Request for Proposals

Mid-Term Review and Governance Capability Development for the Transport and Infrastructure Sector

Location	Apia, Samoa - open to hybrid (remote) support
Duration	September and November 2026 with an option to extend
Supervisor	MWTI Transport and Infrastructure Sector Coordinator
Eligibility	Open to national and international firms and individuals

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 Transport and Infrastructure Sector (TIS) in Samoa provides fundamental enabling services that underpin Samoa's economic and social development and achievement of priorities such as climate resilience and equitable public service delivery. The Sector in scope consists of four sub-sectors - Land, Sea, Air, and Infrastructure and encompasses nine (9) agencies responsible for public roads, maritime, aviation, electricity and water services. These are the: Samoa Water Authority, Electric Power Corporation, Samoa Ports Authority, Samoa Airport Authority, Samoa Shipping Corporation, Land Transport Authority, Samoa Shipping Services, and Pacific Forum Line.

A Transport and Infrastructure Sector Plan (TISP) plan was developed for the period 2023–2028 and sets the primary strategic framework to guide infrastructure investment and service delivery across Samoa's land, air, sea and infrastructure sub-sectors and defines a results framework and monitoring system. The plan commits to improving Sector Capability[1] through the identification of gaps and the development and implementation of targeted remedial interventions.

The Ministry of Works, Transport and Infrastructure (MWTI) chairs the Transport and Infrastructure Sector Advisory Committee (TISAC) and provides the Sector Coordinator function responsible for the TIS sector plan with core responsibility to ensure that transport and infrastructure systems are safe, resilient, sustainable, and aligned with national development priorities while meeting relevant international standards. MWTI also provides functions such as engineering advice, infrastructure project management, public policy advice and regulation. Delivering on the strategic outcomes of the Sector Plan is premised on appropriate skills, competencies, systems, and leadership capability.

The Sector faces increasing demands arising from economic development and evolving stakeholder expectations. Some factors include population growth and diverse industry trends, rural and urban inequalities, climate change, technological advancement, rising costs of maintaining aging infrastructure, delayed execution of public infrastructure investment programs, domestic capacity constraints, complex public private partnerships. There is a growing need to strengthen institutional and human resource capabilities, improve performance monitoring across the sector and leverage new opportunities for investment and productivity improvements. The Samoan National Workforce Plan 2026-2040 includes analysis of the immediate, medium- and long-term needs in the Transport and Infrastructure Sector.

Sector issues are not unique to Samoa. At the regional level the Pacific Island Forum have launched the Pacific Infrastructure Pacific Quality Infrastructure Principles designed to improve the integrity of decision making to maximise the positive impacts of infrastructure investments and development in the Pacific. Principles include local content, value for money, climate resilience, responsible borrowing and governance, social and environmental safeguards, inclusivity and private sector investment. They reflect a regional strategic direction and aspiration for infrastructure to deliver for the people who use and pay for it. Implementing the principles is expected to ensure that infrastructure financing and development generates local employment and benefits, integrates social and environmental considerations, strengthens climate resilience and is economically efficient.

Samoa's planning framework is guided by the Pathway for the Development of Samoa (PDS) 2026–2031, which sets the national strategic direction. Sector Plans translate the PDS into sector-specific priorities and outcomes, while agency corporate plans provide the operational strategies for implementation. In 2025 the Samoan Ministry of Finance revised manuals including sector and project/program planning. These guides place emphasis on whole-of-government approaches, non-state stakeholder engagement, and alignment between planning levels. It details steps for sector review, analysis, outcomes mapping, Monitoring, Evaluation and Learning (MEL), risk management, to resource estimation, with a focus on inclusivity, cross-cutting issues, and accountability. It supports standardized templates, governance structures, and continuous review for effective sector development.

Scope of Services

The scope comprises two complementary and interdependent packages of work that are intended to be delivered by a Supplier or consortium to ensure continuity, consistency and integration across the assignment. The Mid-Term Review will provide the evidence base for the subsequent development of the Transport and Infrastructure Sector Capability Development Plan, with findings from the review directly informing capability priorities and recommendations.

Suppliers are encouraged to adopt a collaborative delivery model, including partnerships between national and international providers where appropriate, to combine local contextual knowledge with

[1] Goal 1 Sector Governance and Administration, Key Outcome 2

international technical expertise and strengthen knowledge transfer. Across both workstreams, the successful provider(s) will facilitate meaningful participation of key stakeholders, including non-state actors such as the National Council of Organisations for Persons with Disabilities (NOLA), the Samoa Chamber of Commerce and Industry, relevant professional associations, and community representatives, including District Development Authorities.

