, Internal Affairs, and Government Printing etc) that at the time had a tendency to work independently of each other.</p> <p>The consultative process was extensive and driven by the Ministry, instilled in MWCS D staff ownership for the activities proposed in the PDD to strengthen their Ministry.</p> <p>It identified a number of activities for strengthening the Ministry; some of which the MWCS D have addressed/commenced while awaiting a decision on the availability of funding for the ISP itself. For example MWCS D have finally managed to bring the Ministry under one roof and are nearing the completion of the Community Sector Plan.</p> <p>The uncertainty re funding for the ISP proper however, threatens to undermine the momentum for change this design processes has instilled in the MWCS D.</p>

P019: Replacement of the Billing System

MINISTRY/AGENCY:	Samoa Water Authority
FUNDING:	\$1,000,653.00
DURATION:	2007 - 2008
TYPE OF ASSISTANCE:	Consultancy services; procurement of software and supporting hardware; associated with the purchase and installation software for a new billing system; procurement of supporting hardware; user training & capacity building
KEY ACTIVITIES:	<p>Purchase and installation of new software – Customer Information System (CIS), Materials Management System (MMS) and Financial Management System (FMS);</p> <p>purchase and installation of hardware (server) to support the new system and processing and converting of data into the new system;</p> <p>training of SWA staff in the use of the CIS, MMS and FMS software</p>
OUTPUTS:	Daffron Billing System installed and operational
IMPACT/ACHIEVEMENTS:	<p>New Billing system is more user friendly than the previous one enabling SWA to respond more efficiently and effectively with its customers. For example the new system:</p> <ul style="list-style-type: none"> • Has the ability to re-print old invoices; • Map customer locations; • Can produce standard letters programmed into it for the customer; • Able to track job & resources being utilized for proper monitoring & budget comparison; • Has multiple methods for accepting payments from customers <p>The enhanced capabilities of the new system has enabled SWA to move from quarterly to monthly billing which has allowed for better monitoring of payments and more regular revenue collection/payment from users.</p>

P020: Project Management Training, Phase I (Scoping)

MINISTRY/AGENCY:	Ministry of the Prime Minister & Cabinet
FUNDING:	\$59,500.00
DURATION:	2007
TYPE OF ASSISTANCE:	Consultancy Services
KEY ACTIVITIES:	Undertake a situational analysis to confirm the need for project management training in the public sector complete with recommendations on the best approach for delivering such a programme; draft a Scope of Services for Phase II (Implementation); prepare a contracting strategy for Phase II including draft advertisements; prepare an Aide Memoire to the

	project steering committee; submit a Final Report on findings
OUTPUTS:	Draft Scope of Services and Contracting Strategy for Phase II; Aide Memoire; Final Report
IMPACT/ACHIEVEMENTS:	<p>A model for project management training in Samoa was developed. The model followed closely the Australian public sector training package (PSP04), in particular PSP51304 Diploma of Government in Project Management. Noticeable difference is that program will be contextualized to meet the specific needs of the Samoan public sector using resources and case studies based on Government systems (procurement, contracting, project programming etc) with accreditation from the Samoa Qualifications Authority and mutual recognition in Australia and New Zealand.</p> <p>Development of a three year project management training program for the Samoa public sector that is contextualized and work based using local trainers and assessors.</p> <p>This has resulted in a 'whole-of-government' approach to strengthening project management skills. The use of local systems, procedures and requirements for project planning and programming it will improve service delivery and encourage the achievement of quality outcomes by Ministries.</p> <p>The Programme is in its 3rd and Final year. For additional comments on impacts and achievements refer to P031: Project Management Training for the Samoa Public Sector (Phase II) and P050 1st Year Review of the Project Management Training Programme.</p>

P021: Legislative Review

MINISTRY/AGENCY:	Ministry of Justice & Courts Administration
FUNDING:	\$95,623.00
DURATION:	2008 - 2010
TYPE OF ASSISTANCE:	Consultancy Fees (Legislative Drafter)
KEY ACTIVITIES:	<p>Review and prepare draft amendments to (i) Lands & Titles Act 1981; (ii) Divorce & Matrimonial Causes Ordinance 1961 (iii) Maintenance & Affiliation Act 1967.</p> <p>Develop Lands & Titles Court Procedural Rules</p> <p>Review feasibility of an umbrella legislation for the Ministry of Justice & Courts Administration</p>
OUTPUTS:	Amendments to (i) Lands & Titles Act 1981; (ii) Divorce & Matrimonial Causes Ordinance 1961 and (iii) Maintenance & Affiliation Act 1967 completed and approved by Cabinet
IMPACT/ACHIEVEMENTS:	It is not known at this point if the draft 'Lands & Titles Amendment Bill 2010', 'Divorce and Matrimonial Amendment Bill 2010' and the

	<p>'Maintenance and Affiliation Bill 2010' have been approved by Parliament. These three pieces of legislation form a major part of the MJCA core functions. The purpose for reviewing them was to put MJCA in a better position to ensure compliance and improve its ability to effectively service the Ministry's clients affected by these Legislations. For example:</p> <ul style="list-style-type: none"> • New procedural rules were developed for the Lands & Titles Court; • A 'no fault based divorce system' introduced replacing the existing fault based one; • The Registrar, Justice now has the power to grant non-contested divorce petitions; • Re the Maintenance and Affiliation Bill 2010 the Courts now have explicit guidelines in place when it comes to making a maintenance order. The Courts have also been given more flexibility to consider 'special circumstances'. <p>Training was provided to MJCA staff on the new Bills, their responsibilities and how to apply/implement them. In the Project Completion Report the MJCA makes reference to establishing a new position in the Ministry (Legal Advisor) to support the implementation of the new Bills. There is also reference to MJCA taking steps to ensure that on-going training in the application of the three Bills was incorporated into the Ministry's Capability Plan and Corporate Plan.</p>
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P022: Legislative Drafting Handbook

MINISTRY/AGENCY:	Office of the Attorney General
FUNDING:	\$92,256.00
DURATION:	2008
TYPE OF ASSISTANCE:	<p>Consultancy Services (Legislative Drafter – situational assessment of challenges faced when drafting legislation; development of procedural summary; compilation of a Legislative Drafting Handbook; training for AG staff in legislative drafting and to members of Parliament on legislative processes etc)</p> <p>Printing & Publication</p>
KEY ACTIVITIES:	Conducted an extensive review of the legislative processes in place and presented an analyse on the full range of factors (governance, social organisation, legal practice etc) impacting on the form, nature and content of legislation; propose processes to be adopted; prepare a Legislative Drafting Handbook; provide training in the use of the Handbook
OUTPUTS:	100 copies of Legislative Drafting Handbook produced (also in e-copy format); All staff in OAG trained in Legislative Drafting and the use of the Handbook (training also provided to members of Parliament); 2-day public awareness programme conducted

