



OFFICE of the PUBLIC SERVICE COMMISSIONER

PAEPAE ROPI'ANGA O TE KAVAMANI

GOVERNMENT OF THE COOK ISLANDS

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## Terms of Reference

### Technical Specialist to review the CIGOV Public Sector Strategy 2016-2025

#### 1. Background

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The *National Sustainable Development Agenda 2020+ - Ara Akapapa'anga Nui* aspires towards the achievement of a vision of "Turanga Memeitaki – Wellbeing for All". This vision requires the Public Sector to contribute to its achievement by improving Public Sector performance.

The *CIGOV Public Sector Strategy 2016-2025* ("the Strategy") was developed in response to demands by stakeholders for improved, efficient and effective delivery of Government services and overall public sector performance. The Strategy sets the framework to transform the public sector to achieve a Public Service of excellence. The Strategy identified three priority goals as being areas – people, structures and systems for the public sector to focus on.

With the changing landscape created by COVID-19 and the rapid digital evolution, new challenges have emerged and therefore, to ensure that the Strategy is relevant and responsive to this new working environment, the Office of the Public Service Commissioner (OPSC) is seeking to recruit a Contractor to help it review the Strategy.

OPSC completed a *Functional Review* (FR) of the Cook Islands Public Service in November 2023. The FR identified the need to improve transparency and accountability in the Public Service. It also recommended some improvements to the way services are delivered to enable the Public Service to be resilient. The FR stressed the need to continuously review, strengthen and develop systems that will enable us to quickly adapt to unexpected changes, to learn quickly and find innovative solutions.

The *Cook Islands Economic Recovery Roadmap 2021* has identified improved public sector efficiency as being one of the eight focus areas that will be key to driving and facilitating the economic recovery from COVID-19. Due to the challenges faced by a small country, the Cook Islands Public Sector plays a proportionally larger role in the economy than that of a larger nation with more economic diversity. The large role played by the Public Sector makes improving the efficiency of this sector even more important.

The OPSC is responsible for ensuring that the machinery of government delivers effective and efficient services in line with the Public Sector Code of Conduct and values. OPSC prepared the 2016-2025 Strategy based on literature review and consulting widely with stakeholders. It is expected that the review of the Strategy will follow the same process and involve consultations with a broad range of stakeholders who have an interest in improving the transparency, quality and efficiency of how the Public Sector in the Cook Islands provides public goods and services and who wish to contribute towards the improvement of the design of the delivery of public services. These stakeholders include our Cook Islands people and communities across all levels, Government and non-Government organizations and the private sector.

## **2. Governance**

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The Cook Islands Public Sector Strategy is a programme of work that is being led and coordinated by the Policy and Planning Division of OPSC.

The programme is being supported by a Technical Working Group (TWG) made up of key Government and civil society stakeholders, who will provide guidance on specific topics as well as validate work processes. They will also share their knowledge, identify gaps or areas where more research is required as well as peer review this work programme.

## **3. Objectives**

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The objective of this contract is to:

- Review the CIGOV Public Sector Strategy 2016-2025 through a broad consultation process with key stakeholders.
- Identify policy issues and changes required to improve the delivery of public services.
- Update and refresh the Strategy to reflect the expectations of stakeholders.
- Propose a monitoring and evaluation plan for the Strategy.
- Recommend an Implementation/Action Plan to guide the implementation of the Strategy and identify resourcing needs for successful implementation.

It is expected, the review will inform an action plan for OPSC and the Public Sector on how to manage, implement, monitor and evaluate the updated Strategy. It will identify the tasks to be undertaken, timelines, budgetary costs, resourcing and reporting requirements as well as monitoring and evaluation expectations.

OPSC will subsequently review the Public Service Act 2009 in line with the issues identified through the consultation process.

## **4. Scope of work and Deliverables**

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This consultation phase seeks to involve a range of stakeholders who have an interest in the quality and efficiency of how the Public Sector provides public goods and service, and who may wish to contribute towards the improvement of the design and delivery of Public Services in the Cook Islands. The programme will consider the practical, logistical and financial constraints of undertaking organisational strengthening in the Cook Islands Public Sector.

It is anticipated that the project will be completed within a seven-month period and the Contractor will consider prioritisation in the structure of the reporting.

The Contractor will complete and submit a draft report to OPSC for review before finalising the report. The key outputs of the Consultant are:

- Public Sector Strategy 2026-2031
- Public Sector Strategy 2026-2031 Action Plan
- Public Sector Strategy 2026-2031 Monitoring & Evaluation Plan

Please refer to Annex 1 for information to guide the Monitoring & Evaluation Plan.

