Request for Proposal

Review and update of the Ministry of Customs Corporate Plan

Location	Apia, Samoa - open to hybrid (in person/remote) support
Duration	Up to 13 November 2026 with option to extend
Supervisor	Deputy CEO, Ministry of Customs
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 Ministry of Customs (MOC) has a unique multi-sectoral role that influences three critical national priorities. It contributes to public finance through the collection of customs duties, excise and border-related revenues which constitute a significant proportion of government revenue; supports law and justice outcomes through the prevention of trade-based money laundering, illicit drug trafficking and other transnational crimes; and promotes economic growth through trade facilitation, supply chain efficiency and support to commerce, manufacturing and private sector development. responsible for safeguarding Samoa's borders and facilitating legitimate trade and travel across the border. The Ministry plays a vital role in protecting communities by ensuring compliance with Samoa's customs laws and regulations. Furthermore, the Ministry enforces customs laws alongside national security and border management agencies which include the Police, Immigration and Biosecurity.

A core function of the Ministry is the efficient administration of customs duties and taxes, ensuring that the correct revenue is collected and paid to the State. The Ministry is projected to collect over 55% of national receipts in the 2026/27 budget estimates funding significant social and economic development programs. The Ministry of Customs formally separated from the Ministry of Revenue in January 2026 following a Cabinet-approved structural reform to distinguish border protection functions from tax and revenue administration. The reform was intended to strengthen border security and biosecurity through enhanced monitoring and enforcement against transnational crime, illicit drugs and firearms smuggling, improve tax compliance through a dedicated focus on revenue administration, and enhance operational effectiveness through clearer institutional priorities, better resource allocation and improved service delivery.

The Ministry's Corporate Plan 2024-2027 has guided implementation of strategic priorities centred on:

- Quality client services and compliance management;
- Revenue mobilization;
- Coordinated border management and trade facilitation;
- Post-assessment, audit and law enforcement; and
- Investing in organizational capability

Following the official separation of Customs from Revenue there is a need to review implementation of the past joint plan and redevelop a new Corporate Plan that reflects lessons, new and emerging national priorities, changes in the international and local operating environment, digital transformation initiatives, evolving compliance risks and government policy directions. An external perspective is desired to reposition the Ministry around its core mandate of customs administration and border security, while maintaining its important role in the effective and efficient administration of customs duties, excise and related revenues.

There are significant digital transformations underway and planned by the Ministry. The organisation performs duties across a range of different and complex operating environments and locations deploying different services. Locations include several offices, airports and ports. Personnel interact with a diverse group of stakeholders including international and regional transporters, ports operators and regulatory agencies.

Complexity, evolving national policy, a revised national development plan, regional trends and emerging technology and techniques all have direct impact on the type of facilities, skillsets and systems managed by the Ministry. Industry specific functions include specialised ASYCUDA, CCTV surveillance systems, risk informed analytics, high tech container scanning and K9 units. Medium term plans include integration of electronic payment capabilities and enabling trade facilitation under the single window concept promoted by UNCTAD.

The assignment will ensure that the Corporate Plan 2027–2032 is aligned with relevant national development priorities, sector strategies, government legislation, policies and frameworks, including Samoa's National Anti-Corruption Policy and Strategy and its emphasis on integrity, good governance, transparency, accountability, prevention of corruption in all its forms, public trust and ethical public administration, as well as international customs standards and conventions, border security requirements, trade agreements and obligations, digital transformation initiatives, and other relevant national and regional reforms, programs and partnerships that influence customs administration, trade facilitation and border management.

The review and development of the Corporate Plan should also integrate relevant cross-cutting priorities including gender equality, disability and social inclusion (GEDSI), safeguarding, digital transformation, climate resilience and disaster preparedness. These priorities should be considered throughout the review process and reflected, where relevant, in stakeholder consultations, organisational assessments, the strategic and performance frameworks, implementation planning, and monitoring arrangements.

