

Private Sector Skill Gaps Assessment Final Report

Samoa Chambers of Commerce and Industry

Leaula Mata'afa Dr. Desmond U. Aмоса
Consultant

Executive Summary

Skills gaps in the private sector

- i. There is a wide range of technical skills the study identifies as lacking among the industries in the private sector.
- ii. The range of generic skills detected to be in short supply in the private sector is not as wide compared to technical skills.
- iii. Most industries proposed similar set of generic and technical skills that are lacking both internally and externally.

Capacity development strategy

- i. The strategy is based on a simple approach: What are the skills that need development? Who can develop such skills? What is the preferred modality of learning for private sector industries? Where to seek financial support for the strategy?
- ii. Local providers can address the majority of technical skill gaps identified while all generic skill gaps can be developed locally.
- iii. Skill gaps identified can be addressed through formal learning. This approach takes place within the formal education system where formal institutions like Universities and other formal Technical, Vocational, Education and Training (TVET) providers provide programs that address the gaps. A formal qualification is awarded at the end of this learning approach.
- iv. Non-formal learning can also be used to address the skill gaps identified for the private sector. This approach takes place outside of the formal learning system like the workplace and does not award a formal qualification at the end. Usually non-formal learning takes place within days or weeks.
- v. The findings from the survey and consultation indicate that the participants favoured non-formal learning due to convenience in accessibility and relevance of learning activities to the workplace.
- vi. The National University of Samoa (NUS), Oloamanu Centre for Professional Development and Continuous Education (OCPDCE), Australia and Pacific Technical Cooperation (APTC) are the leading local providers of both formal and non-formal learning programs that can be used for capacity development.

- vii. The University of the South Pacific (USP) and especially its TVET arm, PacificTAFE, is the potential provider of resources and facilitators that can be considered when the expertise is not available locally.
- viii. Based on information gathered from learning providers, the average cost of running a five-day training for 25-30 participants is SAT\$20,000.
- ix. With the discovery of skill gaps in the private sector, Samoa Chamber of Commerce and Industry (SCCI) is now in a better position to seek funding from the Public Service Commission (PSC), Ministry of Education and Culture (MEC) and the Ministry of Finance (MoF) to fund its capacity development strategy.
- x. The following reasons should be used to support SCCI's proposal.
 - The upcoming National Human Resource Development Plan under PSC includes capacity development for the private sector. It is therefore appropriate for PSC to allocate such task to SCCI with the appropriate funding.
 - The Pathway for the Development of Samoa (PDS) prioritises members of the community access to employment and affordable services. The private sector is the main employer with 60 per cent of the country's total employment employed in the private sector.
 - The Public Administration Sector Plan, Education Sector Plan and other sector plans all outlined significant developments that involved strong partnership with the private sector. Such arrangement requires enhancing of private sector skill needs.
- xi. SCCI can also approach development partners through MoF and the Ministry of Foreign Affairs and Trade (MFAT) for funding using the same rationales.

Proposed fee structure

- i. Two options for determining the fee structure were discussed in the consultations: mandatory and retaining the status quo.
- ii. The participants of the consultation overwhelmingly preferred the mandatory approach.

- iii. Two main reasons underpinned the mandatory choice. First, to address the problem of free riding. Non-members are getting the same benefits the members lobbied for through SCCI. Second, it is timely for the sector to come under one umbrella of SCCI and speaks with one voice and sings the same song. It makes the sector influential on public policy choices.
- iv. The second option is to continue on with the current approach which encourages the voluntarily approach. This means things will remain the same.
- v. The determination of fees rests on two main factors among others. First is the issue of benefits or return for the members. When members pay a fee, they expect a return that is of equal value or more than the fees paid. Second, members expect the return or benefit to be exclusive of members only. Non-members should not share the same benefit.

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Abbreviations

ADB	Asian Development Bank
APTC	Australia Pacific Technical Cooperation
CCCSSFAM	Congregational Christian Church of Samoa School of Fine Arts and Museum
CCCVS	Congregational Christian Church of Samoa Vocational School
DBCVTCTC	Don Bosco College and Vocational Technical Centre
DBTC	Don Bosco Technical Centre
ECETTI	Early Childhood Education Teachers Training Institute
HRDD	Human Resource Development Division
IMF	International Monetary Fund
KCCI	Kiribati Chamber of Commerce and Industry
MTCC-LOP	Methodist Technical & Creative Centre- Laumua o Punaoa
NUS	National University of Samoa
OCPDCE	Oloamanu Centre for Professional Development and Continuous Education
OECD	Organisation for Economic Cooperation and Development
OUM	Oceania University of Medicine
PACER	Pacific Agreement on Closer Economic Relation
PPP	Public-Private Partnership
PSC	Public Service Commission
SBH;	Samoa Business Hub
SCCI	Samoa Chamber of Commerce and Industry
SDS	Strategy for the Development of Samoa
SOEs	State-owned Enterprises
SQA	Samoa Qualification Authority
TI	Tesese Institute
TVET	Technical, Vocational Education and Training
USP	University of the South Pacific
UVC	Uesiliana Vocational Centre
WB	World Bank

1. Introduction

The Samoa Chamber of Commerce and Industry (SCCI) is a non-governmental organisation that advocates, facilitates and lobbies for the interest of the private sector. Its main mandate and role is to assist its members in several ways to advocate and promote their interests and to effectively coordinate engagement between its members and government for improved national policy making.

One of the core functions of SCCI is to assist its members in developing their capacity in terms of skills needed for each industry. This has been a central feature of SCCI since its establishment.