IMPACT/ACHIEVEMENTS:	<p>For the first time the legislative drafting process has been documented; providing clear drafting instructions not just for the Public Service but the legal community at large.</p> <p>Samoa is the first Pacific Island Country to have a Legislative Drafting Handbook detailing and outlining the legislative process and steps to building and drafting legislation.</p> <p>Capacity building - Staff in the Office of the Attorney General trained in legislative drafting, in the use of the Handbook and are now better placed to support Ministries/Agencies with the drafting of new legislation.</p>
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P023: Consolidation of Laws

MINISTRY/AGENCY:	Office of the Attorney General
FUNDING:	\$105,883.00
DURATION:	
TYPE OF ASSISTANCE:	Consultancy Services
KEY ACTIVITIES:	Support for consolidation of the Acts; training provided to OAG staff in the requirements and processes involved with consolidating legislation
OUTPUTS:	A modern legislative framework for the revision of the Acts of the Samoan Parliament now in place; all Acts for period 1997 – 2010 consolidated; E-copies of all Acts for this period now available
IMPACT/ACHIEVEMENTS:	<ul style="list-style-type: none"> • All stakeholders (government, private sector, community groups etc) now have access to up-to-date versions of all the Acts of the Samoan Parliament. • OAG staff trained in the process of consolidation - OAG staff now able to undertake the technical process of revising and consolidating laws and certifying their official status; work ongoing for 2011; • The working relationship between the OAG and the Clerk of the Legislative Assembly strengthened. The new legislative framework for the revision of the Acts of Parliament clearly defines the responsibilities of the OAG and the Clerk/LS; • Updated consolidated Acts and improved access to them resulting in more informed policy dialogue across government, the private sector and wider community

P024: Website & Virtual Work Space for the Water Sector

MINISTRY/AGENCY:	Ministry of Finance
FUNDING:	\$15,755.00
DURATION:	2007

TYPE OF ASSISTANCE:	Consultancy Services Training
KEY ACTIVITIES:	Website Development; Training
OUTPUTS:	Functional Website & Virtual Workspace supporting the sharing of information amongst waster sector stakeholders; MOF Water Sector Support staff trained in the maintenance of the website; User manual with instructions for maintain the website
IMPACT/ACHIEVEMENTS:	The cooperation and collaboration of the various stakeholders in the water sector has been strengthened. The operational website/virtual workspace with a public interface component as provided all stakeholders with an accessible means to disseminate information on the various developments taking place in the water sector. Enhanced coordination by MOF of those engaged in the water sector, particularly amongst the various donors involved Provided MOF with a qualified pool of selected administrators to maintain the website/virtual work space

P025: Policy Development & Coordination Reform (Phase I)

MINISTRY/AGENCY:	Ministry of the Prime Minister & Cabinet (MPMC)
FUNDING:	\$316,784.00
DURATION:	2008
TYPE OF ASSISTANCE:	Consultancy Services (Policy/Cabinet Process Adviser, Organisational Review & HR Adviser, Design Specialist Procurement
KEY ACTIVITIES:	Situational analysis of MPMC; prepare a project design document (PDD) for Phase II; prepare a contracting strategy for Phase II that meets GOS procurement guidelines and tender processes
OUTPUTS:	Report on Situational Analysis of the Ministry of the Prime Minister & Cabinet; Project Design Document for "Improving Policy Development & Coordination Reform Program"; Contracting Strategy for procuring a Managing Contractor
IMPACT/ACHIEVEMENTS:	The need to strengthen policy development and coordination across Government was identified by the Public Administration Sector Plan 2007/11 and linked to the 2008-2012 SDS. The Situational Analysis (SA) and accompanying Project Design Document is the first attempt made to address this need. The Situational Analysis (SA) of the MPMC's looked at the Ministry's role in

public sector management and identified the divisions that needed assistance in order to strengthen its capacity to deliver on its core functions. For the Ministry it was a reminder of what its 'core functions' should be and the institutional and attitudinal changes that were needed in order to deliver these.

The key areas where changes were proposed included the Cabinet Secretariat, the Policy Implementation Management Unit (PIMU); Corporate Services and the wider executive management of the Ministry as a whole. Engaging staff in how to improve their performance instilled a sense of anticipation; eagerly looking forward to doing things better, something the Managing Contractors referred to as building the credibility of the Ministry.

Principal Policy Analysts were tasked by the CEO MPMC to review, revise and implement the Contracting Strategy which encouraged them to develop their analytical and conceptual skills and enabled them to familiarize themselves with the Governments procurement guidelines.

P026: Job Evaluation CEO/Managers of Ministries & Corporations

MINISTRY/AGENCY:	Remuneration Tribunal
FUNDING:	\$71,949.00
DURATION:	2007
TYPE OF ASSISTANCE:	Consultancy Services
KEY ACTIVITIES:	A job evaluation & job sizing for all Chief Executive Officers and General Manager positions; interview of 20 CEOs and GM; review of all CEO and GM job descriptions; develop guidelines for remuneration framework
OUTPUTS:	Report to Cabinet complete with recommendations on a defensible and equitable remuneration framework
IMPACT/ACHIEVEMENTS:	<p>The project established competency and knowledge of the Remuneration Tribunal in developing remuneration frameworks. It enabled the Tribunal to advise Cabinet on a defensible and equitable remuneration framework (current) and has placed it in a better position to establish its next advice to Cabinet for ongoing reforms in Government Remuneration.</p> <p>Having worked closely with the Managing Contractor the Tribunal now believes it can use the methodology and approach from this review to complete a similar exercise for all other levels of employment in the Public Service, including the Corporations. A foundation has been laid for the Tribunal to support further development and refinement to Samoa's public sector Remuneration Framework and system. This will impact on human resource development in the Public Sector, to productivity and on overall development as set out in the SDS.</p>

P028: Institutional Strengthening Project

MINISTRY/AGENCY:	Samoa Audit Office
FUNDING:	\$4,351,408.00
DURATION:	2008 - 2011
TYPE OF ASSISTANCE:	<p>Consultancy Services (Practice Management Specialist; Financial Audit Specialist; IT Audit Specialist; Performance Audit Specialist; Legislative/Legal Specialist; IT Infrastructure Specialist; HR Specialist; Project Manager)</p> <p>Procurement (hardware & hardware maintenance; software & software maintenance)</p> <p>Training, Study Tours, Attachments</p>
KEY ACTIVITIES:	<p>Strengthen management systems and procedures to enable more effective planning, execution, control and reporting on resources and audit projects undertaken.</p> <p>Review the SAO's Financial Audit Methodology, audit approach and supporting systems used to conduct Financial audits with the view of improving them.</p> <p>Establish a fully functional Information Technology audit function capable of reviewing complex computerized financial systems using an integrated audit methodology.</p> <p>Establish a fully functional Performance Audit unit and Audit Methodology including the set up of sub-unit for Environmental Audit.</p> <p>Review legislation and propose changes to the Constitution in order to enhance the independence of the SAO</p> <p>Strengthen the ability of the SAO to manage its HR and HRD ability</p> <p>Upgrade information systems and structures to support SAO's core functions and activities</p>
OUTPUTS:	<p><i>Governance & Audit Office Administration</i></p> <p>Fraud Control Plan and Risk Management Framework in place; Practice Management/Time Recording System developed and observed; Communication Plan for engaging with stakeholders; Records Management Policy developed; SAO Annual Reporting Template developed and applied</p> <p><i>Financial Audit Strengthening</i></p> <p>Disclosure Checklist aligned to international best practice for quality financial reporting developed; comprehensive Financial Audit Manual in place; automated Audit Recommendation Monitoring/Tracking System (ARMS) installed together with a Pre-Audit Query System; standardized Audit work paper templates, better Practice Guides & Outsource Guidelines developed</p>