The new Corporate Plan should position the Ministry to respond to emerging opportunities and challenges while supporting efficient, resilient and sustainable service delivery. It should also consider climate resilience, disaster preparedness and the potential impacts of climate change on customs operations, border management and trade facilitation. This aligning priorities its mandate and institutional clarify and following the separation of Customs from Revenue, with a renewed focus on customs administration, border security, trade facilitation, organisational capability, workforce development, customs modernisation, ICT and systems transformation, and effective change management.

The Plan will inform next annual business planning and budget cycle and shape organisational structure and individual performance plans. This needs to be complete before the 2027/28 budget screening in quarter one 2027. This includes inform, resourcing, ICT and systems requirements, change management, workforce capability and coordination with relevant national and external initiatives.

Purpose

To support the Ministry of Customs undertake a comprehensive review of the Corporate Plan 2024–2027 and develop a new Corporate Plan for the period 2027–2032. Set out the organisation's purpose, vision, mission, values, strategic priorities, objectives, implementation actions and performance measures, with a robust implementation and monitoring framework for the next planning period.

Scope of Services

The assignment will draw on relevant past reviews, national policy and plans, project concepts, ongoing specialised technical assistance programs, transition planning, specialised partner analysis and advice to align with national priorities and build on investments. The Supplier will provide strategic planning, organisational development and change management expertise throughout the assignment, facilitate stakeholder consultation and consensus-building processes, and prepare, present and finalise the Strategic Framework, Organisational Review, and Corporate Plan for endorsement by the Ministry's senior management.

The specific services include:

1. Project Inception

- Conduct an inception meeting with senior management to confirm expectations, reporting arrangements and key milestones.

- Prepare an Inception Report outlining the proposed methodology, work plan, stakeholder engagement plan, governance and reporting arrangements, deliverables, key milestones and timeline for completing the assignment.
- Review all relevant strategic, policy and operational documents, including all relevant information necessary to inform the assignment.

2. **Evaluation of the current Corporate Plan and Corporate Planning Context**

- Evaluate the Corporate Plan 2024–2027 to assess its relevance, effectiveness, efficiency, impact and sustainability.
- Assess the extent to which the Ministry achieved its strategic outcomes, objectives, performance indicators and key initiatives; and identify lessons learned, implementation challenges and emerging priorities to inform the next planning period.
- Prepare an Evaluation Report containing findings, recommendations and considerations for the new Corporate Plan.
- Assess how the current Corporate Plan reflects the Ministry's core mandate following the separation of Customs from Revenue, including whether revenue mobilisation has overshadowed customs administration, border security, alcohol control, excise administration and related functions.
- Review relevant post-separation analysis to identify practical lessons for the new Corporate Plan, including matters relating to shared services, governance, performance management, institutional coordination, staffing and phased implementation.

3. **Environmental and Situation Analysis**

- Undertake an Environmental and Situational Scan of the Ministry.
- Identify and validate the Ministry's Critical Factors for Success to achieve future outcomes.
- Consider key institutional issues including ICT, staffing and resourcing, organisational structure, workspace, occupational safety and health, governance arrangements and current or planned external initiatives relevant to the Ministry's operating environment, and assess the Ministry's institutional maturity and operational performance against relevant World Customs Organization (WCO) standards and international customs good practice.
- Assess key cross-cutting and emerging issues that may influence the Ministry's operating environment, including GEDSI, safeguarding, climate resilience, workforce inclusion, digital transformation, stakeholder expectations and risks affecting border operations, service continuity and trade flows, including emerging border threats such as cyber-related crime, e-commerce growth, small parcel trade, cryptocurrency-based trafficking, organised transnational crime, illicit trade, and global supply chain disruptions.

4. **Strategic Framework Development**

- Facilitate planning workshops and consultation sessions with the senior management team and all other key personnel to review and develop the strategic framework.