In order for SCCI to perform its capacity development function effectively, an assessment of skills that are currently lacking in the private sector needed to be conducted and of equal importance, a strategy on how to develop such skills needed to be developed.

This report presents an analysis of skill gaps in the private sector based on a survey of SCCI's members and non-members. The analysis categorises the gaps into generic and technical skills. The distinction is essential for SCCI in determining the set of skills that needs priority and the relevant learning provider to develop such skills. A capacity development strategy is also provided to assist SCCI in its effort to address the capacity needs identified.

The final component of this report discusses two options for SCCI to consider in designing the structure of its membership fees. The mandatory and voluntary options both have strengths and weaknesses with the former being the favourable option by the participants attended the consultations.

2. Study methodology and rationale

Data and information needed for this study were gathered using several data collection tools. Consultations with the private and public sector representatives were carried out; a survey of the private sector members of the Chamber was conducted; and interviews with key stakeholders and a review of the existing literature were also conducted.

2.1 Consultation with the public and private sector

Consultations were carried out with the public officials representing key ministries and state-owned enterprises (SOEs) that have frequent interaction and transaction with the private sector.

The consultation with the public sector officials aimed at obtaining their views on the skills that they thought lacked in the private sector based on their past and current interactions with their private sector counterparts. In addition, public officials were also asked to share their experience on the services provided by their private sector counterparts.

Details of the consultation with public officials are discussed in Section 4. In brief however, the consultation was helpful in gauging the views of public officials on the skills that deemed short in the private sector.

Consultations with the private sector were carried out in two days due to the large number of members. A list of members invited to the consultation is attached as Attachment 1.

The consultations acquired the views of members on the three main subjects that underpin the study. These include the skills that are lacking in their respective industries; how such skills can be developed; and a model for the structure of membership fees.

Feedback from the consultations was conducive to the assignment. While the participation rate was around 40 per cent for both days, both sessions were considered helpful in gauging the views of the members on the main outputs of the consultancy.

2.2 Survey of Chamber's members

The second tool used for data collection is the survey of the Chamber's members using a questionnaire. A copy of the questionnaire is attached as Attachment 2.

Due to the time constraint and limited resources available for the study, a sample of members was devised for the survey. Table 2.2a summarises the sample size for the survey by industry.

Table 2.2a: Members' sample for the survey

Industry	No. of members	Sample size	Response rate (%)
Accommodations: Hotels, Resorts, Beach Fale	13	10	60
Agriculture	8	8	50
Car rentals	3	3	40
Communication: Broadcasting, Telephone, Radio	7	6	60
Construction and Infrastructure	9	7	50
Consultants	5	5	60
Education	1	1	0
Financial: Accountants, Banks, Insurance, Money Transfer	15	12	50
Health	2	2	0
It and computer	5	5	70
Law firms	4	4	0
Printing and designs	3	3	100
Private Sector Organisations	4	4	50
Real Estate	1	1	100
Restaurants, bars and bakeries	5	5	80
SPA and Hair Salon	1	1	100
Wholesales and Retails	30	25	50

In addition to the sample of members, a copy of the questionnaire was also circulated to non-members to ensure adequate representation of each industry. Such move was also encouraged due to the slow response from the sampled members. Table 2.2b outlines the summary of members and non-members that responded to the questionnaire.

Table 2.2b: Total responses to the survey questionnaire

Industry	No. of members	No. of non-members	Total
Accommodations: Hotels, Resorts, Beach Fale	6	22	28
Agriculture	4	0	4
Car rentals	1	5	6
Communication: Broadcasting, Telephone, Radio	4	1	5
Construction and Infrastructure	4	2	5
Consultants	3	1	6
Education	1	0	1
Financial: Accountants, Banks, Insurance, Money Transfer	6	8	14
Health	0	1	1
It and computer	3	0	3
Law firms	0	4	4
Printing and designs	3	1	4
Private Sector Organisations	2	0	2
Real Estate	1	1	2
Restaurants, bars and bakeries	4	0	4
SPA and Hair Salon	1	1	2
Wholesales and Retails	13	32	45

2.3 Interviews and literature review

Interviews were carried out with the Chief Executive Officer of the Chambers, Council members, selected members of SCCI and public officials who are familiar with the intentions and key outcomes of the study. Individuals in charge of TVET programs at NUS and APTC were also interviewed.

A thorough analysis of the literature on the role of the private sector in national development and how its capacity should be developed was also carried out.

2.4 Challenges

Several challenges were encountered during the data collection stage of the assignment. Lack of participation to the consultations from the private sector is one of the main problems. The turn out to each of the two sessions was around 40 per cent.

The same can be said about the participation of Council members. Only two attended the first meeting while the second meeting scheduled in the afternoon of Wednesday 21st of February was cancelled due to members unavailability. For a study of this magnitude, adequate participation of members to present their views on the intentions of the study is critical.

The response to the questionnaire that was sent through email was also slow. It took another four weeks to follow up the responses through door-to-door effort and follow-up emails.

In addition, a good number of the questionnaire was not completed, especially the critical sections that provide data needed for the analysis.

3

3. An overview of the role of private sector in national development

3.1 Private sector and national development

When it comes to national development, the private sector's contribution is beyond contention. The Organisation for Economic Cooperation and Development (OECD) stresses the private sector as the main driver of economic growth and employment creation¹ around the world.