Establishment of an IT Audit function

Inventory of IT systems across the Samoan Public Sector developed; 3-Year IT Audit Strategic Plan developed for every Samoan public sector audit client; acquisition/implementation of Flowcharting Software allowing for superior audit documentation of client systems & procedures; industry recognized data extraction & analyse reporting software – Computer Assisted Audit Software Tools (CAAT) – installed and operational; Standardized IT Audit Manual and IT Audit Methodology complete with work paper templates developed and documented

Establishment of a Performance Audit Function

Performance Audit Manual & Methodology (consistent with international best practice) developed complete with standard workpapers and templates; Topic Selection Methodology developed to guide the selection of all performance audits; Performance Audit Organisation Structure and Job Descriptions for SAO developed and approved by PSC; a Performance Measures Audit Manual developed for the Samoa Public Sector; Fraud Investigation Manual developed

Legislative Review

Comprehensive review on all aspects of Samoan legal framework impacting on the work of the SAO; Constitutional Amendment Act drafted; legislation drafted for a New Audit Act with consequential amendments

Human Resources & Organisation Structure

New organisation structure with revised job descriptions developed; all staff trained in coaching & mentoring; Career Development Program and Staff Career Plan developed and implemented; Training Program based on best practice from other Supreme Audit Institutions developed; Succession Plan developed

Audit Office Computer Network and IT Infrastructure

Purchase and installation of Laptop Computers, Audit Office Servers and Wireless Local Area Network; internet and email facilities set up; Audit Office firewall installed; formalized Internet Usage, IT Security Policy & Employee Code of Conduct developed; SAO official website established; Intranet & Audit Knowledge Database developed

IMPACT/ACHIEVEMENTS:

The Samoa Audit ISP was completed in June 2011. It has greatly enhanced the ability of the SAO to provide public sector financial reporting, administration, control and accountability. The SAO financial audits are now benchmarked against the full requirements of the International Standards on Auditing and International Financial Reporting Standards. SAO now capable of carrying out Performance-based Audits, IT Audits and Environmental Audit functions. Substantial investment made in developing processes, tools and staff capacities in order to lift the creditability of the work undertaken by the SAO.

While the SAO has successfully met the core objectives of the ISP, which was to be better positioned to more effectively and efficiently provide independent assurance to Parliament and the people of Samoa regarding the adequacy of public sector financial reporting and to assess the performance of public sector entities – a more detailed assessment of the impact the ISP has had will not be fully evident for at least the next 12-24 months. SAO's ability to apply and sustain its newly enhanced capabilities being the measure of its performance.

The FSC approved an independent completion report of the SAO ISP to be undertaken 12 months after the ISP. This is now subject to the availability of additional funding from the Partners.

P029: Institutional Strengthening Project

MINISTRY/AGENCY:	Samoa Bureau of Statistics
FUNDING:	\$6,700,000.00
DURATION:	2011 - 2014
TYPE OF ASSISTANCE:	<p>Consultancy Services (Change Management Adviser, Statistics Management Adviser, Information Technology Strategy & Development Adviser, Human Resource Adviser, Legislative Drafter)</p> <p>Procurement (Hardware, software, digital camera, photocopier, printers,</p> <p>Training (Local; study tours & attachments)</p>
KEY ACTIVITIES:	<p>Establishment of Statistical Consultative Council & Secretariat to act as an advisory body to the Government Statistician;</p> <p>Strengthening the management capacity of SBS and its systems in the areas of strategic planning, human resource management & development, work programming, budgeting and records management;</p> <p>Building the capacity of SBS's technical divisions to provide key statistical services in the areas of macro-economic, socio-economic and demographic statistics; and in the use of specific tools such as the household Survey Capability Program (HSCP) and the National Census;</p> <p>Developing effective and appropriate dissemination practices & processes;</p> <p>Developing a reliable, up-to-date and resilient IT system to support the operations of the Bureau, including a website and GIS;</p> <p>Ensure ISP inputs are effectively and efficiently managed</p>

<p>OUTPUTS:</p>	<p>(Anticipated)</p> <p><i>Organisational Management</i></p> <p>Statistical Consultative Council and Secretariat set up; SBS vision, mission, goals, structure etc reviewed with revised vision, mission, goal and structure firmly in place; all legislation and regulations pertaining to gathering & dissemination of statistics reviewed; HRM Policy for SBS in place; HR Manual and HRD Plan developed and operational; SBS operational policies & procedures reviewed, amended and observed; improved financial management, policy analysis and planning; National Statistics Development Plan</p> <p><i>Statistical Services</i></p> <p>A coherent set of micro-economic statistics developed; Framework in place for compliance for international standard guidelines for micro-economic statistics (i.e. National Accountants, Balance of Payments, Government Finance Statistics, CPI etc); Operational Handbook for Economic & Finance Division; up-dated key micro-economic statistics disseminated regularly</p> <p>Clearly defined socio-economics in place; Operational Handbook for Socio-economic & Demographic Statistic Division; standards developed for GIS mapping; training program for Socio-economic & Demographic Division developed and delivered</p> <p>Operational Handbook for Births, Deaths & Marriages (BDM); Community Awareness Program for BDM developed and delivered; Policy on Conservation of and public access to BDM records; linked SBS Birth registration and the Hospital Database; Conservation plan for historic BDM records produced and implemented</p> <p>Statistical Survey Clearing House (SSCH) established; Dissemination Strategy & Policy in place</p> <p><i>Statistical IT Systems and Processes</i></p> <p>Review of IT Systems, network and hardware (Report); 5-year IT Strategy and Procurement Plan developed and implemented; Upgraded IT system installed</p> <p><i>Project Management</i></p> <p>Project Steering Committee in place; Inception Report, Annual Workplans developed; Monitoring & Evaluation Framework</p>
<p>IMPACT/ACHIEVEMENTS:</p>	<p>(On-going) This project commenced seven months. It is premature at this stage to make assumptions about its 'impacts'. In terms of progress to date:</p> <ul style="list-style-type: none"> • Project Steering Committee (PSC) established (TORs, membership, duties & responsibilities etc); • Health of Organisation and Climate Change Review of SBS

	<p>undertaken; report pending;</p> <ul style="list-style-type: none"> • Training Needs Analysis completed and a Human Resource Development Plan developed and endorsed by PSC; • Seminar on Economic Analysis and Report Writing held 20th Jul 11; • Review of SBS IT systems, network & hardware completed. SBS IT Offices completed a Hardware & Software Asset Register; • Work commenced by HR Adviser to review and where required re-organize SBS structure; • Stakeholder consultations undertaken re roles and functions of a Statistics Advisory Board/Consultative Council; • Work commenced on revising the Statistics Bill;
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P030: Samoa Tourism Governance & Planning Project

