

TAUTUA

Human Development for All Program

Terms of Reference

Position Title	School Governance and Financial Management Trainer
Project Title	Empower School Committees
Assignment	Capacity building on school governance and financial skills for School Committees
Duration / Term	Up to 30 days
Location	Samoa
Travel	In-country travels
Implementing Agency	Ministry of Education and Culture (MEC)
Reporting to	Chief Executive Officer, (CEO) MEC Tautua Education Technical Lead
Assignment Objective(s)	To strengthen community-led school governance and management systems that promote transparency, accountability, and inclusive decision-making. To build the institutional capacity of School Committees to effectively manage school resources and contribute to improved education outcomes.
Pathway Development of Samoa (PDS) 2021-2026 Linkages	Key Strategic Outcome 1: Improved Social Development Key Priority area 4: People Empowerment Expected Outcome 1: Improved access to opportunities for all especially women and youth Expected Outcome 2: Strengthened spiritual, cultural and leadership development for all
Sector Linkages	ESP 2019-2024 Activity 1.1.1 Improve QA and support for schools to meet Minimal Service Standards (MSS) 2.3.1 Administer financial schemes to address the fee barrier for vulnerable students 5.4.3 Manage support funds to assist schools and education providers meet MSS and PSET QA standards

1. About the Tautua Program

The Tautua program prioritises five interconnected pillars of human development: Education, Health, Gender, Disability, and Social Protection. Guided by the Government of Samoa, Tautua provides an opportunity to create transformative change in human development by addressing complex development needs through multi-sectoral, innovative approaches that identify and

focus on the underlying issues. Simultaneously, Tautua intends to be able to respond to emergency, and short-term needs, build capacity, and through research, monitoring, and evaluation apply lessons learned and evidence-based decision-making to continuously improve delivery. The goal for Tautua is 'improved health, education, gender equality and social outcomes, and social harmony for all Samoans'.

Tautua has three end-of-investment outcomes (EOIOs):

EOIO1: Samoans, especially women and girls, youth, persons with disabilities, the vulnerable and those living in hardship, have more equitable access to health, education, disability and social protection services.

EOIO2: Samoans benefit from the delivery of more inclusive, gender-responsive and higher-quality health, education, community and social development, and social protection services in line with GoS priority areas.

EOIO3: Tautua is an effective partnership between the Governments of Samoa and Australia that supports Samoa's human development priorities and contributes positively to the bilateral relationship, and delivers the specific EOIOs of each of the sub-programs.

2. Introduction

These Terms of Reference (TOR) set out the conditions governing the conduct of a technical assistance project (the Project) under the Tautua Program.

Consultants should note that:

- i. They will be expected to be fully conversant with the contents of these TOR and the obligations under it.
- ii. This TOR and all components therein, are integral to the contract that is signed between the consultant(s) and Palladium International (on behalf of the Program).
- iii. The objectives and outputs of this TOR, which have been approved by the relevant decision-making bodies, are normally non-negotiable and cannot be varied without proper discussion between the consultant(s) and the Team Leader and responsible Technical Lead.

3. Host Ministry/Agency

Ministry of Education and Culture

Principal Counterpart: 'Aeau Chris Hazelman, CEO MEC

Other Counterparts: Muliagatele Perenise Stowers, Assistant CEO School Governance and Management

4. Background and Context/Rationale

School Committees (inclusive of School Principals) play a vital role in ensuring transparency, accountability, and inclusive decision-making at the school level. This is highlighted in the School Agreement between MEC and School Committees of each village/district. School Committees are essential for ensuring good governance in school management and teacher support, yet there is a significant lack of capacity building for these groups. The recent review of the One Government Grant 2024 highlighted the urgent need for training. By equipping School Committees/Board/PTAs and School Support Advisors with skills in good governance, financial management, communication, and policy implementation and enforcement, they can effectively fulfill their roles and provide the necessary support to schools.

Training should be informed by an assessment of knowledge and capacity needs to identify gaps. Addressing the development needs will improve effective and efficient management, administration, monitoring, evaluation, and reporting of school level development. The training will enable School Committees/Board/PTAs to better manage/support school activities, support teachers, and ultimately enhance educational outcomes for students. Inclusive education, and the role of committees will be included in the training program to ensure effective governance extends to children with disabilities and their families.

A Technical Advisor is needed to lead the design and delivery of training sessions for School Committees/Board/PTAs and School Support Advisors, focusing on governance principles, leadership, financial literacy, and accountability mechanisms. The training will contribute to building sustainable community-led school management practices.

5. Scope of Services

The TA is to work closely with the Assistant CEO School Governance and Management (SGM).