The Asian Development Bank (ADB) on the other hand admitted that the private sector is needed for sustaining rapid growth². Accordingly, "the Asian experience shows that growth is the most powerful weapon in the fight against poverty. Growth creates jobs that use labor, the main asset of the poor. As growth proceeds, private sector employment becomes the major source of economic support for the majority of workers and their families³".

Increase in government revenue from private sector taxes is also praised as one of its' major contributions to national development. It is these taxes that enable government to redistribute wealth through the funding and provision of affordable education and health services to the whole country. The same can be said to infrastructure development that benefits the whole community.

The provision of goods and services for private consumption to meet daily needs of the population is another essential role of the private sector. With sound competition policy of government, members of communities in a country can enjoy living a decent life from affordable goods and services provided by private sector operators.

Innovation, especially in technology is perhaps one of the leading benefits that flow out of the private sector. The wide range of products and services enjoyed by customers around the world come into existence because of innovative ideas that originated in private sector firms in their search for a competitive edge over their competitors. Such technological innovation is also applied to life-saving services in the health sector and other sectors alike.

¹ OECD, *Promoting Pro-poor growth: Policy Guide for Donors*, 2007, Geneva.

² ADB, *Private Sector Development Strategy*, 2000, Manila.

³ ADB, *Private Sector Development Strategy*, 2000, p.3, Manila.

The contribution of the private sector to national development cannot be emphasised any further. As stressed by the International Monetary Fund (IMF): “Without a viable private sector, governments cannot (in most circumstances) stimulate or sustain economic growth⁴.

3.2 The need to strengthen private sector capacity

Private sector capacity refers to the capability of the private sector to produce or to deliver what it needs to deliver⁵. Capacity includes resources, technology, skills and geographical location among other factors.

Skills on the other hand concern the ability of the individual to apply and use existing knowledge gained formally and informally to do something effectively⁶. Skills can be developed and learned through several learning modalities.

Skills are divided into two main categories: generic and technical. The former is about skills that can be applied across jobs. These include for instance, communication skills and interpersonal skills. The latter is about skills that are required specifically to perform the technical side of a job. For instance, a plumbing job requires the employee to have technical skills in plumbing.

When the employees’ skill levels are inadequate to meet their current job requirements, then a skill gap is formed⁷. The size of the gap is determined by the employee’s level of existing skills and the skills that are desired by the job.

Skill gaps can be costly to the employer if not addressed properly. Low productivity and high cost of production are some examples of such underlying costs⁸. Developing skills of employees and in particular those employed in the private sector is therefore critical to the performance of private organisations.

⁴ IMF, *Public Policy and the Private Sector*, 1981, p. 11, Washington D.C.

⁵ Hollenbeck et al, *Human Resources Management: Gaining a Competitive Advantage*, 2019, New York.

⁶ Hollenbeck et al, *Human Resources Management: Gaining a Competitive Advantage*, 2019, New York.

⁷ McGuinness and Ortiz, *Skill Gaps in the Workplace: Measurements, Determinants and Impacts*, 2015, Dublin.

⁸ McGuinness and Ortiz, *Skill Gaps in the Workplace: Measurements, Determinants and Impacts*, 2015, Dublin.

If governments cannot function effectively without the private sector, then the call to strengthen private sector capacity should not go unanswered. International financial institutions like Asian Development Bank (ADB), World Bank (WB) and the International Monetary Fund (IMF) have been in the forefront of the campaign to promote the private sector as the engine for economic growth.

Several initiatives and policy options were tendered to governments around the world to consider as the platform for supporting the private sector. One in particular is known as the Public-Private Partnership (PPP). PPP is an initiative that aims at securing a sound working relationship between a government agency and a private firm to deliver complex community services and infrastructure⁹. In doing so, the private sector firm is exposed to challenging projects while at the same time receiving financial support from the government through the partnership. In the end, the private firm's capacity grows in terms of resources, skills and expertise.

Another prevalent strategy for building the capacity of the private sector rests on the assumption that the government should provide an environment for the private sector to do business and to flourish. The policy menu for such strategy varies from one country to another.

Offering incentives to encourage entrepreneurship and to support existing businesses is one of the policies widely applied. Entrepreneurship contributes to growth, creates jobs and develops technology according to the OECD¹⁰. Tax incentives on the other hand reduce average production costs for businesses and increase investment for further growth.

Promoting competition is another policy position taken by many countries. This policy choice, which has its roots in Neo-classical economics, encourages an open market for firms to compete. Such environment brings out the best from each competitor, which benefits the consumers while at the same time enhancing their capacity.

Facilitating international trade also features in the policy menu to develop the private sector. Governments around the world and in various regions have negotiated and entered into free trade agreements as one of the means to promote trade. In the Pacific region for instance,

⁹ ADB, *Public-Private Partnership Handbook*; IMF, *Finance and Development*, September 2001, Vol.33, No. 3.

¹⁰ OECD, *Promoting Pro-poor growth: Policy Guide for Donors*, 2007, Geneva.

the Pacific Agreement on Closer Economic Relation (PACER) and PACER Plus are the two trade agreements that promote free trade within the region.

3.3 Private sector development in Samoa

Samoa's private sector has long been dubbed as the engine for economic growth in the mid 1990s. As a result, private sector development featured strongly in the series of government national plans released in the late 1990s up to 2020s. Several measures were planned to develop the private sector in the attempt to strengthen its economic contribution.

In the 2002-2004 Strategy for the Development of Samoa (SDS 2002-2004) for instance, the government planned to improve private sector development using a number of strategies that included: an enabling environment; improvement in infrastructural services; investment promotion and marketing; employment creation; and sports development¹¹.