MINISTRY/AGENCY:	Samoa Tourism Authority (STA)
FUNDING:	\$353,124.00
DURATION:	2008 - 2009
TYPE OF ASSISTANCE:	<p>Consultancy Services (Planning & Tourism Specialist; Legal Drafting Specialist; Economic Statistician)</p> <p>Consultations</p> <p>Translation & Publication of revised Legislation & Regulations, Tourism Development Plan</p>
KEY ACTIVITIES:	Undertake a legislative review of the 1984 legislation and propose amendments to the regulations, policy statements and procedures; prepare a Tourism Development Plan 2008-2012; conduct an Economic Impact Study
OUTPUTS:	Initial Overview Report; Final Draft of STA Legislation & Regulations; Tourism Development Plan 2008-2012
IMPACT/ACHIEVEMENTS:	<p>The STA Executive described this project as <i>"exceptionally beneficial in terms of on-the-job training and capacity building. All Divisions of the Authority were extensively involved, contributing to a greater awareness and understanding of the tourism sector as well as the major roles and responsibilities of the STA itself"</i>.</p> <p>The final outcomes – Tourism Development Act; Tourism Development Plan 2009-2013 and the Economic Impact Study (Stage 1) have better placed the STA to meet the needs of the sector & industry. It has encouraged a whole of Government approach to tourism development.</p> <p>There has been a clear articulation of the STA's main roles and responsibilities, ensuring the Authority is focused on its goals and</p>

objectives.

P031: Project Management Training for the Samoan Public Sector

MINISTRY/AGENCY:	Ministry of the Prime Minister & Cabinet
FUNDING:	\$2,054,000.00
DURATION:	2011
TYPE OF ASSISTANCE:	Consultancy Services Procurement
KEY ACTIVITIES:	2008 - 2011
OUTPUTS:	Develop contextualized competency based training modules for TAA Certificate IV in Training & Assessment; develop contextualized competency based training modules for Diploma of Government (Project Management); deliver training for the Cert IV Training & Assessment and Diploma of Government (Project Management) for three In-takes
IMPACT/ACHIEVEMENTS:	<p>(On-going) Objective of this project is to lift the project management competencies of officers in the public service. It offers a Diploma in Government (Project Management) as well as a Certificate IV in Training & Assessment from the Victoria University of Technology. So far 54 public servants have completed the Diploma in Government and 49 the Certificate IV in Training & Assessment. Another 31 are currently enrolled in the 3rd and final year of the Program.</p> <p>A mid-term Independent Review of the Program was conducted in August 2010 (Refer comments for P050).</p> <p>The Managing Contractor prepared an interim Impact Assessment Report in June 2011. It looked at the impact of the program on participants, colleagues and their organisations. The findings form part of a more detailed impact evaluation that will cover the entire program period as part of the Completion Report due early 2012.</p> <p><i>Impact on the Individual</i></p> <p>It is clear from participant's responses and from their colleagues and supervisors that there have been significant gains in skills and knowledge. Most consistently reported developments were quality of reports is much better; better management of projects due to understanding of the whole project cycle; better management of their teams; leadership skills; presentation skills. Enhanced ability to manage performance problems; enhanced overall confidence; greater initiative; greater depth and quality of contributions to meetings and workplace planning etc. Selected feedback: "<i>Basically the whole programme has given me new ideas on how to indirectly share information with my team & colleagues in a more effective way rather than just distributing a document. Secondly it has</i></p>

improved the way I look at projects and has build on new skills in designing projects or improving handing existing projects that are administered by my division effectively to the benefit of stakeholders. At the same time more constructive approaches for building the capacity of my team an even myself. A more coordinated team approach".

Impact on Colleagues

Changes noticed in the following areas by colleagues of those participating in the program included more team oriented; more cohesive workgroup and providing more learning opportunities to others in the team through training and mentoring. One supervisor reported that the two participants from her Unit have actively contributed to reducing tension and divisiveness that previously existed in the workplace and *"have become change champions, especially in customer service. I've noticed changes in their relationships and in their communication on the phone and by email"*.

Impact on Organisation

A recurring theme was that training is now greatly enhanced with a noticeable shift from predominately 'presentation style' to more interactive methods which supervisors described as 'motivating'. Other noticeable differences were reduced errors; less supervision required to supervisors who were now free to focus on their own jobs; less time spent checking & editing reports; succession planning less problematic; more teamwork and problem solving approaches used. Some workplaces are now embedding a focus on continued learning into their normal operations. Selected feedback: *"There has been broader impact especially in minimum (i.e. reduction of) queries from some of the Boards that are serviced by my division on Records of Meetings (Minutes) and the quality of our assessment on individual requests for funding etc. Similarly appreciation from stakeholders and Management on our advisory services and the efficient way our division handles matters pertaining to our core functions on matters relating to industry development and investment promotion"*.

Other than directly raising the competencies and skills in project management across the public sector, the Managing Contractor has worked in partnership with the Oloamanu Professional Development (OPD) Centre, National University of Samoa (co-delivery) who are now in a position to repeat the Programme in the future, should there be a need for it. OPD have developed similar programmes using the Units in the current program and their staffs as co-deliverers are proven instructors & facilitators.

P032: Upgrade of Government of Samoa Financial System

MINISTRY/AGENCY:	Ministry of Finance
FUNDING:	\$246,763.00

DURATION:	2007 – 2008
TYPE OF ASSISTANCE:	Consultancy Services from Technology One Ltd for project management and general consulting associated with the purchasing and installation of new software (upgrades) to the government's Finance One system
KEY ACTIVITIES:	<ul style="list-style-type: none"> • Installation of new software; • Training provided to all users of the FinanceOne System;
OUTPUTS:	Version 11+ of FinanceOne System successfully installed in the MOF; 117 participants across the public service trained in the use of the upgraded FinanceOne System
IMPACT/ACHIEVEMENTS:	The new upgraded system (Version 11+) of FinanceOne being used by all Ministries since 2008; a robust, functioning Financial system has greatly strengthened government's financial capabilities; MOF making use of the greater efficiencies offered by the upgraded FinanceOne system

P034: Human Resource Database for the Government of Samoa

MINISTRY/AGENCY:	Public Service Commission
FUNDING:	\$1,500,000.00
DURATION:	2009 – 2011 (Completion Date: 31 Oct 11)
TYPE OF ASSISTANCE:	Consultancy Services (Implementation Services with FinanceOne, software provider for start-up, development of additional Modules etc) Procurement (Software Licence Fees)
KEY ACTIVITIES:	Project Initiation; conduct a Business Research Study; Provide key user training and conduct user Acceptance Testing (3 Phases); Software installation, configuration and verification;
OUTPUTS:	(Anticipated) Business Research Study (BRS) Fully installed and functional HR & Payroll programme (TechnologyOne Version 11.4). The fully functional modules to include: Base HR, Employee Development, Forms, My Details, My Development, My Training, Occupational Health & Safety, Organisation Management, Recruitment, Time Sheet Entry & Training.
IMPACT/ACHIEVEMENTS:	(On-going) The objective of this project is to provide Government with reliable and update information on employee performance, recruitment and capacity building thereby enabling the timely provision of policy advice and decision making to Government on all HR related matters. Progress to date include: <ul style="list-style-type: none"> • Three modules of the HR system completed for all Ministries;

