

Terms of Reference

Position Title	Human Resources Specialist
Project Title	Support the development of a Capability Development Framework for the MWCSO (Phase II)
Lead TA	Tailored HR Solutions
Duration / Term	Up to 40 input days
Location	Apia, Samoa
Appointment	National
Travel	Local
Implementing Agency	Ministry of Women, Community and Social Development (MWCSO)
Principal Counterpart	Chief Executive Officer (CEO) MWCSO
Reporting to	Chief Executive Officer, MWCSO; HR Tailored Solutions Lead Technical Advisor; and Tautua Community Technical Lead
Objective	The objective of this assignment is to support the successful delivery of Phase II of the MWCSO Capability Development Project.

About the Tautua Program

The Tautua prioritises five interconnected pillars of human development: Education, Health, Gender Equality, Disability, and Social Protection. Guided by the Government of Samoa (GoS), Tautua provides 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, 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 Government of Samoa (GoS) priority areas.

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

Introduction

The 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 the 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 Samoa Ltd.
- 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 Principal Counterpart and Team Leader.

Background and Context/Rationale

The Ministry of Women, Community, and Social Development (MWCSO) plays an essential role in fostering community and social development in Samoa. Its mission, to promote "communities leading inclusive development for quality of life for all", underscores its commitment to empowering all citizens, including women, youth, persons with disabilities, children, the elderly, and other vulnerable groups. As the national focal point appointed by the Cabinet, the MWCSO champions the rights of these groups, adhering to international conventions such as the UN Convention on the Rights of Persons with Disabilities (CRPD), the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), and the Convention on the Rights of the Child (CRC), along with regional frameworks like the Pacific Youth Development Framework and the Pacific Platform for Action on Gender Equality and Women's Rights.

The multifaceted and complex nature of the Ministry's work involves engagement and coordination with a wide array of development partners, regional and international partners, civil society organizations, and community-based groups. In addition to its primary functions, the Ministry manages, on average, 16 government development projects annually, valued at over SAT\$2 million tala. The Pathway for the Development of Samoa 2021-2026 (PDS) outlines the strategic direction for the nation's development, prioritizing community-led and people-centred initiatives through the District Development Project launched in 2021. MWCSO has had its scope extended to include the management and coordination of this \$51 million project.

Ministry Capability Development Framework

The Community Development Sector Plan 2021-2026 emphasises the importance of capacity building as a key strategy for the Ministry in achieving its objectives and delivering on its mandate. The expanding mandate and organisational restructuring have seen the Ministry's focus and resources diverted to change management efforts and maintaining service delivery, delaying aspirations to implement and sustain effective capacity-building initiatives.

The Ministry recognises the need to establish a strategic capability development framework aligned to national frameworks to guide the skills development and capacity building of staff. Although a formal capacity-building plan has not yet been developed, multiple reviews and rapid reports have highlighted the urgent need for capacity building within the Ministry. These documents consistently emphasise the importance of addressing this issue to enhance organisational effectiveness and meet growing demands.

The Ministry recognises the need to support the implementation, roll out and adoption of the Ministry's strategic capability development framework that is aligned to national frameworks such as the following, to guide its deployment.

1. Pathway for Development of Samoa
2. National Workforce Plan
3. A new Community Development Sector Plan
4. District Development Planning Strategy
5. MWCSD Corporate Plan
6. MWCSD Key Strategies and Policies

Phase 1 of this work (October 2024 - June 2025) supported the development of a comprehensive Capability Framework for the MWCSD. This project design approach included:

- **Strategic Alignment and Foundational Design:** The foundation of the Ministry's Capability Framework was designed by subject matter experts from Tailored HR Solutions. The foundational draft framework was designed based on best practice and included the review of key National (e.g. PDS) and Ministry documents, job descriptions, and insights gained from leaders and key representatives.
- **Collaborative Co-Design:** fundamental to the approach was co-design. Best practice Capability Frameworks are not built in isolation—they are shaped by the people who will use it every day. Ministry staff attended a working session to review, refine and contribute to the development of the Capability Framework.
- **Establishing Authorship and Ownership:** Tailored HR Solutions team of workforce capability and capacity building subject matter experts joined the Ministry to spend a full day together in a workshop, listening and learning. The Ministry staff experiences, ideas, and insights are at the heart of the framework and have been incorporated into the One Ministry Capability Framework and supporting detail.