After more than a decade, the SDS 2016-2020¹² continued to highlight private sector development as one of the key outcomes (Key Outcome 5) for economic growth. The emphasis was also on creating employment and encouraging an environment for domestic and foreign investment.

Despite the extensive intention of the government to develop the private sector as one of the pillars for economic growth since the 1990s, the strategies adopted clearly excluded skill development in the private sector. The need to examine the skills that are lacking in the private sector is therefore critical at this stage for a number of reasons.

In particular, the private sector is the main contributor to economic growth. The private sector's input to GDP is more than 50 per cent. Improving the skills of employees working in the private sector make businesses competitive and efficient in what they do.

The private sector is not just the engine for economic growth but also the main source of employment for the country's workforce. The recent Labour Force Survey (2022) shows that the private sector employs 60-70 per cent of the country's workforce.

¹¹ Government of Samoa, *Strategy for the Development of Samoa 2002-2004*, Apia.

¹² Government of Samoa, *Strategy for the Development of Samoa 2016-2020*, Apia.

On the other hand, low-skilled employees incurred substantial cost to the employers in terms of training, product defections and delays. These costs make businesses less competitive and less productive.

The finding of the recent Labour Force Survey 2022¹³ is also a concern. Accordingly, 58 per cent of the country's labour force has either primary school or secondary school as their highest form of education. This is considered low in light of the incentives and programs that are on offer at tertiary institutions.

¹³ Samoa Bureau of Statistics, *Labour Force Survey 2022*, Apia.

4. The findings: Skill gaps by industry

Based on the definition of skill gaps provided earlier, the presentation of skills that are lacking in each industry is divided into two categories. The first one concerns the skills that are lacking in the labour market. This refers to skills that are not or rarely available externally. The second category is about skills that are lacking in-house. These are skills that the current staff or workforce of an industry is lacking but needed in order for them to perform their jobs effectively.

This distinction is important for a number of reasons. In essence, external skill gaps indicate that the skills that an industry is after are not available or rarely available from the existing supply of labour. This information is useful for SCCI and providers of these skills, especially the formal providers like the National University of Samoa and APTC that are directly responsible for producing Technical, Vocational Education Training (TVET).

4.1 Accommodation

The Accommodation industry consists of hotels, resorts and beach *fale*. Table 4.1a summarises the generic and technological skills identified as lacking in the industry.

Table 4.1a: Skills lacking externally and internally in the industry

External skills lacking	
Generic skills	Technical skills
Communication skills	Booking skills
Customer service skills	Hotel management
Conflict handling	Logistics and operations skills
Basic computing skills	Conflict handling skills
Basic letter writing skills	Negotiation skills
Internal skills lacking	
Generic skills	Technical skills
Communication skills	Conflict handling skills
Customer service skills	Room servicing skills
Conflict handling	Negotiation skills
Basic computing skills	Booking skills
Basic letter writing skills	House keeping
People skills	Cleaning
	Plumbing

	Electrical Carpentry
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4.2 Agriculture industry

Based on the information available, the members of the agriculture industry are mainly in meat production, banana and taro chips production, vegetables farming and cocoa production. Table 4.2a summarises the skill gaps in the industry.

Table 4.2a: Skills lacking externally and internally in the industry

External skills lacking	
Generic skills	Technical skills
Computing skills Financial skills Accounting skills	Butchering skills: deboning, cleaning meat, looking after meat Safety and sanitation (meat) Process and packing (meat) Using machine to cut taro and bananas for chips Carpentry Electronics Testing water quality
Internal skills lacking	
Generic skills	Technical skills
Computing skills Financial skills Accounting skills	Trade skills

4.3 Car rentals

This industry is specifically for car rental businesses. Table 4.3a outlines the skills lacking in the industry.

Table 4.3a: Skills lacking externally and internally in the industry

External skills lacking	
Generic skills	Technical skills
Computing skills Financial skills Accounting skills Customer service	Mechanical skills Booking/reservation skills Cleaning skills Handling customer complaints
Internal skills lacking	
Generic skills	Technical skills
Computing skills Financial skills	Mechanical skills Booking/reservation skills

Accounting skills Book Keeping skills Customer skills Answering phone skills	Cleaning skills Handling customer complaints
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4.4 Communications

The communication industry is represented by the key providers of mobile phones, Internet and landline phone services. Table 4.4a outlines the skills needed by industry.

Table 4.4a: Skills lacking externally and internally in the industry

External skills lacking	
Generic skills	Technical skills
Problem solving Critical thinking Creativity Collaborating Negotiation Communication Constructive feedback	Marketing skills Management skills Project management Microsoft Office Design engineering Planning Networking Digital marketing
Internal skills lacking	
Generic skills	Technical skills
Customer skills Analytical skills Leadership skills at middle management level Problem solving	Digital engineering Digital marketing Networking Mobile networking

4.5 Constructions and infrastructure

This industry is represented by three main businesses; road construction; building construction; and building and infrastructure suppliers. Table 4.5a sums up the skills required by the industry.

Table 4.5a: Skills lacking externally and internally in the industry

External skills lacking	
Generic skills	Technical skills
Basic computing Accounting Proposal writing Basic finance	Mechanical Asphalt mixing and handling Heavy machine operators Heavy truck operators/drivers Road cracks fixing Carpentry Plumbing Electrical Tiler Transport management Logistics and operations
Internal skills lacking	
Generic skills	Technical skills
Customer skills Problem solving People skills Proposal writing Billing customers/clients	Same as listed under external skills

4.6 Financial services

Banks, insurance companies, money transfer companies and accounting firms are representing this industry. Table 4.6a provides the skills short in the industry.

