

SAMOA HUMAN DEVELOPMENT SOCIAL INCLUSION INVESTMENT

DESIGN TERMS OF REFERENCE

A. Introduction

The Samoa Human Development Social Inclusion Investment (estimated at A\$37 million, 2021-2029) will deliver Australia's commitments in the latter phase of the Samoa COVID-19 Development Response Plan (2020-22) and then help build the human development foundations required for Samoa's economic recovery and continued stability thereafter. Most of Australia's bilateral investments in the fields of health, education, gender, disability and social protection will be brought under one roof. They will be planned and delivered within a clear strategic framework that is linked to Government of Samoa (GOS) plans and the delivery of GOS sector policy objectives and be guided and supported by an agile Investment Manager.

Subject to further exploration in the design process, the goal of the Investment is to *accelerate progress towards improved human development outcomes for all Samoans*, e.g. as reflected in improved learning outcomes *for all* and the improved prevention, control and management of communicable and non-communicable diseases. It is anticipated to have **three end-of-investment-outcomes (EIOs)**, all of which would reflect the **collective endeavour** of DFAT, GOS, the Investment Manager, and the deliver partners:

1. Government and non-government providers deliver higher quality essential services and program [*i.e. quality*].
2. More people have access to essential services and programs (e.g. SRHR, VAWG counselling, social protection), including women, girls, people with disabilities and vulnerable people [*i.e. access and equity*].
3. Australian assistance incentivises the Government of Samoa to address policy reform, system bottlenecks and pursue collaborative partnerships and innovation to maximise resources and improve service delivery outcomes [*i.e. ways of working and sustained benefits*].

This joined up investment represents a new way of working; one that seeks to be catalytic in nature. The Investment will actively seek to support and nudge the GOS and its partners to pursue high impact reform pathways. In doing so, it should help secure the most effective use of domestic and development partner resources. The investment will allow DFAT to: participate in more frequent and higher quality engagement with the GOS and other partners on critical policy and strategic issues; better anticipate and manage risk; work with a wider range of partners (including private sector and NGOs); deliver a more cost-effective approach when compared to alternative scenarios; enhance administrative efficiency; and, better position Australia as Samoa's partner of choice (e.g. given our greater ability to respond more quickly and more imaginatively).

The Investment is expected to have clear synergies with both national and regional programming. This includes the upcoming Governance and Economic Growth Investment. Together, the two investments should better enable GoS to deliver essential programs and services more efficiently and effectively, and therefore maximise the impact of public expenditure. Relevant regional programming includes the upcoming Pacific Women Lead, Regional Vaccine Access and Health Security initiative, upcoming Partnerships for Social Protection and the Australia Pacific Training Coalition.

This Terms of Reference provides a broad outline of the objectives, principles, responsibilities of the design team and deliverables to guide the design process. Tenderers are expected to provide specifics on the design process, approach and team specifications as part of their response to the Samoa Human Development and Social Inclusion Tender. This TOR should be read in conjunction with the Samoa Human Development and Social Inclusion Investment Concept Note.

B. The design process

The design process will be DFAT-led and will follow the Aid Programming Guide for designs valued between A\$10 million and A\$50 million. DFAT is adopting a design-implement procurement approach. Specifically, the preferred tenderer will undertake the design of the Investment while implementing selected services in the education and gender sectors. Following the approval of the design the preferred tenderer will implement the Investment.

A Senior Program Manager at Apia Post will be the main liaison point for the Design Team with oversight provided by the First Secretary.

The IDD will be submitted to the First Assistant Secretary (Pacific Bilateral Division) and possibly the Aid Governance Board for consideration and endorsement. The IDD will be independently appraised by relevant specialists and peer reviewed by DFAT to ensure it meets quality standards.

The approach to the development of the design, including consultations, and cognisant of the COVID-19 context and restrictions, will be included as part of the tender response to the Samoa Human Development and Social Inclusion Investment.

C. Lessons learned and outstanding questions

The Investment Concept Note points to a number of insights and lessons in relation to Samoa's human development and social inclusion landscape and DFAT's (and many of its partners) experience in implementing programs in this space.

The design team is expected to explore such lessons, while examining ways to maximise coordination between this and other investments in Samoa and the region. The team will also be expected to secure relevant insights from other multi-sector facilities, more narrowly framed, but adaptive investments in the field of human development, and where modalities have sought to evolve or mature over time. Specific attention will be paid to the applicability of those insights in the Samoan context, and, more broadly, the findings and recommendations of the Australian National Audit office report of April 2020 on the value for money of facility arrangements. Other outstanding questions include:

- a) Which of the delivery approaches outlined in the ICN is most appropriate for this investment?
- b) Where can the bilateral program actively compliment and leverage off Australia's multi-country and regional programs?
- c) How can the investment best incentivise meaningful change and performance gains, both from a GOS and a contractor perspective?
- d) What are the best ways to future-proof the investment, e.g. so that themes, sectors and workstreams can be added, adapted, scaled up or back over time?

D. This assignment

Headline objective

The headline objective of this assignment is to lead production of an **Investment Design Document** of up to 25 pages (plus necessary annexes) which is consistent with the APG and DFAT design standards and approved by the Delegate and AGB¹.

¹ Among other things, the IDD will include: situational analyses; a gender and social inclusion analysis/strategy; a program logic model; implementation and governance arrangements; a policy dialogue matrix; an M&E framework in line with recent DFAT guidance; a completed risk and safeguards tool (including risk register), and budget and resourcing requirements.

Supplementary objectives

Implicit within the headline objectives are a number of nested objectives:

- 1) To improve DFAT's understanding of the operating environment, including identification of priority investment areas within and across sectors and those issues that might affect the positioning and successful implementation of the Investment.
- 2) To improve GoS and DFAT's understanding of relevant Investment modalities, including relevant lessons from elsewhere (e.g. Timor-Leste, Fiji, Indonesia), and inform DFAT's decision on the preferred modality.
- 3) To build a shared position within and between the design team, DFAT Post and key GoS actors on: a) the Investment's strategic intent and rationale; b) the most appropriate governance, management and implementation arrangements; c) the optimal transition of current modalities and vehicles to the new Investment; and, d) what success looks like, to whom and over what timeframe.