Request for Proposals

Assessment of Government of Samoa's Capacity Development Ecosystem

Location	Apia, Samoa
Duration	Up to 13 November 2026 with option to extend.
Supervisor / Manager	Secretary, Samoa Public Service Commission CEO, Ministry of Finance
Eligibility	Open to Samoan and/or international suppliers who have the authority to work in Samoa.

About the Program

Tautai – Governance for Economic Growth 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 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 Tautai 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.
- Government of Samoa finance and deliver community level economic development that stimulates inclusive broad-based productivity and growth.

There are four pillars of the program, represented by the four 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 Samoa Development Strategy.
- 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

Strengthening public sector capability is fundamental to the successful implementation of Samoa's Pathway for the Development of Samoa (PDS), as the achievement of many national development outcomes depends on the effectiveness, efficiency, and responsiveness of government institutions. This assessment is a whole-of-government priority led by the Public Service Commission (PSC) and the Ministry of Finance (MOF) targeting coordinated leadership, strategic investment, and system-wide reform.

Samoa's public sector encompasses ministries, constitutional bodies, statutory bodies, and State-Owned Enterprises (SOEs), with over 10,000 employees as of January 2023. Significant investments are made each year by government and development partners in training, technical assistance, and learning initiatives aimed at strengthening policy capability, performance, and service delivery. There is recognition of the opportunity for better coherence to sustain development of capability across the public sector.

The Assessment of the State of the Service (2019) found that Samoa's public sector was generally effective in discharging its mandated functions, supported by strong institutional foundations, clear accountability structures, and a sound legal and policy framework. Several areas were identified for further strengthening, including:

- Organisation and coordination of the machinery of government;
- Policy development and implementation capability;
- Human resource management and strategic workforce planning;
- Public financial management and resource efficiency; and
- Implementation and delivery of government programs and services.

The ongoing Public Service Reforms has reaffirmed many of these challenges and highlighted the need for more integrated and sustainable approaches to capacity development. In response, the PSC is repositioning its leadership around three core pillars: Leadership Development, Performance and Ethics, and Good Governance. The assessment and resulting Capacity Development Masterplan will explicitly map proposed interventions against these three reform pillars, so that recommendations directly inform PSC's ongoing strategic priorities. MOF oversees national, sector and project planning frameworks to drive value for money public investment and delivery of national development outcomes.

Despite substantial investment and attempts at coordination, capacity development efforts are often characterised by:

- Fragmentation across agencies and development partners
- Short-term, supply-driven interventions that lack alignment to strategic national and sector outcomes and workforce needs
- Weak links between learning investments, workforce performance, retention, and utilisation of skills
- Limited assessment of value for money and institutional impact, reducing visibility of what works and where investments can be improved

Current approaches may also unintentionally reinforce barriers to inclusive access to professional development opportunities through accessibility limitations, hierarchy, gender

norms, digital exclusion, and workforce wellbeing considerations that are not adequately informing design of capacity development initiatives.

At the same time, there is growing opportunity to support sustained capability development beyond one-off training. This includes low-cost, high-impact approaches, such as cohort learning, emphasis on locally provided learning opportunities, Communities of Practice, blended and digital learning platforms, structured mentoring and peer-to-peer learning. The assessment will be informed by:

- National priorities of People Empowerment, a Skilled Workforce, and Improved Accountability (PDS2)
- Samoa's National Workforce Plan
- The Public Finance Management (PFM) Act, particularly objectives to strengthen capability, accountability, strategic investment decisions and effective stewardship of public resources.
- The Public Service Act
- Samoa's commitments under the National Policy on Gender Equality, the National Policy for Persons with Disabilities, the National Policy on Inclusive Governance, ILO Convention C190 on eliminating violence and harassment in the workplace, and CEDAW.
- Sector priorities in the Public Administration Sector Plan (PASP)
- 2026 Scholarships assessment
- Review of Apprenticeship schemes
- 2025 Rapid Assessment of the Tautai Capacity Development plan
- Assessment and evaluation reports of partner programs available including Pacific Australia Skills, Tautua and Samoa Business Hub

Together, these contextual factors underline the purpose of this assessment: to inform reforms to Samoa's capacity development system that improve coherence, strengthen national leadership, and ensure capacity development is inclusive, accessible, culturally appropriate and fit for purpose.

Scope of Services

The Supplier will provide resources for a comprehensive assessment of the Government of Samoa's capacity development ecosystem and the development of practical, evidence-based and implementation-ready recommendations to strengthen the planning, coordination, financing, delivery, and sustainability of public sector capability development. This includes consideration for the political, institutional, and operational conditions required to enable reform and ensure sustainable action. The assignment will move beyond diagnostic analysis to support the development of tools, governance arrangements, digital transformation, financing options, and collaboration with Samoa's development partners.

