

# Request for Proposals

## Public Enterprise Governance Specialists

Location	Apia, Samoa
Duration	August to November 2026 with an option to extend up to November 2027.
Supervisor / Manager	CEO, Ministry of Public Enterprise
Eligibility	Individual or firm. Samoan or international Suppliers may participate

## About the Program

The Tautai – Governance for Economic Growth Program (Tautai Program) will consolidate and build on Australia’s previous investments supporting the Government of Samoa (GoS) to improve fiscal management and promote equitable economic growth. The Tautai Program will support Australia’s engagement with the GoS and other development partners in policy-driven budget support arrangements, and to complement and support Australia’s other major bilateral investment through the Tautua Samoa Human Development and Social Inclusion program, working in health, education, and social protection. The overall objective of the Tautai Program is: To promote equitable economic recovery and growth in Samoa with improved fiscal efficiency, reducing the country's vulnerability to debt and external shocks. The two End of Program Outcomes (EOPOs) are:

- Ministry of Finance (MoF) and the Executive develop and execute annual national budgets with clear policy intent to improve Samoa's fiscal position and deliver on improved social wellbeing.
- GoS finance and deliver community level economic development that stimulates inclusive broad-based productivity and growth.

There are four (4) pillars of the Program, represented by the four (4) Intermediate Outcomes:

- Fiscal Management - Improved finance sector and whole-of-government coordination and oversight of reforms in revenue collection and public financial management.
- Economic stimulus and investment - Economic stimulus investments delivered by GoS and other partners in line with the Pathway for the Development of Samoa.
- Community and private sector engagement - GoS policy reforms and investment choices informed and supported by industry and the community.
- Multi-stakeholder collaboration - Improved integration and coordination of investments within Government and with external stakeholders.

## Background

The Ministry of Public Enterprise (MPE) is the Government of Samoa's central agency responsible for ownership policy, governance oversight, performance monitoring, and advice on divestment, including privatization and public-private partnerships (PPPs). MPE is also a lead agency under the Public Administration Sector Plan (PASP) 2025/26–2030/31 supporting strengthening governance, accountability, performance, and service delivery across Public Bodies.

Over the past decade, Samoa's fiscal, economic, and governance environment has changed significantly. Rising fiscal pressures, increasing public expectations, climate and economic vulnerabilities, and evolving service delivery requirements have highlighted the need to modernise key governance and ownership frameworks.

Several important frameworks have not been comprehensively reviewed for more than ten years, including:

- The 2014 SOE Ownership, Performance and Divestment Policy;
- Governance and Board performance frameworks;
- The New Vacancy Framework; and
- Privatization and Public-Private Partnership (PPP) guidelines.

These gaps, together with emerging policy issues such as foreign participation in SOE ownership, highlight the need to strengthen MPE's capacity to deliver high-quality policy advice, enhance oversight of Public Bodies, and fulfil its responsibilities as a lead agency under PASP reforms. Addressing these challenges will require modernised governance, ownership, and performance frameworks that promote stronger policy coherence, implementation discipline, transparency, and accountability across Public Bodies. It will also require strengthened institutional systems and sustainable internal capability within MPE, including addressing gaps identified in the Ministry's Training Needs Analysis (FY2025–2027) and workforce planning priorities. This work will need to be coordinated with support provided by development partners, including the Asian Development Bank (ADB) through its Private Sector Development Initiative (PSDI), to ensure a coherent and complementary approach to reform.

## Scope of Services

The engagement will focus on modernising governance, ownership, and performance frameworks, improving policy coherence and implementation discipline, and enhancing transparency and accountability across Public Bodies. This work is expected to strengthen the agency capacity to deliver high-quality policy advice, improve oversight of Public Bodies, and fulfil its responsibilities as a lead agency for PASP reforms. The outputs are expected to inform planning government cycles including the development of corporate plans, sector plans and informing the policy reform agenda.