	<p>Organisational Structures; Employee Details and Skills & Qualifications of Employees. However this is a dynamic process that requires maintaining and updating in order for the system to produce useful reports. System for recruitment and selection process tested and completed successfully. System is already being used by line Ministries;</p> <ul style="list-style-type: none"> • Training for users in line Ministries is ongoing. The Commission recognizes the importance of this as line Ministries will be responsible for updating the information; • July 2009 the first Report prepared from the data currently held online by the Human Resource Management Information System (HRMIS) was produced. The Report provided information on Organisational Structures (for all 16 Ministries under the PSC) and Workforce Statistics. According to the Chairman, PSC "it is crucial to have a clear understanding of the big picture of the Samoa Public Service in terms of overall statistics to assist them in their decision making". The intent is to provide the Samoa Public Service Statistical Report on an annual basis at the beginning of each fiscal year; • The remaining components of the project relating to training, system securities and the modules relating to Employee Development, Occupational Health & Safety are expected to be completed by the end of October 2011. <p>The challenge that the Commission will need to address is compliance; ensuring that Ministries regularly update the information pertaining to them etc.</p>
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P036: Labour Law Reform

MINISTRY/AGENCY:	Ministry of Commerce, Industry & Labour
FUNDING:	\$91,677.00
DURATION:	2008 – 2011
TYPE OF ASSISTANCE:	Consultancy Services Consultation & Public Awareness Translation, Printing & Publication Training
KEY ACTIVITIES:	Review of the Labour & Employment Act 1972 and the Labour & Employment Regulations 1973; Review the Occupational Health & Safety Act 2002 and OSH provisions in the Labour & Employment Regulations 1973; Draft Amendment Bills for the Labour & Employment Act 1972 and Regulations 1973; hold public consultations with all stakeholders of propose Amendments; prepare Summary & Explanatory Memorandum for the proposed Amended Legislation; prepare Operational Manual for Training & Awareness Program and Training Material

OUTPUTS:	<p>Draft Amendment Bill for the Labour & Employment Act 1972</p> <p>Draft Amendment Bill for the Labour & Employment Regulations 1973</p> <p>Draft Amendment Bill for the Occupational Health & Safety Act 2002</p> <p>Operational Manual for Training & Awareness</p> <p>MCIL staff trained in to implement, monitor & ensure compliance of the amended legislation</p>
IMPACT/ACHIEVEMENTS:	<p>Funding to this activity was suspended in March 2011. The inability of MCIL to effectively manage this activity resulted in constant delays to the completion of the key deliverables. Revising the Labour Laws, making them consistent with ILO and trying to support Samoa's accreditation to WTO proved the exercise was far more technically difficult than MCIL had anticipated.</p> <p>At the time funding was suspended the following had been completed:</p>

P037: Impact/Tracer Study of EDP 1-3

MINISTRY/AGENCY:	Facility Management Unit, Ministry of the Prime Minister & Cabinet
FUNDING:	\$139,935.00
DURATION:	2009
TYPE OF ASSISTANCE:	Consultancy Services
KEY ACTIVITIES:	Develop a workplan for conducting the Impact/Trace Study; engage with EDP 1-3 participants and their Ministries soliciting their views on the benefits of the EDP programme (survey, focus group discussions, interviews etc); prepare draft Report; convene a meeting of stakeholders to present collated data; prepare Final Report
OUTPUTS:	Workplan approved by the Steering Committee;
IMPACT/ACHIEVEMENTS:	<p>The Impact/Tracer Study of EDP 1-3 clearly indicated that the programme has been valuable, cost effective and successful, with a high prospect for continuing to provide sustainable benefits to both the public and private sectors in Samoa, at both the individual and agency level.</p> <p>The project was led by the FMU. The FMU Programme Officer who coordinated this activity and accompanied the Technical Advisor gained valuable experience from having to arrange/observe/assist with the convening of focus groups, surveys and individual meetings.</p> <p>The Final Report for the Impact/Tracer Study made a number of recommendations (13 altogether); the majority of which endorsed the programme with suggestions as to how it could be strengthened to have an even greater impact/value as a capacity building tool for 2nd level Officers across the Public Service. It encouraged a continuation of the Programme</p>

(proposal for EDP 4 & 5 received) subject to the availability of funding.

P038: Review of Project Design Document, Stats ISP

MINISTRY/AGENCY:	Facility Management Unit, Ministry of the Prime Minister & Cabinet
FUNDING:	\$77,146.00
DURATION:	2008
TYPE OF ASSISTANCE:	Consultancy Services (Project Design Specialist)
KEY ACTIVITIES:	<p>Assist the Samoa Bureau of Statistics (SBS) to refine and complete the PDD for the SBS ISP. Key activities included a review of the PDD and hold consultations with the Bureau and other key stakeholders in order to develop a revised PDD for the SBS ISP. Key activities included:</p> <ul style="list-style-type: none"> • Testing the component structure of the PDD, taking into account manageability issues; • Developing a Monitoring & Evaluation Framework; • Reviewing proposed advisory inputs and prepare TORs for the project team members and managing contractor; • Examine the use of technical assistance in terms of cost effectiveness, absorptive capacity, management implications and sustainability; • Completing the logframe; • Developing the scope of services and basis of payments to be incorporated into any agreement – commercial contract, ROU – with a managing contractor; and • Finalize and verify all project costs.
OUTPUTS:	A Draft Revised Project Design Document for the SBS ISP; a Final Revised Project Design Document for the SBS ISP
IMPACT/ACHIEVEMENTS:	The Final Revised Project Design Document for the SBS ISP was refined even further by the FMU, the final version of it (March 2009) formed the basis of the ISP that commenced with the Bureau in February 2011.