Package 1: TISP Mid-Term Review (MTR)

The MTR should comply with the Samoan government's Sector Planning Manual 2025 including Annex 6 Sector Planning Checklist – Infrastructure Sectors. This should enable Sector partners to learn from what has worked well, inform the redirection of resources where implementation has stalled, consider if changes are needed to align with the new national plan, and ensure remaining investment delivers maximum value for money. MTR findings will directly inform the development of the Transport and Infrastructure Sector Plan (2029-2033).

The review will:

- Begin with a refresher session facilitated by MOF on the new sector planning process. MWTI will continue to work with MOF on the assignment to ensure alignment with the sector planning requirements.
- Facilitate stakeholder consultations and knowledge transfer processes to foster capability and ownership by sector agencies to sustain improvements.
- Assess and measure progress and performance against the outcomes, outputs and performance indicators outlined in the TISP FY2023-2028.
- Assess and evaluate the effectiveness, efficiency, relevance, and sustainability of sector interventions and investments undertaken. Includes relevant sub-sector analysis.
- Assess the effectiveness of Sector governance, coordination, monitoring, reporting, and decision-making arrangements across sector agencies.
- Identify key challenges, risks and resource constraints affecting timely and quality delivery.
- Assess how effectively cross-cutting priorities are being integrated into sector planning and implementation and identify opportunities for improvement informed by the Pacific Quality Infrastructure Principles.
- Review the adequacy of MEL systems and reporting arrangements and recommend improvements. Capture and document lessons learned and good practices from the first three years of implementations.
- Recommend any necessary adjustments to sector priorities, targets, performance indicators, and implementation strategies for the remaining period of the TISP to strengthen delivery of the Plan.
- Recommend strategic adjustments and priority interventions to align the TISP 2023-28 to Pathway for the Development of Samoa 2026 – 2031 and inform the development of the new Sector Plan (2029-2033).

Package 2: Sector Governance Capability Development Plan

The objective is to inform the development of comprehensive, sequenced, coherent, structured, realistic, and evidence-based recommendations to improve administration and governance in the Transport and Infrastructure Sector. This should build on the findings of the mid-term review, take account of findings from existing external and internal evaluation, Samoa National Workforce Plan 2026-2040, consultations with relevant Industry Associations and the Samoa Qualifications Authority. The plan should identify gaps and strategic actions to enhance technical skills and expertise, knowledge, institutional, and workforce capability. Recommended actions must be relevant and suitable to the Samoan context, consistent with government systems and feasible for the local stakeholder environment.

The supplier will be required to:

- Conduct a thorough assessment of the current capacities of the Transport and Infrastructure Sector, including all nine agencies organisational structures, staffing profiles, skills, systems, processes, governance arrangements and available resources.
- Identify capability gaps and design targeted interventions – including training programs, policy reforms, technology investments, and institutional strengthening measures.
- Develop and strengthen strategies to institutionalise capability for planning, implementation, monitoring, and enforcement of Sector obligations to enhance coordination. Partners include sector agencies, professional associations, private sector firms, training providers, development partners, communities and non-government organisations.
- Prioritise application of national polices and strategies through improved policy coherence, systems and tools development, and workforce competencies including the following:
  - Asset management Framework and Public Sector Investment Program MOF with a focus on integrated infrastructure maintenance and development
  - National Anti-corruption policy and strategy PSC
  - Public Bodies performance and accountability & State-Owned Enterprises policy MPE
  - Procurement career pathway MOF
  - National Occupational Safety and Health policy and strategy MCIL
  - Emerging Risk Management and Investment Frameworks MOF
  - Industry Development Policy including Tourism (STA) MCIL
  - Trade facilitation Samoa Single Window Blueprint and prevention of trade-based money laundering and illegal drug trafficking Ministry of Customs/Revenue
  - Infrastructure Sector plans and infrastructure elements of other sectors such as Information and Communications Technology, Health, Sports & Recreation
- Tailor workforce development taking account of agency mandates, professional associations, employers and industry specific professional development providers, partner programs. This includes consideration for in house training schemes, certified training, coaching and mentoring, apprenticeship and scholarship schemes, twinning and knowledge-sharing.
- Foster sustainable financing through review of agency level professional development budgets and development of private funding sources (e.g. apprenticeships, self-funding, etc).

Reporting & Performance

All outputs are to be submitted in electronic copy to the Transport Sector Coordination Division, MWTI and to the Tautai Program. The contract will be managed and administered by the Tautai Program with the MWTI endorsing invoices and deliverables to support claims for payment.