## **5. Required Skills and Experiences**

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It is highly desirable that the Contractor has demonstrated experience in human resources management, particularly change management. The ability to synthesize complex and competing priorities whilst managing the expectations of multiple stakeholders is vital. Having an excellent understanding of development challenges especially in the social, cultural and economic context of the Pacific.

The Contractor will have at a minimum, a post-graduate qualification in management or public administration, governance or with 10-15 years' experience in strategic planning, public sector

management and public finance.

Candidates with work experience in the Cook Islands or small island developing states will be preferred, as they will recognize the context in which this review will be conducted. Having well-developed skills in relationship management, strong communication skills, report writing, and interpersonal skills is an advantage. The ability to work well with local staff and management is highly desirable.

## **6. Methodology**

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The methodology for this review will include placement at OPSC and involve dialogue and consultations with key stakeholders like the Public Sector, Aronga Mana, civil society and interested private sector stakeholders.

This role will be supported by the Policy and Planning Division of the Office of the Public Service Commissioner.

## **7. Timeframe**

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The expected timeframe for the work and the payment schedule is as follows:

Timeframe for assignment is 7 months.

### **Schedule of payments:**

1. At the signing of the contract with the Contractor disbursement of 30% of funds. Including a Workplan to carry out the Implementation Framework and Action Plan
2. Draft of the Report - disbursement of 25% of funds on the acceptance of the TWG review.
3. Final draft of the Report with the disbursement of 25% of funds on the acceptance of the TWG review.
4. Final disbursement of 20% paid, on the acceptance and endorsement of the Final Report by the Central Agencies Committee (CAC).

## Important Note:

### Quality of work

The standards will be measured by OPSC. Any key deliverables should be written clearly, concisely and use plain English. The Review Report should be evidence informed, clear, concise, logical, and address the key objectives of the Review. The recommendations should fit the context of the Cook Islands, and the lessons learned from other economies which fit could be used to recommend improvements.

### General

All services must be provided in a professional manner and in accordance with reasonable expectations of the Cook Islands Government. In respect of implementation, suppliers must meet or exceed the applicable targets stated in the Monitoring and Evaluation (refer to Annex 1). The services will also be delivered in a manner which provides the best outcomes in terms of the Development Effectiveness criteria specified by the OECD Development Assistance Committee (DAC): relevance, efficiency, effectiveness, impact, and sustainability.

### Financial Proposal

The Contractor provider should submit a financial proposal that includes all costs to be incurred in the delivery of the services (if and where applicable). For short term/small scale activities, the Contractor must have their own equipment to provide the services such as a laptop, printer, cell phone. OPSC will provide office space to be based its premises. The Contractor is not entitled to claim expenses, surcharges or margins or disbursements except if otherwise agreed in advance and in writing by the Government. All costs should be shown with VAT separated.

### Key disbursement dates

PHASES	DISBURSEMENT	DATE
<b>Phase One:</b> Signing of Contract	<ul style="list-style-type: none"><li>On the signing of the contract with the Contractor, disbursement of 30% of funds (first tranche of funding).</li><li>Workplan to carry out the scoping, implementation and action plan</li></ul>	AUG 2024 TBC
<b>Phase Two:</b> Consultation	<ul style="list-style-type: none"><li>Desk top review</li><li>Consultation</li></ul>	SEP 2024 TBC
<b>Phase Three: Draft Report</b> <ul style="list-style-type: none"><li>Receipt of Draft Report accepted and endorsed by TWG.</li></ul>	<ul style="list-style-type: none"><li>Draft report with the disbursement of 25% paid to the Contractor</li></ul>	SEP 2024 TBC
<b>Phase Four: Final Draft Report</b> <ul style="list-style-type: none"><li>Receipt of Final Draft Report accepted and endorsed by TWG.</li></ul>	<ul style="list-style-type: none"><li>Final draft of the report with the disbursement of 25% of funds at the acceptance of the TWG review by OPSC.</li></ul>	OCT 2024 TBC
<b>Phase Five: Final Report</b> <ul style="list-style-type: none"><li>Receipt of Final report accepted and endorsed by OPSC and CAC.</li></ul>	<ul style="list-style-type: none"><li>Final disbursement of 20% paid to the Contractor (final tranche of payment)</li></ul>	OCT TBC