There are two objectives

1. Undertake a comprehensive review of the SOE Ownership, Performance and Divestment Policy (2014) to strengthen the framework and reflect current fiscal priorities, service delivery expectations and economic conditions.
2. Develop a plan to strengthen capability of the Ministry for Public Enterprises (MPE) that enhances critical technical expertise and skills, contributes to a sustainable, high-performing and inclusive workforce capable of supporting governance, ownership, performance monitoring, and divestment functions across Public Bodies, in alignment with GEDSI and Safeguarding principles

Recommendations should align with whole-of-government public service policies, frameworks, and standards, particularly those administered by MPE, PSC, Ministry of Finance (MOF) and Ministry of Communications and Technology. This includes policy areas such as program and sector planning, risk, debt and asset management, workforce planning, leadership, ethics, integrity, and digital transformation. Particular attention should be placed on integrating Climate, GEDSI and Safeguarding principles into policies, systems, procedures and capacity development programs. Collaboration with PSC, MOF, MPE partners and public entities is expected to maintain coherence with broader public sector reforms and reduce duplication or fragmentation of systems, processes, and initiatives.

Tautai retains the right to contract all or part of the components. Applications should clearly indicate if the scope covers all or part of the services requested.

## 1.1 Component 1: Supporting the review of the Government Ownership, Performance & Divestment Policy Framework

- a. Provide capacity development throughout the policy review process to support immediate knowledge transfer, learning, and implementation readiness. The focus should be on learning-by-doing, with MPE staff actively participating in diagnostics, analysis, consultations, drafting, and implementation planning, targeted mentoring and technical coaching, and structured training.
- b. Review Asset/SOE Ownership, accountability frameworks and Strategic Role of Public Bodies
  - i. Undertake a review of the existing Public Bodies Governance and Board Performance Framework and recommend improvements to strengthen governance, Board performance, accountability and oversight.
  - ii. Review the New Vacancy Framework and recommend improvements to support transparent and merit-based Board appointments.
  - iii. Conduct assessment of what constitutes a Strategic SOE in 2026 context considering market developments and private sector capacity since 2014
  - iv. Assess Ownership Structure of SOEs in light of existing governance issues such as board compositions and anticorruption strategy of Government and recommend fit for purpose changes to state ownership modalities and assess risks if practices are not changed.
  - v. Undertake a review of the 2019 Classification Guideline to assist MPE in reclassifying public bodies that Government needs to own.
  - vi. Assess the need for the Foreign Participation Policy and SOE Ownership Policy following policies referred to in the SOE Policy 2003 and make recommendations
  - vii. Assess whether a periodic ownership review mechanism is warranted, and if so, propose design options
- c. Performance and Accountability review
  - i. Assess current SOE key performance expectations and recommend improvements to generic statements such as higher returns or profitability. Consider terms such as "Sustainable Value Creation" and other labels that speak to broader long-term benefits that integrate social and environmental outcomes. Priority agencies include the Development Bank of Samoa and Samoa Shipping Services.
  - ii. Review the existing Community Service Obligations Policy and provide advice specifically on commercialization vs Community Service Obligation (CSO) objectives.
  - iii. Carry out an overall assessment of contingent liabilities of SOEs and the likely impacts. Provide strategic advice to resolve significant debt issues
  - iv. Evaluate the commercialization objectives of Public Bodies and assess if they are still valid
  - v. Evaluate objectives for assessing governance and ownership arrangements, efficiency and service delivery of Beneficial and Mutual Bodies and evaluate if they are still valid.
  - vi. Assess the extent to which SOE policies and performance frameworks consider the needs of vulnerable and underserved populations (GEDSI and Climate Change) and provide recommendations.
- d. Divestment and Market Readiness review

- i. Review the existing divestment policies of Government such as Privatization Guidelines, policies for enabling PPPs in Samoa and provide advice on how to more effectively implement the policies
  - ii. Provide a high-level overview of market readiness for private sectors in designated sectors that SOEs operate in.
  - iii. Update list of potential SOEs for Privatization, PPP or other outsourcing mechanisms based on key criteria for divestment
  - iv. Review and assess SOEs for potential restructuring following detailed assessments of individual SOE functions, mandates and existing private sector developments
- e. Provide advice on Monitoring and Evaluation framework for the SOE Policy to ensure timeliness, compliance and relevance of key strategic outcomes. Include recommendations to incorporate GEDSI and Climate related indicators and track progress on inclusive governance, workplace participation, and equitable service delivery and disaster risk reduction outcomes.
- f. Develop an updated Government Ownership, Performance & Divestment Policy Framework
  - i. Scan for additional policy framework gaps, outdated provisions and emerging governance risks and make recommendations
  - ii. Develop a clear Policy Implementation Roadmap with sequencing, timelines, clear roles and responsibilities.
  - iii. Develop an endorsed Government Ownership, Performance & Divestment Policy Framework

