

Appendix E: Management approach used in ministries/departments

Country	Full devolution	Delegated	Semi-delegated	Centralised	Outsourced
Cook Islands	<ul style="list-style-type: none"> HRM and financial management have been fully devolved since the mid 1990s The HRM is particular appears to be facing some real challenges because of the absence of guideline policies and Manuals. Currently the new PSC HoM is developing these guidelines to ensure some consistency in interpretations Absence of these has created problems with monitoring and evaluation 			Budget - Outer island budget is monitored by MFEM	<ul style="list-style-type: none"> Cook Islands has practised outsourcing mainly of the commercially oriented functions, e.g. infrastructure
Papua New Guinea					
Samoa	<ul style="list-style-type: none"> Full devolution of HR operational functions, though the PSC does frequent monitoring on Ministries performance of devolved functions. Salary determination and second level mediation are retained by the PSC Some devolution of financial and procurement functions. Given these two functions were devolved some 14 years ago, there is a need for a review whether government revenue and Ministries capacities are adequate to allow full devolution 	Restructuring of Ministry to ensure the structure supports its core business is delegated to Ministries for them to initiate and PSC and MoF will deliberate on the final outcome before submission to Cabinet	Initial stages of the mediation are done internally and the PSC can assist. Other levels of the process are done by the PSC and a nominated investigator from a different Ministry to ensure fairness and objectivity	Transfer of employees to outer islands is being retained by the PSC	<ul style="list-style-type: none"> There are services especially of ICT that are mostly outsourced to private entrepreneurs. In developing new policies and plans there is a lot of collaboration with the private sector and NGOs On the issue of capacity building service provision, this is outsourced to the private sector or tertiary institutions such as the NUS

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Tonga					
Vanuatu	<ul style="list-style-type: none"> VPS is still holding on to some major functions such as recruitment, training on long term, structures & job descriptions, most of the allowances except the acting allowance, use of vehicles during unofficial hours etc. 	<ul style="list-style-type: none"> Few functions delegated to Ministries are: <ul style="list-style-type: none"> Annual leave and sick leave, maternity leave, family leave, compassionate leave Acting arrangement Transfers of staff 			