P040: Revenue Policies Review

MINISTRY/AGENCY:	Ministry of Finance
FUNDING:	\$72,124.00
DURATION:	2008
TYPE OF ASSISTANCE:	Consultancy Services
KEY ACTIVITIES:	Review the existing taxes and tariff structure and provide advice on the impact of new laws & regulations on this structure; review all fees

	and charges (entire cost recoveries of Government); assess the possible impact of select WTO issues on Government revenue; advise Government of any import anomalies resulting from the set up of the Pacific Free Trade Zone. Document all the findings in a Final Report.
OUTPUTS:	Consultancy Report.
IMPACT/ACHIEVEMENTS:	<p>At the completion of the Revenue Adviser's inputs the following outcomes were achieved:</p> <ul style="list-style-type: none"> • A report on tax levels, tax mix and additional revenue options available to Government in the short to medium term; • Comments on the tariff proposals from the Ministry of Trade, Commerce & Industry development board relating to the creation of an enabling environment and competitive private sector endorsed by Cabinet; • Comments provided on the tax and duty submission from Fish Exporters; • Analytical views on the Budget Submission; • Set of guidelines on appropriate legal and procedural approach to be undertaken by Government when reviewing tax exemption applications under aid and loan financed projects. <p>As a result changes were made to the current rate of excise on certain items; abolishing the import duty on all motor vehicles, instead imposing an excise at specified rates</p> <p>The Review has helped the MOF to make more informed policy decisions with regards Government finances.</p>

P041: Samoa Airport Authority Act Review

MINISTRY/AGENCY:	Samoa Airport Authority
FUNDING:	\$123,103.00
DURATION:	2009 - 2011
TYPE OF ASSISTANCE:	Consultancy Services Training Consultations
KEY ACTIVITIES:	Meet with SAO, MOT and other stakeholders to discuss and clarify issues & coverage of the proposed review; review the Act and other relevant legislation that may impact on a new revised Act for the SAO; prepare draft Bill and support consultations with stakeholders; finalize the Bill and prepare Cabinet submission in support of the Bill for Cabinet; SAA Training; Community Awareness

OUTPUTS:	Initial Consultation and Overview Report; Draft of Bill, Final Draft Bill, Explanatory Memorandum and Summary Report
IMPACT/ACHIEVEMENTS:	<p>The revised legislation – 2010 Samoa Airport Authority Bill 2010 – approved by Cabinet; Bill has not been submitted to Parliament. Extensive public consultations carried out by SAA to ensure community input into the revised SAA Bill, training provide to staff of SAA on the application of the revised Bill.</p> <p>Formal compliance still pending the passage of the revised SAA Bill to Parliament; difficult at this stage to cite specific examples of impact</p>

P043: Public Finance Management Reform Program (Phase I)

MINISTRY/AGENCY:	Ministry of Finance
FUNDING:	\$2,530,000.00
DURATION:	2009 - 2011
TYPE OF ASSISTANCE:	<p>Consultancy Services (Public Accounts Expert; Debt Management Adviser; Internal Audit Expert; Budget/Performance Monitoring Adviser; Accounting Software Adviser; MTEF Adviser)</p> <p>Procurement</p> <p>Training</p>
KEY ACTIVITIES:	
OUTPUTS:	1977 Treasury Instructions updated; new Procurement Manual developed; new Performance Monitoring Framework in place
IMPACT/ACHIEVEMENTS:	<p>(On-going) Phase I of the PFMR program is expected to be completed in December 2011. It has provided targeted support to specific areas in the Ministry of Finance. These areas have included the regulatory framework; economic policy and planning; aid coordination & debt management, the budget, procurement and the public accounts. Key achievements include:</p> <ul style="list-style-type: none"> • Major improvements in the timeliness and quality of public accounts with up to date bank reconciliations and significant improvements in the quality of the data; • 2010/11 public accounts presented to the Audit Office within the legally defined period; work ongoing between MOF and the Audit Office to clear the audit backlog; • An outcome oriented performance framework adopted in latest Budget estimates to ensure stronger results orientation and closer linkages between sector plans and the SDS; • Development partner funding fully integrated into the 2011/12 budget for the first time with a new breakdown categorizing aid in terms of cash managed through Government; • MOF working with ADB, WB and AusAID to undertake a review of

	<p>procurement systems in order to advise on priorities for strengthening tendering procedures and transparency;</p> <ul style="list-style-type: none"> • Development Cooperation Policy, 'Partners in Development' formally approved by Cabinet (Dec 10); discussions on going with Development Partners to adopt a common policy matrix and harmonization of procedures for those willing to consider the provision of budget support; • Medium-Term Debt Management Strategy approved by Cabinet, work underway to establish a Debt Management Unit; • Training has been conducted to enable MOF staff to undertake systems audits with the first analytical audit of the payroll system carried out in 2010 <p>As a result of the progress made MOF has submitted a proposal for institutional restructuring to the PSC which includes the establishment of new units for Debt Management, Sector Planning, Procurement and Systems Support (FinanceOne) as well as the recruitment of a Finance Sector Coordinator. The PEFA Assessment Report (April 2010) and the IMF Article IV Mission and the Debt Performance Assessment by the World Bank make complimentary reference to the achievements by the PFMR.</p> <p>MOF has secured funding for Phase II of the PFMR program and recruitment has started for the various advisory services required.</p>
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P044: Improving Policy Development & Coordination Reform Program

MINISTRY/AGENCY:	Ministry of the Prime Minister & Cabinet
FUNDING:	\$8,000,000.00
DURATION:	2009 - 2012
TYPE OF ASSISTANCE:	<p>Consultancy Services (Organization Development Specialist, Policy Adviser, Cabinet Processes Adviser; IT Adviser (STA), Records Adviser) HR Strategic Planning Specialist; Strategic Planning Facilitator; Education Information Systems Specialist; PSET Quality Assurance Specialist; Qualifications Development Specialist; Project Management Training Specialist)</p> <p>Stakeholder Consultations</p> <p>Software & Hardware</p> <p>Website Development, Printing & Publications</p>
KEY ACTIVITIES:	<p>Equip MPMC with the management systems needed to carry out its core central agency policy management functions.</p> <p>Enhance the capacity of the Cabinet Secretariat to service & support Cabinet.</p> <p>Build the capacity of the MPMC Policy Unit to support the Ministry's policy</p>

	monitoring & coordination functions.
OUTPUTS:	<p>(Anticipated)</p> <p><i>Improved Management Systems</i></p> <p>Strategic annual management planning system in place; Corporate Plan developed, processes for its on-going review observed; system for preparing Annual Reports in place; new organisational structure developed and approved by Cabinet; training for Corporate Service staff in preparation and monitoring of performance management processes including the corporate plan, the budget, HR and monitoring & reporting</p> <p><i>Support for Cabinet Secretariat</i></p> <p>Re-engineered Cabinet Office processes and systems; updated Cabinet Handbook; information and outreach program on modernized Cabinet processes and systems in place and delivered; support the integration of the Policy Unit with the Cabinet Secretariat; secure document management system (DMS) developed and functioning in the Cabinet Secretariat; training for Cabinet Secretariat staff in the application, management and support of the DMS</p> <p><i>Strengthen Policy Coordination & Monitoring Functions</i></p> <p>Establish a clearly defined mandate and capacity building programme for the Ministry's policy implementation management unit; enhance MPMC's contributions/inputs re policy issues in Cabinet submissions; improve the Ministry's whole-of-government policy advice to the PM and Cabinet; develop an efficient policy monitoring system for Cabinet decisions; improve the quality of Cabinet submissions through better coordination & engagement with line agencies;</p>
IMPACT/ACHIEVEMENTS:	<p>(On-going) The objective of this project is to strengthen the capacity of MPMC to carry out its core central agency function of providing support to the Prime Minister and Cabinet and whole of Government policy coordination.</p> <p>Progress to date includes:</p> <ul style="list-style-type: none"> • Ministry's first Corporate Plan developed; endorsed by the PM and is currently in the process of being printed; • Cabinet Secretariat and the Policy Implementation Management Unit (PIMU) merged to form the Cabinet Office; • Corporate Services Manual completed and support ongoing to staff in financial management, processes and procedures • Support from the Organisational Development Adviser provided to the Ministry to assist in the transition from Output based budgeting to an outcome oriented, performance based management framework; • Draft of the Ministry's first ever Annual Report prepared; awaiting endorsement by MPMC Management Committee before being