The assessment will take an ecosystem-wide and evidence-based approach, drawing on relevant completed and ongoing capacity development initiatives across Samoa's public sector, private sector and civil societies. It will assess existing governance arrangements and any new arrangements proposed through the assignment, including the extent to which they are fit for purpose and performing against intended roles, responsibilities and expectations. Suppliers should demonstrate a strong understanding of the broader capacity development landscape and explain how they will maintain analytical independence, manage any actual or perceived

conflicts of interest, and ensure that prior or current involvement in related initiatives does not unduly influence the assessment's findings or recommendations.

A Gender Equality, Disability and Social Inclusion (GEDSI), accessibility, safeguarding and workforce wellbeing lens will be applied across all components of the assessment, stakeholder engagement processes, analysis, recommendations and deliverables. Rather than treating these as standalone themes, the assessment will examine how they influence participation, capability development outcomes, leadership opportunities, institutional performance and long-term sustainability across the capacity development ecosystem.

The supplier will establish a clear, accessible complaints and referral pathway for participants and stakeholders to raise any grievances or complaints, including safeguarding concerns arising during data collection, consultations or workshops, including protocols for referring Protection from Sexual Exploitation, Abuse and Harassment (PSEAH) or child protection concerns in line with DT Global's mandatory reporting obligations.

The Supplier will undertake the following indicative tasks:

1. Stocktake and Ecosystem Mapping
   - Identify and map existing Capacity and capability Development investments, platforms, tools and delivery mechanisms for the public sector across government, development partners and training providers.
   - Review institutional roles, mandates, government arrangements and coordination mechanisms related to capacity development.
   - Identify key systemic constraints and enablers influencing how capacity development is currently designed, funded, and delivered;
   - Undertake an initial assessment of institutional readiness for reform, including coordination and sustainability capacity and change enabling conditions.
   - Assess alignment of current capacity development efforts with national priorities, public sector reform objectives, policy coherence, and service delivery objectives.
   - Map key relationships, overlaps and coordination gaps across agencies, sectors and development partners to establish the baseline for further analysis;
   - Assess how inclusion, gender equality, disability equity, accessibility, cultural inclusion and safeguarding considerations are currently incorporated into capacity development systems, policies, learning approaches and institutional arrangements.
   - Data collection and analysis tools used in the assessment should apply internationally recognised disability data standards (e.g. Washington Group Short Set of Questions on Functioning) to ensure disability prevalence and participation barriers are captured consistently and comparably, and to identify any reasonable accommodations required to ensure meaning participation.
   - Identify participation barriers and exclusion risks affecting access to leadership development, technical assistance, Communities of Practice, digital learning systems and professional development opportunities.

2. Assess capability outcomes from CD investments
   - Analyse how capability is currently developed, retained, deployed and sustained across the public sector, including the effectiveness of key delivery mechanisms (e.g.

Communities of Practice, mentoring, twinning, peer learning, trainings, workshops, conferences and digital/blended learning systems).

- Assess the extent to which capacity and capability development investments contribute to capacity development outcomes including workforce retention, leadership progression, capability utilisation and sustainable institutional strengthening.
- Assess whether the key current capacity development investments contribute to equitable workforce participation, leadership opportunities, capability utilisation and sustainable institutional strengthening outcomes.
- Identify priority capability gaps that most significantly affect national development objectives and public sector performance.
- Assess the implications of fragmentation and duplication for capability outcomes, transaction costs, service delivery performance and institutional efficiency.
- Assess risks associated with exclusion, digital inequity, inaccessible learning systems, workforce wellbeing pressures, and unequal access to professional development opportunities.
- Evaluate the effectiveness, scalability and sustainability of capacity development approaches, including the extent to which technical assistance arrangements support locally led capability development and sustainable knowledge transfer.
- Assess value for money and strategic coherence of current capacity development investments, including opportunities to reduce long-term reliance on external technical assistance.