## 1.2 Component 2: Design an Embedded Capacity Development Program with Phased Delivery.

- g. **Lead an assessment of the Capacity Development Ecosystem.** Identify existing internal capacity, available external opportunities, and priority gaps requiring targeted support. This work will be informed by MPE's Training Needs Analysis (TNA FY2025–2027), the Ministry's Workforce Plan, and operational priorities under the Public Administration Sector Plan (PASP) and National Workforce Plan (NWP). The capacity development program should integrate GEDSI and safeguarding considerations across relevant training areas (e.g. leadership, governance, HR and service delivery), with a focus on practical, role specific application within institutional systems and processes.
- h. Develop **Staff Capacity Development Program** with a strategy informed by mapping offers and value for money assessment. The strategy should reinforce the expectation that Public Bodies fund relevant capacity development. The program will target priority areas (annex 1) critical to MPE's mandate and combine local training, international exposure, technical workshops, development of tools and techniques, mentoring and regional knowledge exchange. The program should identify what needs can be met through relevant existing support including knowledge transfer under this contract and what unmet needs merit additional inputs, design and facilitation expertise. Existing capacity development providers include the Government scholarships program, University of South Pacific, National University of Samoa, Samoa Institute of Directors, Asian Development Bank, World Bank, Japan, Pacific Financial Technical Assistance Centre, Pacific Australia Skills and Tautai.
- i. Guide the initial implementation of the Staff Capacity Development Program. The proposal for this component should include a phased approach with an initial June to November 2026 period and an optional November 2026 to November 2027 period.

## Selection Criteria

Potential Suppliers must demonstrate:

### 1. Expertise

- Strong technical expertise in legal and regulatory frameworks governing Public Bodies, public enterprises corporate governance, including Board performance and accountability frameworks and ability to apply these in policy, organisational and capacity development program design.
- Demonstrated expertise in public sector human resource management, workforce planning and reform, leadership development, and organisational change led by central agencies.
- In-depth knowledge of SOE ownership, performance management, fiscal risk, and divestment (PPP/privatization) policies
- Demonstrated experience integrating social inclusion, gender equality, and disability considerations into governance, workforce, or institutional reform assignments.

### 2. Experience

- Minimum 10 years' proven experience in strengthening ethics, integrity, and accountability systems in public sector or public bodies governance environments or a master's in a field relevant to public sector reform, governance, ownership policy, and performance oversight
- Proven record in developing/reviewing governance frameworks, policies, and institutional systems. Relevant experience conducting governance, compliance, and fiscal risk assessments, including restructuring or reform initiatives
- Experience in establishing and managing Divestment Initiatives (PPP or Privatization)
- Experience in managing or being a director in a major corporation
- Demonstrated experience in conducting skill gap assessments, delivering capacity building programmes and working in similar contexts (preferably small island states)

### 3. Capability

- Ability to deliver high-quality analytical outputs, policy frameworks, and practical implementation tools
- Strong methodology combining technical analysis, stakeholder engagement, and implementation support
- Capacity to deliver effective training, mentoring, and knowledge transfer to ensure sustainability
- Adequate resourcing and project management capability to deliver within agreed timelines

### 4. Price.

DT Global will seek to award a contract for delivery of the services to the Supplier who offers the best overall value for money solution, considering both a proposal's technical merit and its pricing competitiveness.

## Reporting & Performance

The supplier will report to the CEO of MPE. All deliverables will be submitted in electronic copy with the PSC Secretary and Tautai on copy. The contract will be administered by the Tautai Program on behalf of DT Global with Timesheets submitted to the MPE for endorsement before being provided to Tautai to support claims for payment.

MPE, PSC and the Supplier will discuss and agree on the prioritisation of the above expected services, to be reflected in a workplan. Key deliverables relating to organisational reform and workforce management, leadership development, governance, ethics, and integrity to be developed in consultation with the Public Service Commission, with feedback incorporated prior to finalisation.