- Review and, where necessary, refine the Ministry's vision, mission, values, strategic outcomes and objectives to ensure alignment with its post-separation mandate and future priorities.
- Consider resilience measures that strengthen the Ministry's preparedness and response capability for climate-related and natural disaster events.
- Assess the extent to which the MOC Corporate Plan aligns with relevant national development priorities, overarching government policies, national strategies, and sector plans. This should include consideration of higher-level policy frameworks that inform MOC's mandate and strategic direction, and an assessment of whether these frameworks are appropriately reflected in the Corporate Plan.

5. Development of the Five-Year Corporate Plan

- Formulate the new Corporate Plan that will operationalize the approved strategic framework over the next five years.
- Develop SMART objectives, outcomes, outputs and implementation actions that translate the strategic framework into measurable results over the five-year planning period.
- Develop the Corporate Plan to incorporate customs modernisation and digital transformation priorities, including legislative and regulatory requirements, organisational functions, systems and processes, compliance and border security initiatives, staff capability development, and relevant ICT projects and reforms. This should include an assessment of the Ministry's digital maturity and opportunities to strengthen systems interoperability, cyber security, data governance, information management, intelligence-led operations, cargo clearance, e-services and technology-enabled service delivery.
- Assess the Ministry’s revenue collection and compliance arrangements, including processes to recover duties and excise, monitor compliance, prevent revenue losses, and protect government revenue. The review should identify practical improvements to strengthen revenue collection, compliance activities, audit processes, and overall revenue protection.
- Review current coordinated border management arrangements and identify practical opportunities to strengthen collaboration between Customs, Immigration, Police, Biosecurity, the Ports Authority and international counterparts, including joint operations, shared intelligence, risk management, governance and coordinated planning to support border security and trade facilitation.
- Develop a practical performance and monitoring framework with outcomes, outputs, indicators, baselines, targets and reporting arrangements to support planning, budgeting and performance reporting. The framework should include modern border security KPIs, such as detection rates, seizure outcomes, risk interventions, intelligence product usage and compliance effectiveness, and integrate GEDSI, safeguarding, climate resilience, disaster preparedness and digital transformation considerations where relevant.
- Ensure the Corporate Plan includes a prioritised implementation plan with indicative timelines, responsible divisions or units, resource implications, budget alignment, quick wins, medium-term reform actions, risks, dependencies and assumptions.

6. Organizational Structure Review

- Review the Ministry's post-separation organisational structure, operating model, governance arrangements, workforce capacity, resources and budget alignment to determine whether they are fit for purpose and support the Ministry's strategic priorities.
- Assess existing safeguarding policies, reporting mechanisms, workplace conduct arrangements and organisational capacity to promote a safe and respectful workplace.
- Consider shared service and coordination arrangements that may continue to require alignment with the Ministry of Revenue or other agencies, including data flows, revenue accounting, legal and technical support, policy coordination, corporate services and related transition arrangements.
- Provide practical transition support to the Ministry, including advice on priority transition actions, coordination arrangements, change management needs, risks, dependencies and implementation considerations arising from the separation of Customs from Revenue.
- Develop practical recommendations for improvements to the organisational structure, operating model, associated systems and shared service or coordination arrangements to enhance operational efficiency, service delivery and strategic performance.
- Assess workforce capability requirements and develop practical recommendations for organisational development, technical customs skills, intelligence and digital capability, leadership succession, professional accreditation, workforce strengthening and change management to support implementation of the Corporate Plan.

7. Consultation, Validation and Finalization

- Facilitate consultation workshops with senior management, middle management, staff and all other relevant parties.
- Consultations should include, as appropriate, MOC leadership, management and staff, relevant government agencies, border partners, private sector stakeholders, customs brokers, importers, exporters, shipping agents, CCA operators and development partners.
- Ensure consultation processes are inclusive, accessible and culturally appropriate, and provide opportunities for participation by women, persons with disabilities, youth and other relevant stakeholder groups where appropriate.
- Apply safeguarding principles throughout stakeholder engagement activities, including safe participation, confidentiality, appropriate referral pathways, do-no-harm approaches and measures to mitigate risks of sexual exploitation, abuse, harassment and discrimination.
- Build consensus on the proposed Strategic Framework, Corporate Plan and organizational structure through structured consultation and validation processes.
- Present the Final Corporate Plan, Strategic Framework and Organizational Review Report to the Chief Executive Officer and senior management for endorsement and approval.