Table 4.6a: Skills lacking externally and internally in the industry

External skills lacking	
Generic skills	Technical skills
Basic computing Basic accounting Basic finance Communication Negotiation Problem solving Customer service	Bookkeeping Banking Accounting Business analysis Cashier Building client relationship
Internal skills lacking	
Generic skills	Technical skills
Same as listed under external skills	Same as listed under external skills

4.7 Information Technology and Computer

The Information Technology and Computer industry consists of suppliers of computers and computer services. Table 4.7a shows the key skills missing from the industry.

Table 4.7a: Skills lacking externally and internally in the industry

External skills lacking	
Generic skills	Technical skills
Communication Leadership skills Initiative and drive Time management Supervisory skills	Programming Website developer and designer Ux&Ui design Cloud-based systems management Information system management Coding
Internal skills lacking	
Generic skills	Technical skills
Communication Leadership skills Initiative and drive Time management Supervisory skills	Same as listed under external skills

4.8 Printing and design

Printing and design industry is a collection of businesses trading in stationeries supplies, advertising and fashion design. Table 4.8a shows the skills needed by the industry.

Table 4.8a: Skills lacking externally and internally in the industry

External skills lacking	
Generic skills	Technical skills
Communication Networking Marketing	Printing Fashion designing Graphic design Digital printing Photo shop services Program editing
Internal skills lacking	
Generic skills	Technical skills
Same as listed under external skills	Same as listed under external skills

4.9 Real estate

Only one firm represents this industry. Table 4.9a sums up the skills required by the industry.

Table 4.9a: Skills lacking externally and internally in the industry

External skills lacking	
Generic skills	Technical skills
None	Communication skills Problem solving skills Negotiations skills Networking skill Knowledge of real estate law
Internal skills lacking	
Generic skills	Technical skills
None	None

4.10 Restaurants and bakeries

Cafes, cake shops and catering services are the main businesses that dominate this industry. The summary of skills short in the industry is presented in Table 4.10a.

Table 4.10a: Skills lacking externally and internally in the industry

External skills lacking	
Generic skills	Technical skills
Customer service Basic maths Basic computing Marketing	Cooking skills Cleaning skills Event organising skills Waiter/waitress skills Baking chef Baking skills Creativity Organising and coordinating skills Food services
Internal skills lacking	
Generic skills	Technical skills
Customer service Basic maths Basic computing Cleanliness	Food handling Culinary Safety regulations

4.11 SPA and Hair Saloon

Two businesses represent this industry. The skills needed are provided in Table 4.11a.

Table 4.11a: Skills lacking externally and internally in the industry

External skills lacking	
Generic skills	Technical skills
Customer service Marketing	Spa management Booking and reservation Front desk skills Skin care Cleanliness Hairdressing skills
Internal skills lacking	
Generic skills	Technical skills
Customer service Cleanliness	Same as listed under external skills

4.12 Wholesale and retailing

This is the industry with the highest number of members and responses. Table 4.12a gives a summary of skills suggested to be lacking in the industry.

Table 4.11a: Skills lacking externally and internally in the industry

External skills lacking	
Generic skills	Technical skills
Customer service Team building Time management Communication skills Networking	Honest cashier Accounting Supervisory Handling food Knowledge of products Inventory/stock management
Internal skills lacking	
Generic skills	Technical skills
Same as listed under external skills	Same as listed under external skills

5

5. Capacity development strategy

This capacity development strategy is about exploring options that SCCI can consider in order to generate opportunities to equip employees in the private sector with the necessary knowledge and skills to perform their job better. A simple approach using several questions underpins the strategy: What skills that need to be developed? Who can develop such skills? How do such skills be developed? Where to look for financial support to fund capacity development effort? A simple strategy guide is provided in Attachment 3 for SCCI to execute this strategy.

5.1 What are the skills that need development?

Section 4 provides a long list of generic and technical skills that are lacking in each industry. These skills according to the businesses that represented each industry in the survey are lacking in-house and also in the labour market.

The set of skills identified provide SCCI with a clear knowledge of specific skills that need development.

5.2 Who can develop the identified skills?

The skills (generic and technical) identified from the survey can be developed through formal and non-formal learning programs provided by various local and regional providers.

The first column of Table 5.2a shows the fields of study for formal learning currently exist in the country that are relevant to the task of developing the gaps identified. The second column shows the providers that offer the programs in each of the field and importantly are in the position to build skills identified in the study. The last column of Table 5.2a identifies the industry with the skills that need development.

Table 5.2a: Providers with programs that can develop needed skills

Field of study	Providers	Relevant industry
Agriculture, environment and related studies	NUS, USP,	Agriculture
Architecture and building; Plumbing; Carpentry;	NUS, USP, APTC; DBTC; DBCVTC;	Construction and Infrastructure; Accommodation

	PTVETI; MCIL Apprenticeship program;	
Creative Arts	NUS' CCCSSFAM; CCVS; UVC	Printing and Design
Education	NUS, USP; ECETTI; APTC	Education
Engineering and related	NUS, USP	Construction and Infrastructure; Rental cars
Food, Hospitality and personal services	NUS, APTC; USP; CCCSVS; DBCVTC; PTVETI; UVC	Accommodation; Restaurants and bakeries; all other industries that need development in customer service
Health	NUS, USP; OUM	Health
Information Technology	NUS, USP	IT and Computer; All other industries that need basic computing skills development
Management and Commerce; Leadership	NUS, USP, APTC; SBH; MTCC-LOP; TI; UVC	Finance; All industries that need development of communication, marketing, accounting and conflict management skills.
Natural and Physical Science	NUS, USP	Construction and Infrastructure
Society and Culture	NUS, USP	Accommodation

Source: Samoa Qualification Authority 2021¹⁴

The available fields of study presented in Table 5.2a do not match the gaps identified for two industries covered in the study, which are Spa and Hair Salon and Real Estate.