To allow flexibility to adapt to the needs of various partners and uncertainty anticipated, the contract proposed is an input-based arrangement with progress reports/deliverables provided to monitor delivery

of the services and performance. Performance will be verified and assessed against key documents including workplans and reports.

At the end of the assignment the final Report will be submitted to the MPE, PSC and Tautai Program Director. This will include an analysis of the performance and impact of the assignment, highlight metrics, success factors, recommendations, gaps and lessons.

Deliverable	Means of verification
1. Workplan	<ul style="list-style-type: none"> <li>• Approved workplan with prioritised and sequenced activities approved by MPE, PSC, MOF and Tautai.</li> <li>• Timesheets and invoice</li> </ul>
2. New Vacancy Framework	<ul style="list-style-type: none"> <li>• Timesheets and invoice</li> <li>• NVF technical review and gap analysis report</li> <li>• Stakeholder consultation and presentation of findings</li> <li>• Draft revised NVF for comments and feedback from key stakeholders</li> <li>• Final NVF and Implementation Guidance Note</li> </ul>
3. Updated Public Bodies Governance and Board Performance Framework	<ul style="list-style-type: none"> <li>• Timesheets and invoice</li> <li>• Governance diagnostic report</li> <li>• Draft Public Bodies Governance Policy</li> <li>• Board Performance Evaluation Framework and Tools</li> <li>• Final Governance Framework and Implementation Action Plan</li> <li>• Capacity development and on-the-job support (Governance)</li> </ul>
4. Ownership, Performance and Divestment Policy	<ul style="list-style-type: none"> <li>• Timesheets and invoice</li> <li>• Policy review and diagnostic report</li> <li>• Draft and Final Ownership, Performance and Divestment Policy 2026</li> <li>• Supporting policies, guidelines and divestment assessments</li> <li>• Policy Action Plan, Implementation Roadmap and MEL Framework</li> </ul>
5. Staff Capacity Development	<ul style="list-style-type: none"> <li>• Timesheets and invoice</li> <li>• Staff Capacity Development program design report</li> <li>• Training delivery and learning outputs</li> <li>• Tools, templates and operational resources</li> <li>• Final program report and sustainability plan</li> </ul>
6. Final Report and Recommendations	<ul style="list-style-type: none"> <li>• Timesheets and invoice</li> <li>• Final comprehensive report outlining:               <ul style="list-style-type: none"> <li>- consolidated findings, analysis and proposed reforms.</li> <li>- actionable recommendations with clear implementation pathways.</li> <li>- monitoring and evaluation frameworks to track progress and impacts.</li> </ul> </li> </ul>

## Basis of Selection and Payment

Suppliers are requested to submit a Technical and a Financial proposal in response to this RFP via email to [recruitment@tautaipartnership.org](mailto:recruitment@tautaipartnership.org) no later than **11.59pm (GMT +13) Apia Samoa on 07 July 2026**. The Technical proposal must include a statement addressing the selection criteria and outlining proposed methodology for delivery of the services and should also include:

- details of the Supplier's profile
- CVs of specified (key) personnel
- an indicative workplan with an estimate of total time input (days)
- evidence of registration (e.g. a copy of a valid Business License / registration certificate)

The Financial proposal should present a total cost for the services **exclusive of Samoan VAGST** incorporating all fees & charges (see also 'Notes' below) based on the indicative workplan & level of effort outlined in the Supplier's Technical proposal. The Financial proposal should list all key personnel and provide a breakdown of their estimated input days and daily rate(s).

## Notes

The preferred Supplier will be required to meet minimum safeguard standards relating to Fraud, Prevention of Sexual exploitation abuse and harassment, Child protection and modern slavery. Where no adequate Supplier policies exist, DT Global policies will apply to the services being delivered and all specified personnel will be required to comply with these policies and undertake relevant training.

To support DT Global's commitment to meeting these standards and to support our own due diligence obligations, potential Suppliers will be required to demonstrate their suitability and capacity to ethically perform the services. Potential Suppliers will be required to complete a Due Diligence Assessment, unless one has been completed within the last three years.