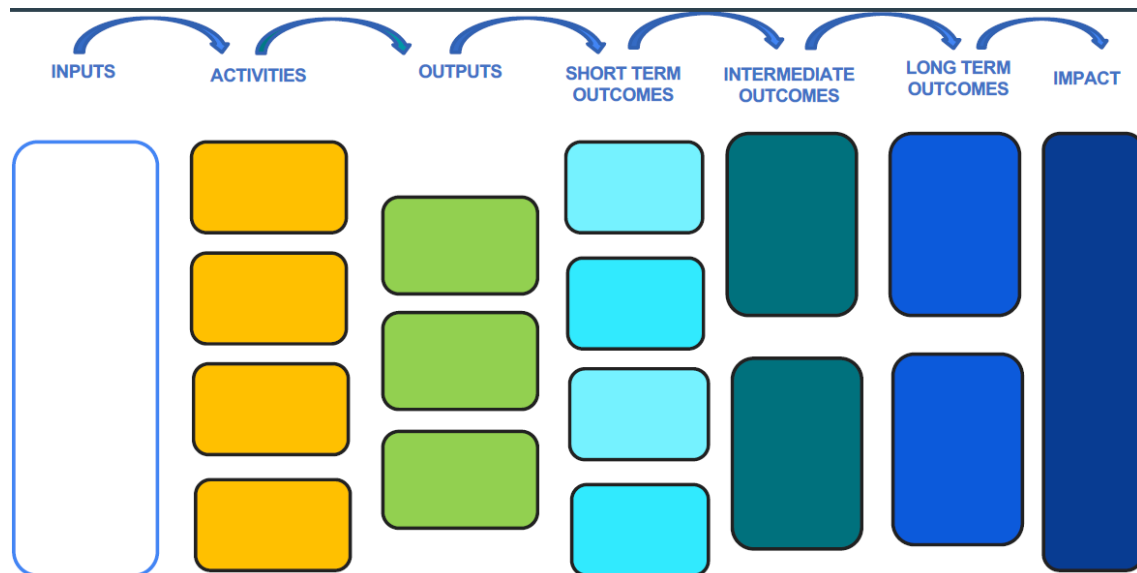
## ANNEX 1: MONITORING AND EVALUATION FRAMEWORK

### What do you Monitor and Evaluate?

- In monitoring and evaluation (M & E), the performance of a programme/project is monitored through a theoretical framework.
- This framework includes a Theory of Change, Logic Model and Performance Measurement Frameworks (PMFs).
- The theoretical framework also clearly outlines and visually represents what you need to monitor, how often you need to monitor etc.
- This is done through measuring things such as inputs, activities, outputs, outcomes and impact.

*The table below is a pictorial representation of the key components expected in the M & E Plan.*

*(PACER Plus Implementation Unit - CI Workshop, Monitoring, Evaluation, Learning & Adaptation (MELA) for PACER Plus - Jan 2024).*



<b>WORKING DEFINITIONS</b>	
IMPACT	The 'higher level' goal or objective – e.g., 'improved living standards' or 'a more resilient economy'.
LONG-TERM OUTCOMES	The desired development change among change agents or beneficiaries that can be achieved within a specified longer time horizon (e.g. The full timeframe of a program). These outcome/s are anticipated to occur as a result of the combined inputs, activities, outputs and short and intermediate outcomes.
SHORT-TERM AND INTERMEDIATE OUTCOMES	The effects of the outputs, within the specified timeframe (e.g., current program phase). Short term effects include, for example, changes in knowledge, attitudes and skills, while medium term effects often reflect changes in behaviour, practice and decisions. The achievement of a single short/medium term outcome is a necessary, but not sufficient, condition for the achievement of the longer-term outcome.
OUTPUTS	The physical products, goods and services delivered by program implementers. Outputs are delivered to influence the performance or behaviour of target groups or change agents.
ACTIVITIES	Actions taken or work performed through which inputs are mobilised to produce specific outputs.
INPUTS	The financial, human, material and intellectual resources used in implementation.

**Monitoring & Evaluation Framework: EXAMPLE**

Outcome	GOAL:											
Long term outcomes (years)	Component 1:				Component 2:			Component 3:		Component 4:		
Intermediate outcome (years)												
Short term outcomes (years)	STO1: STO2:	STO1: STO2:	STO1: STO2:	STO1: STO2:	STO1: STO2:			STO1: STO2:		STO1: STO2:		
Output	OU1: OU2:				OU1: OU2: OU3:			OU1: OU2:		OU1: OU2: OU3:		
Long term outcomes (years)												
Intermediate outcome (years)												
Short term outcomes (years)												
Output												

ACTIVITIES						
INPUTS						