In terms of non-formal learning, a number of providers also provide programs that are useful in addressing the skill gaps discovered in the study. Table 5.2b summarises the programs currently on offer by informal providers.

Table 5.2b: Programs offered by non-formal providers

Program/Training	Providers	Relevant industry
Basic Accounting; Basic Computer and IT Skills; Business Management; Leadership; Basic Management; Business Planning; Customer service; Financial Management; Marketing and	Oloamanu Centre for Professional Development & Continuing Education (OCPDCE);	All industries

¹⁴ Samoa Qualification Authority, *PSET Statistical Bulletin 2021*, Apia.

Communication; Conflict Management; Proposal Writing; Report Writing; Business ethics; Business Strategy; Professional housekeeping; Time Management;	Public Service Commission (PSC); Samoa Business Hub (SBH)	
Fundamentals of relaxation	The Body Therapy	Spa and Hair Salon

Source: Samoa Qualification Authority 2021¹⁵

Tables 5.2a and 5.2b confirm that all of the generic and most of technical skill gaps detected from the survey can be developed locally through formal or non-formal education. Formal learning covers courses or programs that contribute to a formal qualification accredited and recognized by the Samoa Qualification Authority (SQA). These qualifications are awarded by institutions and schools that make up the formal education system.

Non-formal learning refers to learning that takes place outside of the context of formal education institutions. These learning activities are characterized as short-term (usually one week or less) in nature and are usually carried out at the workplace (on-the-job training) or other places convenient for the learners to learn. Non-formal learning can be carried out by both non-formal and formal learning providers.

5.3 How to develop the needed skills?

The findings from the survey and consultations favoured on- the job training, workshops and short-term training as the main learning modalities to address the skill gaps discovered. The preferred approaches indicate the interest of private firms in non-formal learning over formal learning.

Table 5.2b outlines non-formal learning programs available in the country and the corresponding providers. The Oloamanu Centre for Professional Development and Continuing Education (OCPDCE), which is under the National University of Samoa, is the leading provider of non-formal learning. Fortunately, the training the Centre provides matches most of the generic skill gaps identified for the private sector.

In terms of technical skill gaps, the APTC, NUS and USP are the leading providers for programs that are relevant to addressing gaps identified. While these programs are regarded as formal qualifications, it is possible that the responsible providers are able to repackage the program in order to meet the non-formal demand of each industry in the private sector.

¹⁵ Samoa Qualification Authority, *PSET Statistical Bulletin 2021*, Apia.

The USP's TVET arm, PacificTAFE is another regional provider that has the potential to build the capacity of the private sector. The provider's main office is located in Suva and has a large pool of qualified instructors and facilitators with industrial experience from the region that can provide training on the technical skills needed.

5.4 What are the options for funding?

Building capacity costs money. This in fact is the main hurdle facing SCCI and the business community. Based on information gathered from providers of formal and non-form learning, the average cost of a five-day training for 25-30 participants is around SAT\$20,000. This amount covers facilitating fees and other logistics like venue and refreshment to name a few.

For planning and budgeting purposes, if SCCI plans to run two capacity development training per month for a 10-month period, the total estimated cost for this project is SAT\$400,000.

With limited revenue from membership fees, government and donor-funded projects at the moment, SCCI is not in a position to conduct a capacity development project to assist its members build their capacity.

From hindsight, building the capacity of the private sector in the past has been the obligation of private operators themselves and development partners. Government in the past has been investing directly into capacity building in the private sector through the Education Sector program under the Samoa In-Country Training Program (SICTP). However, this was removed in the last couple of years for reasons unknown, despite the sector's significant contribution to national employment and economic development.

The reinstatement of SICTP or a program of similar intention under the Education Sector Plan or the Public Administration Sector Plan is highly commended in light of the skill plight facing the private sector.

i. Existing opportunities in government

Government's scholarship scheme, which is under the jurisdiction of the Public Service Commission (PSC) is one of the main avenues for SCCI to explore. While the scheme mainly targets formal qualification from local and overseas institutions, there is ground for SCCI to make a case to PSC for a portion of the scholarship fund.

In particular, the PSC is now putting together a National Plan for Human Resource Development, which includes the private sector. In order to implement such plan, PSC will need funding from government or development partners. SCCI can take advantage of this initiative by creating a partnership with PSC where it will take responsibility of building the capacity of the private sector with the funding sourcing from the PSC budget.

The other option is to take advantage of free training opportunities on offer by the government agencies. As a key stakeholder in all sectors (eg. education, infrastructure, health, public administration) of government, SCCI is in a position to make a case to implementing agencies of sector plans to allocate certain spaces for its members when they host training locally and abroad.

For instance, SCCI as a stakeholder of the Public Administration Sector Plan can enter into an agreement with PSC to set aside certain spaces for the private sector for training conducted by its Human Resource Development Division (HRDD).

SCCI can also make a direct submission to the Ministry of Finance for an allocation to build the capacity of its members. The current Pathway for the Development of Samoa (PDS) emphasizes human and social development as the national priority. Accordingly, Samoans are expected to have access to affordable social services, job opportunities and a skilled workforce.