The preferred Supplier will be required to have reasonable Professional Indemnity and Public Liability Insurance cover in place before commencement, in addition to Worker's Compensation insurance as appropriate. DT Global will seek certificates of currency prior to the commencement of services or the mobilisation of personnel.

Financial proposals must be inclusive of the above insurance requirements, whether captured within the daily rate(s) or listed as a separate cost item.

The Supplier is expected to be self-sufficient and will provide their own ICT other supporting resources with meetings in MPE offices as needed from time to time.

Costs (if any) associated with approved international travel arrangements, including economy-class flights, reasonable accommodation, transport and incidental costs (such as communications), will be reimbursed at cost (on supply of invoices/receipts), and will be arranged by the Supplier unless otherwise agreed or directed by DT Global.

## Other Information

DT Global Asia Pacific Pty Ltd is an Equal Opportunity Employer. All qualified Suppliers will receive consideration for employment without regard to race, colour, religion, sex, sexual orientation, veteran status, gender identity, or national origin.

Our organisation is committed to child protection and safeguarding the welfare of children in the delivery of our international development programs. Recruitment and selection procedures reflect this commitment. We are committed to safety and the prevention of sexual abuse and harassment, child protection and bribery prevention.

We want to engage with the right people to deliver our client programs. As part of our approach, Suppliers will be subjected to formal background screening, criminal record checks, employment verification and periodic compliance checks. All our staff and subcontractors receive safety, compliance and safeguards training and are responsible for contributing to a safer working culture.

## About DT Global

At DT Global Asia Pacific, we aim to positively impact people's lives through delivery excellence. As a leading implementing partner across Asia and the Pacific, we co-create locally led solutions in partnership with governments, communities, and stakeholders. We bring together talented teams and deep regional expertise to deliver initiatives that promote inclusive economic growth, essential services, and resilient, secure communities. With over 1,500 staff, experts in 22+ countries and more than 60 years of development experience, we tackle complex community, national and transnational challenges — from governance and justice systems to climate resilience, infrastructure and social equity — with innovative thinking and a commitment to long-term impact.

For more information, please see [www.dt-global.com](http://www.dt-global.com)

# Annex 1

Key skills areas and delivery modalities to consider include:

1. Leadership and Management Development
  - Training and mentoring programmes to strengthen leadership and strategic management capabilities across MPE.
  - Leadership and management development programmes aligned with existing competency frameworks and public service values, including ethical leadership, change leadership, and whole-of-system collaboration.
  - Support for senior and mid-level managers in organizational leadership, change management, strategic planning and effective communications.
2. Governance and Policy Advisory Capacity Development
  - Working knowledge of public sector governance frameworks, policy development, and advisory processes.
  - Skills in policy analysis including cost benefit analysis drafting policy briefs, policy statements, regulatory oversight, and Board performance monitoring.
3. Financial Analysis and Performance Monitoring
  - Financial statement analysis, fiscal risk assessment, and monitoring SOE performance.
  - Tools and frameworks for performance monitoring, reporting, and evidence-based decision-making.
4. Risk and Project Management
  - Sector alignment with the emerging Government Risk Management Framework, Enterprise risk management, investment appraisal, and project evaluation methodologies.
  - Competencies for managing complex projects and investment initiatives.
5. Corporate Services and Organizational Management
  - Public procurement and internal corporate governance systems.
  - Human resource management, including performance management, workforce planning, succession planning, and organisational development aligned with PSC policies.
  - Internal processes to enhance operational efficiency and support strategic objectives.
  - Capacity to foster inclusive workplace practices, including gender equality, disability inclusion, reasonable accommodations, and fair employment practices across MPE and Public Bodies.
6. Data Analytics and Evidence-Based Reporting
  - Skills relevant to data collection, management, analytics, and performance dashboards to lever data for policy advice, monitoring, and decision-making.
7. Public–Private Partnerships (PPPs), Privatization, and Ownership Monitoring
  - Technical capacity to manage PPP frameworks, privatization strategies, and government ownership oversight.
  - Staff expertise in advising on divestment, corporatization, and strategic ownership decisions.
8. Regional Attachments and Knowledge Exchange
  - Study visits or attachments to comparable institutions in the Pacific to promote learning and knowledge transfer.