



OFFICE of the PUBLIC SERVICE COMMISSIONER

GOVERNMENT OF THE COOK ISLANDS

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TERMS OF REFERENCE

CAPACITY ASSESSMENT FOR THE

MINISTRY OF AGRICULTURE - PAE ANGAANGA TANUTANU

1. Background

The Ministry of Agriculture (MOA) is undergoing organisational and operational changes. It has completed a Strategic Plan 2017-2020 and a National Agriculture Policy 2017-2021 to help guide its work. A complete review of its legislation will be undertaken to bring it up to date with current agricultural practices and standards. The review of its organisational structure is to align it to the Ministry's Strategy and Policy. All these changes will assist MOA to progress toward achieving the NSDP Goals.

2. Purpose of the Capacity Assessment

The Assessment will measure the current capacity of the Ministry to implement these Plans and to determine clear priorities in order to have the biggest positive impact in the agricultural sector and help it achieve its NSDP Goals.

3. Deliverables

The Review Team is expected to produce:

- A Capacity Assessment Report that analyses areas inhibiting the performance of the Ministry, along with recommendations that are prioritized and a Capacity Development Plan.
- Estimated costs for these strategies and actions.

4. Proposed Work Programme

4.1 The Capacity Assessment will involve analysing:

- Policy and legislative mandates
- Capability of staff and staff numbers to ensure adequate coverage of services
- Training plan of staff
- Communication Plan
- Workforce Plan
- Leadership and management (includes talent identification and development)
- Organisational culture and structure
- Agency capability (financial, human resources, information and risk management, work processes)
- Stakeholder and development partner relationships

4.2 The Capacity Development Plan (CDP):

The CDP will identify strategies and actions to address issues highlighted in the Capacity Assessment.

4.2.1 Strategies and actions should:

- Improve service delivery and support systems
- Build a culture of accountability and performance excellence within the Ministry
- Foster and promote partnerships, to strengthen performance and service delivery
- Strengthen policy development, planning, research and reporting

4.2.2 Principles underpinning the above strategies and actions are that they must be:

- Cook Islands owned and led, building upon local strengths and sustainability
- Biased towards action and results
- Maximising synergies where they exist
- At an appropriate pace for the Cook Islands capacity given the size of the Agency and Government, resources and personnel required to undertake multiple functions

5. Methodology

The methodology for this review will include:

- Literature review – performance, audit and other relevant reports
- Interviews with key stakeholders and employees of the Ministry of Agriculture
- Research on governance mechanisms and systems

The Review Team will comprise employees of the Office of the Public Service Commissioner and a national consultant; and will seek support from other Central Agencies – MFEM and OPM when needed. The process will seek potential efficiencies to be achieved, ensure staff skills are deployed appropriately, and ensure minimal disruption to ‘business as usual’ work.

6. Timeframe

The following Table outlines the expected timeframe for the work.

Timeframe for Assignment (3-4 weeks)

	Preparation	Consultation	Reporting
<ul style="list-style-type: none"> • Reading and analysis of documents 	2 days	Ministry of Agriculture, OPM- Policy Division, MFEM - DCD, Statistics, Treasury Ministers, Development Partners, Commercial farmers, Island Administrations, Island Agriculture Divisions	Stakeholder responses
<ul style="list-style-type: none"> • Preparation of detailed work plan 			
<ul style="list-style-type: none"> • Consultations with stakeholders 	5 days		
<ul style="list-style-type: none"> • Analysis and strategy formulation • Review Team briefing 		On-going throughout the review period	
<ul style="list-style-type: none"> • Initial report to and feedback from the Ministry 	5 days		

and key stakeholders			
<ul style="list-style-type: none">• Feedback follow-up (if required)	5 days		