	<p>published;</p> <ul style="list-style-type: none"> • Work commenced on the development of a Human Resource Plan • First draft of a Policy Manual completed; • Cabinet approval given to develop a new organisational structure; to be in place for FY 12-13; • Revised Cabinet Handbook, Manual on Ministerial Practices & Procedures and the Manual on Cabinet Office procedures approved by Cabinet (14 Jul 11); • Communication Strategy developed to support the roll out of the revised Cabinet Handbook, Manual on Ministerial Practices & Procedures and the Manual on Cabinet Office Procedures due to commence in Oct 11. Training provided to Cabinet Office staff on all three Documents; • Learning Agreements in place for staff of the Corporate Services, Cabinet Secretariat and Policy Unit. Series of on-the-job training, coaching and workshops have been held and are 'ongoing' covering a range of topics from HR, budgeting & accounting; basic computer skills; policy development, coordination, implementation and monitoring • Contract signed with Infocentric, NZ (Sep 11) and work started on the development and implementation of the DMS
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P050: 1st Year Review, Project Management Training

MINISTRY/AGENCY:	Facility Management Unit, Ministry of the Prime Minister & Cabinet
FUNDING:	\$61,909.00
DURATION:	2010
TYPE OF ASSISTANCE:	Consultancy Services
KEY ACTIVITIES:	Review project documentation and prepare review plan; collect data (interview stakeholders & participants); presentation to Steering Committee on initial findings; prepare draft Review Report; prepare Final Review Report
OUTPUTS:	Review Work Plan; Report on 1 st year Review of Project Management Training Programme
IMPACT/ACHIEVEMENTS:	<p>Enabled Facility Management Unit (FMU), PSIF to collate and present to the Facility Steering Committee and the Partners the initial 'impact' of the Project Management Training Programme. This Review concluded among other things:</p> <ul style="list-style-type: none"> • The relevancy of the programme to the needs of the public sector;

	<ul style="list-style-type: none"> • The appropriateness of the competency-based training approach that was being used and that; • Participants were applying their new project management competencies in the work place. <p>The Review concluded with a number of recommendations on how to address future project management training needs once the programme finished (January 2012).</p>
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P051: Institutional Strengthening Project (Phase I)

MINISTRY/AGENCY:	Ministry for Revenue
FUNDING:	\$3,635,000.00
DURATION:	2010 - 2012
TYPE OF ASSISTANCE:	<p>Consultancy Services (Tax Adviser; Information Systems Specialist; HR/Organisational Change Facilitator; Revenue Policy Specialist; Tax Audit Specialist; Debt Collection Adviser; Legislative Drafter)</p> <p>Procurement (Computer Hardware, Printers, IT related expenses – User Acceptance Testing, Form Design & Development etc), software (Automated Case Selection & Management Tool)</p> <p>Training</p>
KEY ACTIVITIES:	Capacity building (on-the-job mentoring and coaching; training workshops, study tours etc)
OUTPUTS:	(Anticipated) A revised organisational structure; revised legislative framework for tax administration; strengthened capacity for tax policy planning and research; training and mentoring programme; improved procedures, systems and service functions for tax administration; a comprehensive tax information service available to the public; income tax administration reformed (introduction of presumptive tax and self-assessment)
IMPACT/ACHIEVEMENTS:	<p>(On-Going) This project started in November 2010. The objective of this project is to make tax administration more efficient and effective. It will assist the MFR to identify potential improvements to systems, workflow processes and practices and implement a capacity building programme for the first Phase of the PFM Reform Programme. The following outcomes are anticipated:</p> <ul style="list-style-type: none"> • A sustainably enlarged tax base and improved services to tax payers; • Strengthened policy advising, legislative and institutional foundation for a modern tax administration geared to Samoa's needs; • Improved motivation, knowledge, skills and client service orientation amongst IRS staff; • Effective, integrated tax system that will produce maximum revenue

under the law at efficient costs to both IRS and taxpayers;

- Selective, effective and cost-efficient use of information and communication technology to improve staff productivity, service to tax payers and the sustainability of the organisations ICT infrastructure.

Progress to date includes:

- A new vision with strategic themes and values developed and endorsed;
- A new Ministry for revenue brand has also been developed and endorsed;
- A MFR code of conduct developed and all staff trained/briefed on the code;
- Strengthened MFR governance processes with the introduction of a Senior Management Team and structured meetings;
- HR management strengthened with introduction of a new Principal HR Officer role. Training completed on employee entitlements and obligations for all staff;
- A revised Inland Revenue Service structure documented and approved by PSC;
- Job expectations for new structure prepared and MFR currently completing expressions of interest as part of the transition process for moving to the new structure;
- Customers segmented into Large Enterprises and Small & Medium Enterprise in an effort to provide targeted responses to customers & clients;
- Strategic Information Technology Plan developed and an upgraded IT network, cabling and infrastructure put in place;
- New information security policy and associated standards introduced and a MFR Security Governance Committee established;
- Staff engagement survey completed and a Ministry wide action plan to lift engagement and improve productivity developed and in place;
- Training on Windows, Microsoft Office and 'train the trainer' delivered to Key Business Users who will on-train all staff;
- Initial leadership and change management training delivered to all Principal Officers (on-going)

P053: Review of the Ministry of Health Re-alignment

MINISTRY/AGENCY:	Public Service Commission
FUNDING:	\$90,598.00
DURATION:	2011
TYPE OF ASSISTANCE:	Consultancy Services Consultations

KEY ACTIVITIES:	Develop a Review Workplan outlining methodology and approach to be taken; undertake consultations with all relevant stakeholders; prepare a Report with recommendations for consideration by Cabinet
OUTPUTS:	Review Workplan, Draft Report; Final Report
IMPACT/ACHIEVEMENTS:	<p>This review of the Ministry of Health Realignment was a response to a Cabinet directive to determine whether the purpose for separating the Ministry of Health and the National Health Service were being achieved. It was also an opportunity to recommend ways of improving the performance of both Agencies in carrying out their respective roles.</p> <p>The Final Report contained a number of recommendations which have been endorsed by Cabinet. It is not known at this stage what steps will be taken by both the Ministry of Health and the National Health Services in addressing the recommendations.</p>

PUBLIC SECTOR IMPROVEMENT FACILITY - ACTIVITY MATRIX

GOAL: To improve the efficiency and effectiveness of Samoa's Public Service to support Samoa's national development priorities