3. Analysis of Political Economy, Financing and Institutional Arrangements

- Analyse political economy dynamics, institutional incentives, and behavioural drivers shaping current capacity development investments and coordination;
- Map current financing flows for capacity development across government and development partners;
- Assess the efficiency and coherence of funding arrangements, including funding duplication, misalignment and opportunities for consolidation;
- Identify barriers and risks to reform adoption, including institutional resistance, fragmentation, donor alignment challenges, and capacity/capability to implement new requirements and processes;
- Analyse how institutional culture, hierarchy, behavioural incentives and social inclusion factors influence participation, leadership opportunities, coordination, decision-making and reform adoption across the capacity development ecosystem, including risks of exclusion, unequal participation and unintended harm.
- Data collection methods engaging public servants on institutional culture, hierarchy, gender norms or reform resistance must include protections for confidentiality and non-attribution and safeguards against potential reprisal for personnel who raise sensitive concerns about their institution or leadership.
- Develop options for a sustainable financing model for capacity development, including pooled funding, consolidated budget arrangements, and improved donor alignment mechanisms; and
- Identify opportunities to strengthen government ownership and stewardship of capacity development investments (e.g. co-funding, executive sponsorship).

4. Develop a CD Masterplan

- Identify options to improve governance, coordination and whole-of-government oversight of capacity development, informed by participation barriers affecting women, persons with disabilities, rural personnel, junior officers and other marginalised groups.
- Develop a Capacity Development Investment Case to support the preferred CD Masterplan including rationale for reform, costs of current fragmentation, expected benefits, efficiency gains, implementation considerations, and return on investment.
- Develop preferred models for GoS' capacity development ecosystem, including clear institutional roles, accountability and coordination mechanisms.
- Recommend practical tools and enabling mechanisms such as governance frameworks, capability standards, learning pathways, digital platforms, and monitoring tools to support implementation and decision making.
- Propose scalable, sustainable, and high-impact approaches to strengthen national-led capacity development across government, including opportunities to transition existing and potential Communities of Practice into formalised professional networks or professional bodies.
- Recommend investment priorities and delivery approaches that strengthen equitable participation, leadership development, workforce retention, institutional resilience and sustainable capability outcomes.
- Design a sequenced implementation framework that defines accountability arrangements, capability data requirements, monitoring and review mechanisms, resource needs, transition strategies, and implementation priorities.
- Collate a long-term Capacity Development Masterplan outlining the strategic vision, reform priorities, preferred future design and enabling conditions for a stronger and more sustainable capacity development system.

Selection Criteria

Potential Suppliers must address the following criteria in their application. Proposals will be assessed on best overall value for money basis, with technical quality a primary consideration.

- Multidisciplinary team: Demonstrate access to a multidisciplinary team with expertise across the areas outlined below. The preference is to combine roles where individuals demonstrate expertise across multiple disciplines, with the exception of GEDSI, Accessibility, Safeguarding and Workforce Wellbeing expertise, which must be clearly identified within the proposed team given its cross-cutting application across all aspects of the assessment. Excellent written and verbal communication skills in both English and Samoan are mandatory across the proposed team.
    - Team Leader / Capacity Development and Institutional Reform Specialist Leads the assignment, manages delivery, ensures quality, and brings deep expertise in public sector capacity development, institutional reform, and capability systems and organisational strengthening.
    - Governance, Political Economy and Change Management Specialist Assesses governance arrangements, accountability systems, incentives, stakeholder dynamics, reform readiness and factors influencing sustainable reform adoption.

- Public Finance, Financing and Value-for-Money Specialist
  Assesses and maps capacity development financing, funding flows, duplication and efficiency, prepares financing options, and contributes to Investment Cases and cost-benefit/ROI analysis.
- Learning Systems, Workforce Capability and MERLA Specialist
  Reviews learning and development systems, Communities of Practice, mentoring, digital learning approaches and capability development pathways. Designs assessments, methodologies and supports monitoring, evaluation, learning and performance measurements.
- GEDSI, Accessibility, Safeguarding and Workforce Wellbeing Specialist
  Provides specialist advice and quality assurance to ensure gender equality, disability equity and rights, accessibility, safeguarding, cultural inclusion, workforce wellbeing, ethical engagement, and do-no-harm principles and approaches are systematically integrated across all aspects of the assessment, data collection, stakeholder engagement processes, analysis, recommendations and deliverables.
- Stakeholder Engagement and Samoa Context Specialist
  Provides deep understanding of Samoa's public sector institutions, culture, language, and reform environment. Be able to lead consultations, workshops, validation processes, and engagement with government agencies, development partners, training providers and other stakeholders.
- Research, Analysis, Report Writing and Project Coordination Support
  Supports document review, data collection, logistics and scheduling, evidence synthesis, editing, and production of deliverables.