- i. Conduct desk review of relevant policies and guidelines including OGG Review Report 2024, OGG Situational Analysis Report 2024, OGG Manual of Operations 2023, recent OGG monitoring reports, sample of OGG agreement, sample of School Agreement, School Governance Policy 2018-2023, School Management Policy 2018-2023, National Safe School Policy 2024-2029, School Management and Organisational Manual and Minimum Service Standards for Schools 2016.
- ii. Carry out knowledge and training needs analysis of Principals, School Committees/Boards/PTAs and School Support Advisors to identify and address gaps to improve inclusive, effective and efficient management of School Funds including in-kind and financial donations from Development Partners or other Stakeholders such as Old Pupils Association etc. with a focus on governance and management.
- iii. Design with SGM Division training materials and templates (School budget and reporting) informed by desk review (i) and training needs assessment (ii).
- iv. Conduct training of trainers (ToT) for School Support Advisors and SGM Division.
- v. Co-deliver training workshop(s) for Principals and School Committees/Boards/PTAs.
- vi. Document lessons learned, success stories, and challenges for reporting purposes.
- vii. Assess the effectiveness of the training, using pre- and post-training assessments to measure learning outcomes and provide feedback on the training content and delivery (training evaluation).
- viii. Prepare an analytical training report with recommendations.
- ix. Develop and present Exit Report with recommendations to MEC.

6. Key Deliverables

Key deliverables and work plan will be finalised in consultation with Tautua Education Technical Lead, DFAT Program Manager and Tautua Monitoring Evaluation and Learning Advisor and Tautua MEL Manager, with oversight from the Team Leader.

The Key deliverables and indicative due dates envisaged are as follows:

S/N	Deliverables	Content	Performance Indicators	Indicative Timeframe
1.	Inception Report (includes reviews)	<ul style="list-style-type: none"> Methodology approach and Stakeholder analysis and engagement plan 	Endorsed work plan by	January 2026

S/N	Deliverables	Content	Performance Indicators	Indicative Timeframe
	Deliverable 1 - 10%	<ul style="list-style-type: none"> Desktop research, consultation plan and tools etc. Workplan of activities with clear timelines 	Tautua and ACEO SGM	
2.	Training needs analysis report Deliverable 2 - 20%	Training needs of School Committees/Boards/PTAs with inclusivity consideration	Approved Training Needs Analysis report by ACEO SGM	February 2026
3.	Training package Deliverable 3 - 30%	Detailed training plan and resources	Approved training plan and package by ACEO SGM	February 2026
4.	Training workshop report Deliverable 4 - 30%	<p>ToT, Training of School Committees/Boards/PTAs</p> <p>Analytical training report with recommendations</p> <p>Participants' data are disaggregated by participants' gender, age, PLWD, schools</p>	Approved training report by ACEO SGM	March/April 2026
5.	Exit Report Deliverable 5 - 10%	Exit Report with clear recommendations with reference to all outputs delivered during the assignment	Approved exit report by CEO MEC.	April 2026

7. Communications and Reporting

- Principal Counterpart(s): Consultants will report to the Principal Government Counterpart for this assignment and to the relevant Tautua Program personnel. The consultant(s) will work closely with other counterparts as designated by the Principal Counterpart.
- Report(s): Draft reports **MUST** be reviewed by the relevant Tautua Program personnel and the Team Leader before they are formally presented to the Principal Counterpart.
- The consultant(s) will, in conjunction with communication with the Principal Counterpart, communicate closely with the relevant Tautua Program personnel and the Team Leader.

8. Resourcing

Education Program Activity Coordinator to take the lead on coordination of logistics in collaborations with the Program Operations Team and facilitate the adviser access to the required documents for the assignment, as well providing support with consultations and sharing of information with relevant stakeholders.

9. Selection Criteria (Qualifications and Experience)

The following criteria are the selection basis for the assignment.

- a. **Work Experience:** Extensive experience in designing and delivering professional development programs in governance and finance literacy for community-based groups (at least 10 years or more professional experience preferably in the Pacific Islands). Strong understanding of education governance structures and financial accountability.
- b. **Qualification(s):** A minimum of Master's Degree or higher qualification in education management, leadership, good governance, public administration, finance or other relevant areas
- c. **Collaborative Skills:** Ability to collaborate with School Principals, Schools Committees/Boards/PTAs, School Support Advisors and relevant stakeholders to design and facilitate training.
- d. **Project management:** Excellent project management skills, including the capacity to manage tight timelines, resources, and budgets effectively.
- e. **Cross-cultural:** Demonstrable cross-cultural experience, knowledge, understanding and skills particularly relevant to the Samoa and Pacific development context.
- f. **Written and Oral Communication capabilities:** It is essential that the consultant(s) possesses the ability to express complex ideas – both in writing and orally – clearly and succinctly in English and Samoan, to a variety of audiences, including government officials, community groups, donors, and other professionals. Short-listed candidates may be required to provide examples of their written work.

Other Skills and Knowledge:

- **Analytical Capability:** The consultant should be capable of analysing complex problems, exploring and evaluating the quality of different types of data, and producing practical and workable solutions.
- **Knowledge and Skill Transfer:** Consultant should possess ability to convey effectively their own knowledge and skills to others. This will go towards the sustainability of the Project.
- **Interpersonal and Intercultural skills:** Excellent interpersonal and intercultural skills and the ability to manage questions of national and organizational culture skillfully and to build and maintain effective and harmonious working relations with counterparts and clients.
- **Performance Under Pressure:** Possess a consistent record of producing outstanding performance under pressure and of working with senior Government officials/counterparts.