Selection Criteria

Potential Suppliers must address the following criteria in their submission.

1. **Multidisciplinary Team:** Demonstrate access to a suitably qualified multidisciplinary team covering the following competencies required to deliver the assignment. Proposals may combine roles where individuals have expertise across multiple disciplines, provided all requirements are adequately covered. The team must clearly identify expertise in GEDSI, accessibility, safeguarding and workforce wellbeing, and demonstrate strong written and verbal communication skills in English and Samoan.
   - ***Team Leader / Customs Administration, Border Management and Trade Facilitation Specialist***. Provides technical expertise in customs administration, border management, trade facilitation, compliance management, enforcement, revenue administration, coordinated border management arrangements and international customs standards and good practice. Demonstrated knowledge of customs modernisation, risk management, intelligence-led operations, border security and relevant international conventions and frameworks is highly desirable.
   - ***Strategic Planning, Organisational Development and Governance Specialist***. Assesses organisational structure, governance arrangements, workforce capability requirements, leadership development, succession planning, workforce wellbeing, operating models and institutional sustainability. Supports development of practical recommendations relating to organisational strengthening, resource alignment, capability development and implementation planning.
   - ***Stakeholder Engagement, Research and Samoa Context Specialist*.** Demonstrates strong understanding of Samoa's governance, development and institutional environment and experience working in Samoa, the Pacific region and/or Small Island Developing States. Leads consultations, workshops and validation processes and supports engagement with government agencies, border agencies, development partners, private sector operators and other stakeholders. Provides expertise in facilitation, research, analysis, report writing, knowledge transfer and communicating complex policy, operational and organisational issues to both technical and non-technical audiences.
   - ***Digital Transformation, ICT Systems and Organisational Performance Specialist.*** Provides expertise in digital transformation, ICT and systems modernisation, cyber security, systems interoperability, data governance, information management and technology-enabled service delivery. Supports development of performance frameworks, monitoring and reporting arrangements, organisational performance improvement and digital maturity assessments.
   - ***GEDSI, Accessibility, Safeguarding and Inclusive Service Delivery Specialist.*** Provides specialist advice and quality assurance to ensure gender equality, disability inclusion, social inclusion, accessibility, safeguarding, workforce wellbeing, cultural responsiveness, human rights and climate resilience considerations are effectively integrated throughout the assignment, stakeholder engagement processes, analysis, recommendations, implementation planning and performance frameworks.

2. **Quality of the Technical Proposal.** Demonstrated clear understanding of the Ministry's mandate, operating environment and the objectives of the assignment. The proposal should present a practical, robust and participatory methodology that integrates GEDSI, disability inclusion, accessibility, safeguarding, workforce wellbeing, climate resilience,

disaster preparedness, digital transformation, integrity and anti-corruption considerations will be integrated throughout the methodology, stakeholder engagement processes, analysis, recommendations, implementation planning and performance framework. Suppliers should demonstrate strong qualitative and quantitative analysis capabilities, the ability to assess organisational performance and operating environments, and experience producing practical, implementable and action-oriented strategic recommendations. The proposal should demonstrate how ethical and do-no-harm principles will be applied throughout the assignment, including confidentiality, informed consent, accessibility, equitable participation, safe engagement practices and protection from reprisal. Suppliers must demonstrate the capability to comply with DFAT and DT Global requirements relating to Child Protection, Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH), Fraud Control, Anti-Corruption, Value for Money and other applicable safeguarding and integrity requirements.

3. **Price:** DT Global will award a contract to the Supplier with the most competitive and realistic financial proposal demonstrating value for money, taking into account the proposed methodology, team composition, technical quality, level of effort and ability to deliver all required outputs within the agreed timeframe.