With the private sector contributing to more than 50 per cent of GDP and employs 60 per cent of the country's workforce, there is an economic and social obligation of government to invest in the private sector through capacity building.

ii. Past and existing opportunities with development partners

In the past, Australia and New Zealand through the Education Sector Program allocated significant financial assistance to the Oloamanu Centre at the National University of Samoa to conduct short-term training (non-formal) for the private and public sectors and non-government organisations. This was a five-year project and it ended a few years ago.

The New Zealand government in the past also contributed to capacity building in the private sector with direct funding to SCCI. While such

assistance was ad hoc and unpredictable, it nonetheless supported the funding of short-term training for SCCI members.

Following the completion of the Oloamanu project, PSC set up its own training unit with the HRDD to continue with the training of public servants. The long-term view is to establish a Public Service Institute that has the potential to transform the Public Service into a highly professional unit.

Unfortunately, the private sector through SCCI on the other hand has not been able to establish a set-up similar to the Public Service following the completion of funding for Oloamanu from Australia and New Zealand. This is inevitable in light of the lack of expertise and financial resources under the control of SCCI.

At the moment, the Australian Government assistance through Tautai and Tautua facilities can be explored by SCCI for possible capacity building funding. Tautai has already assisted PSC by funding 50 awards for senior public servants to undertake the Postgraduate Certificate in Executive Leadership in the Public Sector on offer at NUS. The same assistance can be requested for the private sector to fund a series of non-formal training that address the skill gaps identified in this study.

iii. Self funding

This is a long shot option due to limited revenue from membership fees and other sources alluded to earlier. For this to happen, SCCI has to increase membership fees for its members significantly as well as attracting the majority of businesses to join.

At the moment, SCCI has 509 members that represent seven per cent of total registered businesses in the country¹⁶. Out of the 509 members, only 189 (37%) are active financial members.

¹⁶ Samoa Chamber of Commerce and Industry, *Organisational Review Report*, 2024

6

6. Proposed fee structure

The concept of membership fees has its roots traced to the economic theory of clubs¹⁷ where non-members are excluded from the consumption of club goods (or services). In other words, only members are eligible to the benefits generated by the club.

In determining membership fees for the club, several factors need to be taken into account. These include the ability of members to pay, the value or benefits members get in return and the number of members among others. The prevalent problem is that members expect the benefits to either equal or supersede the amount of membership fees paid to the club. Such behaviour is linked to the assumption that individuals and so as firms, maximise their interest.

In the region, Kiribati Chamber of Commerce and Industry (KCCI) is the first and only country in the Pacific region that has made membership mandatory for all businesses following the passing of a new Act recently. The other Pacific Island Countries (PICs) are operating on the same model as Samoa.

6.1 The current arrangement

The present arrangement for membership is strictly voluntarily. As a result, only a quarter of more than 500 businesses registered are active financial members. In 2023, only 123 businesses paid their membership fees to SCCI.

As noted earlier, the 500 businesses registered with SCCI represent only seven per cent of total business licenses granted by the Ministry of Customs and Revenue in 2023. This means a significant number of 7147 businesses are not making the effort to be part of SCCI.

This has been the trend over the past ten years or so according to SCCI management. A number of reasons have contributed to the lack of interest to join SCCI as financial members. One in particular is owed to the fact that membership is voluntarily. Private sector operators see fees

¹⁷ Buchanan, M James, *An Economic Theory of Clubs*, Economics, 1965, Vol. 32, No. 125

as an extra cost to the business and therefore decide to remain on the outside.

On the other hand, private firms do not see the return they expect from the fees they pay. Over the years, SCCI has been struggling financially because of the limited revenue it has received and as a result, was not able to provide the benefits expected by its members.

Similarly, members in the past did not experience a special and exclusive privilege that they enjoyed over the non-members. In other words, non-members in the past were not excluded from the benefits the members were enjoying. For example, when businesses were hard hit by the shortage of labour caused by Recognised Seasonal Employment (RSE) scheme, non-members benefitted from SCCI's lobbying effort to government to review the scheme.

In terms of fees, the present structure of fees is based on the size of the business. The fee for small businesses is \$100, \$350 for medium size operation, \$500 for large firms and \$1,000 for Associations or Private Sector Organisations (PSOs). While other factors like the value of return for members and the cost of operating SCCI should also feature in the calculation of fees, such factors were sidelined in the effort to attract businesses to join.

During the consultations with the private operators, the majority was in favour of increasing membership fees, however, the response to the survey questionnaire overwhelmingly rejected any increase in membership fees.

Despite the conflicting views, it is inevitable that the membership fees need to increase if SCCI is to continue its operation and to serve its core functions. At the moment, SCCI is heavily relying on externally funded projects and grants to support its administrative costs.

6.2 Proposed fee structure

i. Mandatory membership

There was a strong support for this option during the consultation with members. The view is based on several arguments. In particular, making membership mandatory addresses the problem of free riding for non-members. As explained earlier, some members felt that it was unproductive to pay membership fees because non-members would also benefit from whatever they fought for.

Second, members during the consultation believed that the private sector needs a single platform to voice their concerns and to seek opportunities. At the moment, private operators are still operating as competitors rather than working together for the purpose of sharing benefits.

Furthermore, the compulsory approach gives the private sector a better-coordinated approach compared to the present situation. With every business represented by SCCI, the private sector can be a major force to influence policy making in government and development partners.

