



## **JOB DESCRIPTION**

**Reference:** PGCOK0653

**Post Title:** Performance Management Adviser

**Project Title:** Development of a Robust Performance Management Framework for the GoCI

**Duty Location:** Office of the Public Service Commissioner (OPSC), Rarotonga, Cook Islands

**Project Duration:** 2 Years

**Responsible to:** Chief Executive Officer, OPSC

### **I. Project Background**

The Cook Islands last engaged in major public sector reforms from 1995–1996, driven by financial crisis rooted in an expanding public sector, limited resource base and accelerating debt burden. These reforms reduced the number of ministries by about one-third and the number of civil servants from 3,200 in 1995 to 1,868 in 1996. The impact of this (and other) reform efforts is considered to have contributed to average gross domestic product (GDP) growth of 6% per annum from 1999 to 2004. However, minimal infrastructure investment, the impact of several cyclones, high inflation and the global economic crisis led to an economic contraction in the latter part of the decade. The economy is gradually recovering with growth of 0.5% in 2010, estimated growth of 1.1% in FY2011, and expectations of higher growth over the medium term.

The Government of the Cook Islands is made up of 31 Ministries, Departments and Agencies (MDAs). These comprise usual line Ministries as well as Departments and Agencies covering extra-Ministerial functions of Government. The government recognises that another public sector reform program will be essential for boosting economic management to maintain growth. This will go hand in hand with the commitment to the updated financial ratios: (i) tax revenue not to exceed 25% of GDP unless it is due to better compliance and efficiency; (ii) public sector wages and salaries not to exceed 44% of total revenue and to be reduced to 40%; (iii) debt servicing not to exceed 5% of total revenue; (iv) overall deficit not to exceed 2% of GDP; and (v) net debt not to exceed 35% of GDP.

The public service as a proportion of the workforce has grown from 16% in 1996 to 18% in 2006, and it has been noted that the budget has tripled since the reforms with no corresponding improvement in the quality of service delivery. The assessment of the public service was endorsed by the current government when it assumed office in November 2010, signalling high-level commitment to further reforms. While the earlier reforms were driven by a financial crisis, the current reforms focus on strengthening leadership; stronger performance based on clear output requirements; greater efficiency; empowerment of the outer islands; and public–private partnerships.

The new Public Service Act 2009 provides the legislative Framework for further progress in reforming and modernising the public sectors. Concurrently, the Government of the Cook Islands has since 2011 been conducting a functional review of the public service with the support of an Asian Development Bank (ADB) with emphasis on raising performance. The ADB review has been broad-based across the public service, and has thus far recommended fine tuning of Ministry Structures, refocusing of efforts

towards delivery of core functions within government departments, improvements to national planning and budgeting process, as well as the implementation of performance management systems.

## **II. Project Purpose**

The purpose of the project is to embed Performance Management practices within the Government of the Cook Islands, facilitated by the OPSC.

## **III. Project Goal**

The Project is ultimately expected to contribute to the improved performance of the Public Service in the Cook Islands characterised by the effective translation of Government mandates, strategies and plans into outputs delivering effective services and development outcomes resulting in high public confidence and satisfaction in the public service and Government.

## **IV. Scope of Work**

### Summary of Project

The project will support OPSC to develop a robust Performance Management Framework alongside the necessary capacities to support its implementation. This project will ultimately strengthen the OPSC to fulfil its responsibilities under the new Public Service Act 2009. The developed Framework will enable the OPSC to lead Heads of Ministries and focus Government institutions to deliver on their mandates with greater transparency, accountability and effectiveness.

The immediate beneficiaries will be heads of agencies and their management teams who will have the guidance, tools and training they need to improve agency performance. The Central Agencies – OPSC, Ministry of Finance & Economic Management and the Office of the Prime Minister will be direct beneficiaries as the Framework and its components and improved capability across the service will assist them in meeting their mandates and supporting agencies to be effective and efficient. Ultimately the Cook Islands public will benefit from the improved performance of the public service.

### Project Outputs

**Output 1: Assessments of performance management practice across agencies of the CI public service.** The assessment will consider both the institutional and legal fit of Performance Management within the GoCI and the Public Service Act.