Reporting & Performance

All outputs are to be submitted to MOC and the Tautai Program in editable electronic format. The contract will be managed and administered by the Tautai Program, with MOC providing technical oversight and endorsement of deliverables. The Deputy Chief Executive Officer will be the primary focal point for the assignment, with oversight from the Chief Executive Officer. The Supplier will work closely with MOC staff and key stakeholders throughout the review and Corporate Plan development process. Payments will be linked to the satisfactory completion and acceptance of agreed deliverables.

The following deliverables are required and must be submitted in English in editable Microsoft Word and PDF formats, in accordance with MOC and Tautai Program requirements.

Deliverable	Means of Verification	Indicative Timeline
1. Work Plan	- Approved methodology, consultation, governance and reporting arrangements, key milestones, and timeline for completion.	Indicative timelines to be proposed by the Supplier and agreed at inception.
2. Corporate Plan 2024-2027 Review	- Approved assessment of implementation, relevance, effectiveness, lessons learned, post-separation changes, and key considerations for the new Corporate Plan.	
3. Consultation Summary	- Approved summary of consultation findings, key issues, priorities and stakeholder perspectives to inform the new Corporate Plan.	
4. Organisational Review	- Approved findings and recommendations on organisational structure, operating model,	

		workforce capability, shared service arrangements, systems improvement, change management and implementation risks.
5. Draft Corporate Plan 2027-2032	-	Draft demonstrating how relevant Compliance Improvement Plan priorities and initiatives are incorporated into the Corporate Plan. Draft Corporate Plan, including the strategic framework, SMART objectives, performance and monitoring framework, implementation plan, and key organisational, workforce, compliance, customs modernisation and digital transformation priorities.
6. Final Corporate Plan 2027-2032	-	Approved Final Corporate Plan incorporating stakeholder feedback, with agreed priorities, implementation arrangements, performance measures and reporting framework, including the integration of relevant Compliance Improvement Plan priorities and actions.
7. Final Report	-	Approved final report summarising key findings, consultations, organisational review outcomes, recommendations and lessons from the assignment, including any additional considerations to support implementation of the Corporate Plan and the Ministry's ongoing development.

Basis of Selection and Payment

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 16 October 2026.**

The Technical Proposal must include the proposed methodology for delivering the assignment and a statement addressing the selection criteria. The methodology should demonstrate the Supplier's understanding of MOC's mandate and post-separation operating context, outline its approach to stakeholder engagement and facilitation, organisational review, and the development of practical and measurable outputs, and explain how GEDSI, safeguarding, climate resilience, disaster preparedness, digital transformation, integrity and anti-corruption considerations will be integrated throughout the assignment and reflected in the Corporate Plan. This includes demonstrating alignment with DT Global's anti-corruption, fraud and bribery prevention requirements and Samoa's National Anti-Corruption Policy and Strategy, including commitments to transparency, accountability, ethical conduct, conflict-of-interest management, prevention of improper influence and reporting of integrity concerns.

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).
- a declaration of any actual, potential or perceived conflict of interest, and any relevant integrity, fraud, corruption, bribery, gift, benefit, facilitation payment or other matter that may affect the Supplier’s ability to deliver the assignment ethically, transparently and independently.

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).

All communications, proposals and negotiations relating to this RFP must be conducted transparently and ethically. Suppliers must not offer, promise, request or accept any gift, benefit, inducement, facilitation payment or other advantage that could improperly influence the procurement process, the evaluation of proposals, contract award, delivery of services or the performance of the assignment. Any suspected fraud, corruption, bribery, conflict of interest or other integrity concern must be promptly disclosed to DT Global and managed in accordance with applicable DT Global requirements, Samoa’s National Anti-Corruption Policy and Strategy and relevant laws and procedures.

Notes

The preferred Supplier will be required to meet minimum safeguard and integrity 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.

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