- Quality of the technical proposal. Suppliers should demonstrate how GEDSI, disability equity, accessibility, workforce wellbeing and safeguarding considerations will be integrated into the methodology, stakeholder engagement processes, analysis and recommendations. Suppliers should demonstrate strong qualitative and quantitative analysis skills, ability to produce research products designed for action and the effective and efficient communication of practical and implementable findings. Capability to comply with DFAT's Child Protection, Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH), Fraud Control, and Value for Money principles. Suppliers must demonstrate how ethical and do-no-harm approaches would be applied throughout the assignment, including consideration of confidentiality, informed consent, accessibility, equitable participation, safe engagement practices and protection from reprisal.
- Experience: At least 15 years' collective work experience in capacity development including within the Pacific Island contexts or similar small state or development settings. Must demonstrate up-to-date knowledge in institutional analysis and reform, learning systems, Communities of Practice, or digital learning platforms, and strong working knowledge of Monitoring, evaluation, and value-for-money analysis. Applicants must demonstrate experience with online learning and training products. This may include access to a sample module, screenshots, or a brief demonstration of an existing online learning product relevant to public sector capability development. Suppliers should demonstrate practical experience applying internationally recognised disability data standards (e.g. the Washington Group Short Set of Questions on Functioning) in data collection or institutional work.

- Price: DT Global will award a contract to the Supplier who offers the best overall value for money, considering both the proposal's technical merit and its pricing competitiveness.

Reporting & Performance

Supplier will develop a workplan in collaboration with PSC and MOF and consult key partners such as MPE, MCIL and NOLA to prioritise activities. Deliverables will be submitted in electronic copy to the PSC Secretary and MOF CEO for endorsement with Tautai, Finance Sector and Public Administration Sector Coordinators in copy. Feedback will be incorporated prior to finalisation.

PSC and MOF, in consultation with Tautai and relevant partners, may arrange an independent peer review or technical quality-assurance process at key stages of the assignment. The Supplier will be expected to provide relevant draft deliverables and respond constructively to consolidated feedback before finalisation. Any peer-review arrangements, including timing and review points, will be confirmed during inception.

The contracting approach will balance flexibility during inception with clear accountability for delivery. An input-based arrangement may be used for the inception phase to allow the workplan, methodology and scope to be refined with PSC, MOF and key partners. Following endorsement of the inception report, performance and payments will be linked to agreed outputs and deliverables.

The contract will be administered by the Tautai Program on behalf of DT Global with endorsement of deliverables by PSC and MOF. Invoices to be submitted directly to Tautai.

Deliverables	Means of Verification
1. Inception Report and Workplan	▪ Approved inception report and workplan outlining methodology, stakeholder engagement approach, data collection tools, and delivery schedule with GEDSI, accessibility and safeguards approach integrated.
2. CD Ecosystem Assessment	▪ Endorsed report containing stocktake findings, institutional analysis, capability gaps, assessment of effectiveness, value for money, political economy and financing analysis. ▪ Assessment of capacity development outcomes, participation patterns, inclusion considerations and institutional performance. ▪ Validation workshops, stakeholder consultations and partner feedback incorporated into the final report.
3. Strategic Options Paper with Investment Case	▪ Strategic options paper endorsed, including preferred future-state models, governance and financing recommendations, and practical reform pathways. ▪ Capacity Development Investment Cases outlining rationale for reform, cost benefit analysis, return on investment and other considerations.
4. Capacity Development Masterplan	▪ Workshop or Presentation of final recommendations delivered to PSC, MOF and key stakeholders.

	▪ Phased implementation roadmap and monitoring framework including measures of equitable participation, accessibility, workforce diversity, institutional performance and transition progress. ▪ Approved Masterplan outlining long-term vision, reform priorities, implementation phases, resource needs, and accountability arrangements.
5. Final Report	▪ Summary report approved with key findings, stakeholder feedback, practical tools, and recommendations for long-term sustainability.

Basis of Selection and Payments

Suppliers are requested to submit both a Technical and a Financial proposal to this RFP via email to recruitment@tautaipartnership.org no later than 11.59pm (GMT +13) Apia Samoa on 8th of November 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)
- a brief description of how GEDSI, accessibility, cultural inclusion and safeguards considerations will be integrated into the proposed methodology, stakeholder engagement processes and delivery approach
- confirmation of the Supplier's ability to apply ethical and do-no-harm approaches throughout consultations, stakeholder engagement and data collection activities
- a completed Due Diligence Assessment Part A (refer to 'Notes' below)

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).

To support a focused and proportionate assessment process, submissions should be limited to 10–15 pages in total, inclusive of the Technical Proposal, Financial Proposal and summary CVs. Supporting registration and due diligence documents may be provided as annexes and will not count toward this limit.

Notes

The preferred Supplier will be required to meet minimum safeguards 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, 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.

Costs (if any) associated with approved international travel arrangements for international suppliers, 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 raining 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