#### *Expected Activities to include:*

- Familiarisation with the relevant legislation, regulations, policies and data needed to develop appropriate performance management systems
- Structured consultations with staff from the OPSC, the Prime Minister's Office, Ministry of Finance and Economic Management, and Heads of Ministries (HOMs)
- Analysis and production of an Implementation Plan for the development of the Performance Management Framework, its components, tools, training, and support system.

**Output 2: Robust Performance Management Framework and attendant tools.** This should respond to the challenges facing the GoCI as identified in Output 1, and be 'institutionally designed' to be managed by OPSC. The Framework should link strategy and planning to performance through setting

clear expectations and commitments in the National Sustainable Development Plan (NSDP), sector plans, recruitment and appointment, business plans, work plans, project/initiative plans, individual performance agreements and development plans.

*Expected Activities to include:*

- Development of Performance Management Framework
- Development of a strategy for collection of baseline data to inform planning and performance management within the Public Service
- Development of Performance Management component systems, processes and tools
- Presentation and endorsement of Performance Management Framework by HOMs and OPSC

**Output 3: Public sector managers trained and sensitised on the Performance Management Framework and Tools.** This will include tailored training for HOMs and MDA management. A toolkit should also accompany the training and Performance Management Framework.

*Expected Activities to include:*

- Design of training and mentoring programme and materials
- Delivery of training and mentoring programme and materials
- Assessment of training and mentoring programme and remaining needs

**Output 4: Implementation and institutionalisation of Performance Management systems, process reviews, and coordination mechanisms across Government agencies.** The number of agencies to receive Performance Management support during project duration will be defined with the OPSC Commissioner, HOMs and project expert.

*Expected Activities to include:*

- Implementation of Performance Management systems across Government agencies
- Working with Ministries to analyse baseline performance information to inform planning, decision making and performance monitoring
- Process Review of the implementation of Performance Management systems
- Implementation of monitoring and evaluation systems for the Performance Management Framework to enable the assessment of performance of the public service, government sectors, individual agencies, teams and individuals within those agencies and initiatives at all levels.

## **V. Implementation Arrangements**

The project has been requested by OPSC, Cook Islands. The expert will be based at OPSC working with, and supported by, two performance analysts. The expert will report on a day to day basis and provide direct support to the OPSC Chief Executive Officer. The expert will also consult and work closely with the HOMs and ADB/NZ Govt. consultants in the implementation of the Performance Management Framework across the Government.

The Governance and Institutional Development Division (GIDD) of the Commonwealth Secretariat will provide technical support throughout the project, which will be developed, managed and monitored by the Technical Cooperation and Strategic Response Group (TCSR).

The Expert engaged under the project will be expected to ascertain baseline indicators at the start of the project upon which to judge project progress towards its objectives. These will be presented in the inception report, and will be reported against in 6 monthly progress reports, as well as in the final report.

## **VI. Transfer of Expertise**

The Commonwealth Secretariat attaches particular importance to the transfer of expertise and knowledge to counterparts. The expert in his/her discussions with the Reporting Officer should draw attention to the need for key staff to be assigned as counterparts at the beginning of the assignment. This should be reported on in the Inception Report (due after two months). A training programme for key counterpart staff should be produced by the expert and agreed with the Reporting Officer. An update should be provided on this in the first Progress Report (due after six months).

## **VII. Experience & Qualifications**

The successful candidate should possess the following experience and qualifications to be considered for this post:

### Professional Experience

- A minimum of ten (10) years' experience in developing and/or implementing Performance Management practices within the public sector.
- Extensive experience of supporting evidence-based planning, decision making and reporting within the public sector.
- Proven experience of public service monitoring and evaluation experience.
- Extensive experience in the conduct of institutional assessments, capacity needs assessments, training activities and capacity building in the public sector.
- Proven experience in providing advice to senior-level government stakeholders.
- Sound understanding of government operations and governance issues.
- Proven experience of working with a wide range of stakeholders from the public and donor sector to generate collective effort.
- Strong Interpersonal and communications skills.

### Desirable

- Experience of working in the Pacific region / other small state jurisdictions will be an advantage.

### Educational Qualifications

- Advanced degree (Masters Degree, MBA or equivalent) in Management and Public Administration or other relevant subject from a recognised and reputable institution.