Although a formal capacity-building plan has not yet been developed, multiple reviews and rapid reports have highlighted the urgent need for capacity building within the Ministry. These documents consistently emphasise the importance of addressing this issue to enhance organisational effectiveness and meet growing demands. Findings from reviews and assessments that have been conducted will be considered to inform this assignment including the National Workforce Plan and data related to MWCSD.

Aim

The aim of this assignment is to support the Lead TA in taking forward Phase II of developing the Ministry's Capability Development Framework - support key activities for the implementation, roll out and adoption of the Capability Framework across the Ministry. Part 3 will focus on the use of the framework to construct a Capability and Capacity Building Plan for staff at the Ministry.

The framework will provide the next steps in not only developing the Ministry's initial Capacity Building Plan but also be inclusive of refining tools, processes and templates to support the Ministry in its future efforts. Design and implementation of this support will also seek coherence with existing Public Service Commission requirements and expectations, through consultation and engagement, regarding national human resource planning and development policies. This will ensure the Ministry's capacity building needs are met as part of Human Resource Management and Development obligations.

Scope of Service

The national consultant will support the following activities to complete the development of the Ministry's Capability Development Framework and plan:

- a. In-Country Ministry Engagement:**
 - Build and maintain strong relationships with Ministry representatives to foster active participation and engagement in project activities, deliverables and outcomes.
 - Collaborate with key stakeholders to align on goals and expectations.

- Proactively engage in person with Ministry staff and key stakeholders to strengthen collaboration and trust.

b. Stakeholder Engagement:

- Coordinate and manage stakeholder engagement to ensure all relevant parties are informed, consulted and involved throughout project.
- Support the facilitation of in-country meetings, workshops or focus groups to gather insights and encourage collaboration.
- Lead change management initiatives to support stakeholders in adapting to new processes and technologies introduced by the project.

c. Position Description Refinement:

- Oversee the distribution, collection and refinement of position description template and supporting materials.
- Collaborate with role participants to review, refine and finalise position description.
- Ensure updated position descriptions align with established capability framework.

d. Research, Capability Framework Pilot, Implementation and Capacity Planning:

- Conduct additional desktop research to gather insights that will inform the pilot and implementation of the Capability Framework.
- Support capacity planning efforts to ensure readiness for implementation.

e. Project Communication:

- Assist in the preparation and distribution of regular project briefings to keep stakeholders informed.
- Develop clear, concise communication materials tailored to diverse audiences.

f. Project Reporting and Documentation:

- Contribute to ongoing reporting by tracking progress against the project plan and presenting findings in fortnightly meetings.
- Review key documents and provide input into reporting requirements and status updates.
- Maintain the Documentation Register, ensuring all necessary documents are collected, organised and up to date.

Key Deliverables

The following are indicative tasking, deliverables and input days. Tasking (and changes to tasking) will be agreed upon prior and documented by email between the Tautua program and the consultant in consultation with HR Tailored Solutions.

- a) Online consultation, coordination, planning and progress meetings
- b) Desk Review of required documents to inform planning and implementation
- c) Stakeholder engagement and/or consultation plan
- d) Tasking reports outlining activities and support undertaken

Note: Due dates will be discussed and confirmed on commencement of work.

Selection Criteria

1. Work Experience: Minimum of five years or more of credible direct experience in Human Resources or similar work. Proven track record of working in Human Resources within Samoa and Public Sector.
2. Qualification(s): Postgraduate qualification in Human Resource Management or in related fields.
3. Demonstrated project management experience.

4. Knowledge and Skill Transfer: Demonstrated ability to effectively convey their knowledge and skills to others through this work.
5. Written and Oral Communication capabilities: Excellent communication skills in both English and Samoan (preferable). Short-listed candidates may be required to provide examples of their written work.
6. Interpersonal Skills: Excellent interpersonal skills and to build and maintain effective and harmonious working relations with counterparts and clients.
7. Performance under Pressure: Possess a consistent record of producing outstanding performance under pressure and of working with senior Government officials/counterparts
8. GEDSI background or experience would be desirable.