Indicators	Project PIN Numbers																		
	P002	P003	P008	P011	P013	P014	P015	P016	P017	P018	P019	P020	P021	P022	P023	P024	P025	P026	P028
Transparent, accountable, economic and social policies implemented by GOS		X				X												X	X
Competency of public sector	X	X		X							X			X		X		X	
Improved inter-agency cooperation	X	X		X		X		X		X		X		X	X	X	X		X
Developing a whole-of-government perspective	X	X	X	X	X	X		X		X		X		X	X	X	X	X	X
Improving quality of service delivery	X	X	X	X	X	X	X		X	X	X		X	X	X	X	X	X	X

PURPOSE: To strengthen cooperation and collaboration between public service agencies (and between them, the private sector and civil society) in identifying and addressing critical constraints within the GoS public sector to effective service delivery through a range of institutional strengthening initiatives

Indicators	Project PIN Numbers																		
	P002	P003	P008	P011	P013	P014	P015	P016	P017	P018	P019	P020	P021	P022	P023	P024	P025	P026	P028
Supporting strategic planning and policy development (SDS, PASP etc)	X	X	X		X		X	X	X	X	X	X	X	X		X	X		X
Supporting projects that address inter-agency cooperation	X	X	X	X	X			X		X		X		X	X	X	X		

PSIF STRATEGIC FRAMEWORK identifies three priority areas for reform - (1) strengthening the operating environment of the public service, (2) organisational development and (3) human resource development. These priority areas are consistent with those identified in the PASP 2007-11 and the 2008-12 SDS Priority Area 3: Public Sector Management, Goal 6: Improved Governance

Enabling Environment (Indicators)	Project PIN Numbers																		
	P002	P003	P008	P011	P013	P014	P015	P016	P017	P018	P019	P020	P021	P022	P023	P024	P025	P026	P028
Supporting compliance with relevant Acts, including the Public Service Act, the Public Bodies and Public Finance Management Act and all relevant policies & regulations		X				X	X				X		X	X	X				

Enhancing practical implementation of continuous improvement in all areas of public service management and service delivery		x		x		x			x	x						x	x		x
Project PIN Numbers																			
Human Resource Development (Indicators)	P002	P003	P008	P011	P013	P014	P015	P016	P017	P018	P019	P020	P021	P022	P023	P024	P025	P026	P028
Developing and maintaining a suitably experienced and skilled workforce through well planned human resource development and management strategies	x													x					x
Supporting the provision of targeted human resource development, including induction programs, executive development and middle management training and specific technical professional training in areas such as project management, public policy, human resource management, financial management, records management and ICT	x	x		x							x	x				x		x	x
Support the development and review of human resource management systems and procedures that address performance management, succession planning and career development			x		x		x		x	x							x		x

PUBLIC SECTOR IMPROVEMENT FACILITY - ACTIVITY MATRIX (continued)

GOAL: To improve the efficiency and effectiveness of Samoa's Public Service to support Samoa's national development priorities																	
Indicators	Project PIN Numbers																
	P029	P030	P031	P032	P034	P036	P037	P038	P040	P041	P043	P044	P050	P051	P053		
Transparent, accountable, economic and social policies implemented by GOS							x				x	x		x	x		
Competency of public sector			x	x	x							x		x			
Improved inter-agency cooperation	x		x	x	x	x						x		x			
Developing a whole-of-government perspective	x		x	x	x	x	x					x		x			
Improving quality of service delivery	x		x	x	x	x	x		x	x	x	x	x	x			
PURPOSE: To strengthen cooperation and collaboration between public service agencies (and between them, the private sector and civil society) in identifying and addressing critical constraints within the GoS public sector to effective service delivery through a range of institutional strengthening initiatives																	
Indicators	Project PIN Numbers																
	P029	P030	P031	P032	P034	P036	P037	P038	P040	P041	P043	P044	P050	P051	P053		
Supporting strategic planning and policy development (SDS, PASP etc)	x	x	x	x	x				x		x	x	x	x			
Supporting projects that address inter-agency cooperation	x	x	x	x	x							x		x			
PSIF STRATEGIC FRAMEWORK identifies three priority areas for reform - (1) strengthening the operating environment of the public service, (2) organisational development and (3) human resource development. These priority areas are consistent with those identified in the PASP 2007-11 and the 2008-12 SDS Priority Area 3: Public Sector Management, Goal 6: Improved Governance																	
Enabling Environment (Indicators)	Project PIN Numbers																
	P029	P030	P031	P032	P034	P036	P037	P038	P040	P041	P043	P044	P050	P051	P053		
Supporting compliance with relevant Acts, including the Public Service Act, the Public Bodies and Public Finance Management Act and all relevant policies & regulations	x			x		x			x	x	x						

Supporting revision of relevant Acts and Regulations	x					x				x									
Strengthen the links between government policy and accountable service delivery	x			x	x	x			x	x	x	x	x	x	x				
Strengthening policy skills throughout the public service	x			x	x							x							
Strengthening productive partnerships between public sector, private sector and civil society groups to enhance policy development and review, responsiveness and service improvements	x											x			x				
Enhancing policy and planning capacity of agencies to achieve and monitor the impact of Government priorities as stated in the SDS, Sector Plans, Corporate Plans etc	x	x	x			x				x		x			x				
Strengthening those Officers/Agencies that are charged with legislative and systems accountability functions across Government											x	x			x				
Organisational Development (Indicators)	Project PIN Numbers																		
	P029	P030	P031	P032	P034	P036	P037	P038	P040	P041	P043	P044	P050	P051	P053				
Supporting reviews of organisational structures, aligning them with changing needs for the delivery of services	x										x	x		x					
Supporting development, review and improvement of management systems, tools; with emphasis on practical, sustainable, affordable and accountable approaches	x	x		x	x		x				x	x	x	x					
Supporting the development of monitoring & evaluation systems and procedures that support performance management systems	x			x	x		x				x	x	x	x					
Enhancing financial, accounting & budgeting management and systems across the public service	x			x	x						x	x		x					
Reviewing models of service delivery and identifying improvement opportunities and strategies for improvement	x	x					x				x	x	x	x					
Strengthening customer service culture in the public service including initiatives such as: more accessible and cost effective services, customer service feedback mechanisms, accessible customer service locations, development & dissemination of customer service charters and codes of conduct	x														x				

Enhancing practical implementation of continuous improvement in all areas of public service management and service delivery	x													x	x				
Human Resource Development (Indicators)	Project PIN Numbers																		
	P029	P030	P031	P032	P034	P036	P037	P038	P040	P041	P043	P044	P050	P051	P053				
Developing and maintaining a suitably experienced and skilled workforce through well planned human resource development and management strategies	x		x		x		x							x					
Supporting the provision of targeted human resource development, including induction programs, executive development and middle management training and specific technical professional training in areas such as project management, public policy, human resource management, financial management, records management and ICT	x		x	x	x						x	x	x	x					
Support the development and review of human resource management systems and procedures that address performance management, succession planning and career development	x				x		x					x		x					