Deliverables

Deliverable	Description	Indicative Timeline
Inception Report & Work Plan	Approved methodology, stakeholder consultation schedule, document review framework and detailed work plan.	Supplier to provide proposal
Draft MTR Report	Comprehensive preliminary findings, sub-sector analysis and draft recommendations for stakeholder review.	
Validation Workshop Presentation	Facilitated workshop presenting key findings and recommendations to MWTI, Sector agencies, PSC and Tautai.	
Final MTR Report	Final report incorporating validated feedback, lessons learned, risk register and strategic recommendations.	

Sector Governance Capability Assessment	Findings across Transport and Infrastructure Sector – gaps, priorities and benchmarking.
	Costed, phased, sector-wide recommendations with targeted interventions and M&E matrix.
Validation Workshop	Facilitated workshop with all Sector agencies, PSC, Development Partner representatives and non-state stakeholders
Final Sector Governance Capability Development Plan	Approved final report incorporating all stakeholder feedback.

Selection Criteria

Suitable qualified suppliers or consortiums are requested to demonstrate team of specified personnel that meets the following criteria:

Package 1: TISP Mid-Term Review

- **Expertise**. Relevant tertiary qualifications (master's degree desirable) in fields related to Transport & Infrastructure Planning, Public Investment Management, Public Utilities and regulatory Bodies, Monitoring and Evaluation, or related disciplines. Personnel must be independent and free of real conflicts of interest in relation to the TISP's implementation
- **Experience.** Ten years of practical and relevant experience in programme evaluation, monitoring and evaluation, sector planning, and/or strategic review. Demonstrated experience conducting mid-term or end-of-programme reviews, developing evaluation reports, and engaging multi-stakeholder review processes. Contextual knowledge of Samoa's government systems, transport sector, and development partner landscape is essential.
- **Communications.** Strong analytical, research and report-writing skills. Demonstrated ability to synthesise complex data and present evidence-based findings in a clear, actionable format. Effective facilitation and stakeholder consultation skills in English and Samoan.
- **Price**. Value for money solution, considering technical merit and pricing competitiveness.

Package 2: Sector Governance Capability Development Plan

- **Expertise.** Specified personnel must include relevant tertiary qualifications (master's degree desirable) in Capacity Development fields relevant to the four sub sectors including Transport & Infrastructure Planning, Public Investment Management, Public Utilities and regulatory Bodies, Monitoring and Evaluation, or related disciplines. Public Policy, Human Resource Management, Governance, and related disciplines highly regarded.
- **Experience.** Ten to fifteen years of practical experience at strategic and technical levels in workforce capability assessment, institutional capability development, organisational reform, and/or human resource development. Demonstrated experience in developing, managing and/or advising on Capability development plans, skills assessments, training programme design, and public sector workforce planning. Prior experience working across Samoan agencies or Pacific contexts will be highly regarded.
- **Communications.** Strong knowledge of Capability development frameworks and public sector institutional strengthening approaches. Effective engagement, facilitation and stakeholder consultation skills in English and Samoan. Demonstrated Capability to work collaboratively with a diverse range of stakeholders across multiple agencies and to produce accessible and practical

planning documents. Must be professional, adaptable, and have a sound understanding of Samoa's public service and the transport and infrastructure sector context.
- **Price.** Value for money solution, considering technical merit and pricing competitiveness.

Basis of Selection and Payment

Suppliers may submit proposals for one or both packages. Suppliers are requested to submit both a Technical and a Financial proposal in response to this RFP via email to recruitment@tautaipartnership.org no later than **11.59pm (GMT +13) Apia Samoa on 27 August 2026.**

The Technical proposal must include the proposed methodology for delivery and a statement addressing the selection criteria for the relevant package(s). Where a supplier is bidding for both packages, the technical proposal must describe how any actual or perceived conflicts of interest between personnel working on the review and the plan will be managed. It 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)
- a completed Due Diligence Assessment Part A (refer to 'Notes' below).

The Financial proposal should present a total cost for the services in Samoan Tala (WST) exclusive of 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 include a completed Due Diligence Assessment for submission with their proposals.

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 preferred Supplier is expected to be self-sufficient and will provide their own ICT other supporting resources but will be expected to base themselves in the relevant agency office as needed from time to time or as directed by the contract manager.

Requirement for contract amendments (if any) identified during the period of engagement and agreed by partners will be negotiated by DT Global Asia Pacific Pty Ltd.

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 applicants 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