Third, mandatory membership eases the financial pressure on the Council and Management of SCCI. Based on the number of business licenses granted by MCR in 2023, SCCI could have around 5,578 total number of members. While it may not resolve the financial problem completely, it will at least provide some financial stability to the operation of SCCI.

From hindsight, the compulsory approach is critical when the sector faces a national or global crisis as in the case of COVID19. Non-members during the COVID19 pandemic flooded SCCI for urgent assistance during the lock-down period. Such practice forced SCCI in an awkward position, as its priority lied with its members only. The shift to the compulsory approach will avoid such situation, as every business will be a member.

ii. Maintain the current arrangement

The second option is to keep the current arrangement which gives private operators the choice of whether to become a financial member of SCCI or otherwise. This model is based on the concept of excludability discussed earlier. This means SCCI has to work harder on determining a product that strictly benefits its financial members only.

Making its members a priority for opportunities from government and development partners for instance could be one of the exclusive benefits that its members can expect. Such initiative has the potential to attract others who are reluctant to join.

For instance, government in partnership with SCCI can offer SCCI members' opportunities like attending short-term training overseas, trade promotions overseas, and priority recipients of assistance from government and development partner.

7. Conclusion and recommendations

7.1 Strategy for capacity building

- i. With the findings from the study, SCCI is now in a better position to hold discussion with PSC and the Ministry of Finance to source funding from government and/or development partners to address the skills gaps discovered.
- ii. It is critical for SCCI and the Council to prioritise the skills that need to be developed in an annual capacity development plan. This task assists SCCI when holding negotiations with PSC and the Ministry of Finance as well as development partners on the amount of funding it needs to deliver its annual capacity plan.
- iii. The preferred modality for capacity development is non-formal learning. This option is preferred based on the availability of private sector workers and workplace relevance.
- iv. The use of local providers like APTC, Oloamanu, the National University of Samoa and other non-formal providers listed in the study is recommended due to their good knowledge of each industry.
- v. USP's TVET arm, PacificTAFE is another provider in the region that can be used if local providers do not have the expertise to develop some technical skills identified in the study.
- vi. In order to ensure relevance of programs on offer by the National University of Samoa to the skill needs of the private sector, SCCI requires to make a case to the University to sit in Advisory Committees of its TVET programs. Such arrangement provides SCCI the opportunity to advise the responsible staff at NUS on the skill needs of the private sector identified in this study.
- vii. The NUS Preliminary Certificate of TVET (PCTVET) is perhaps the most relevant formal program to address the technical skills discovered in the study. SCCI is advised to consider this program when holding negotiations with Tautai and Tautua for funding.

- viii. SCCI is recommended to look at forming partnership with regional and international institutions that provide on-line training that match the skill needs identified in the study as another option to address such skill needs.
- ix. SCCI is advised to consider a membership campaign in order to attract businesses. It needs to work on its publicity and promote its mandate to industries that are not represented at the moment with its membership register.
- x. CCI to invest more in research and development. This can include quarterly employment deep drive data collections and surveys to support the ever-changing industry environment. ^[L]_[SEP]
- xi. CCI to look at investment in other areas like climate change, green businesses, gender inclusion in the work places and workplace policies. SCCI is recommended to extend its reach to businesses in industries that are not included in the Chamber of Commerce's scope such as recycling companies, and associations. ^[L]_[SEP]

7.2 Proposed structure for membership fees

Tables 7.2a and 7.2b provide the options for membership fees.

Table 7.2a: Mandatory membership option

Membership requirements	Benefits
<ul style="list-style-type: none"> • This may require a legislation support in order to be effective. This can be a new legislation or an amendment of an existing legislation under the Ministry of Customs and Revenue or the Ministry of Commerce, Industry and Labour. • Every business granted with a business license is mandated to be a financial member of SCCI. • If such option is adopted, SCCI will have total active financial members of around 7,642 compared to the 129 active members recorded for 2024. 	<ul style="list-style-type: none"> • No problem of free riding for non-members. • Significant increase in revenue for SCCI compared to the current situation. • The private sector is well coordinated and speaks with one voice. • The private sector gets more attention from government and development partners. • The SCCI becomes an influential force in policy making in government and development partners as it represents the whole business community in the country. • The SCCI will be in a better position to assist members when facing a national or global crisis.

Table 7.2b: Voluntary membership option

Membership requirements	Benefits
<ul style="list-style-type: none">• This option is currently in operation. Businesses have the autonomy to choose whether to join SCCI or otherwise.• At the moment, just over 500 businesses are registered with SCCI but only 129 are active financial members. This figure (129) represents only 1.6 per cent of total business licenses granted in 2023.	<ul style="list-style-type: none">• Businesses have the discretion to join or remain on the outside.• The small number of financial members can benefit significantly from government and development partners through SCCI.•

Attachment 1:

List of members invited to the consultation

Industries	Business Name
Law firms	Clarke Ey Korua Lawyers Leavai Law Firm Stowers & Su'a Lawyers
Financial: Accountants, Banks, Money Transfer, Insurance	BDO Company Leota & Niumata Chartered Accountants Penn & Co ANZ Samoa Bank South Pacific Samoa Commercial Bank National Bank of Samoa Federal Pacific Finance Unit Trust of Samoa Fexco Samoa Pacific Ezy Money Transfer South Pacific Business Development National Pacific Insurance Apia Insurance Co Ltd Federal Pacific Insurance
Agriculture	AJ Farming and Homestead Co Ltd Enara Farms & Vegeplus Lata Plantation Development Malaefono Plantation Nonu Samoa Enterprises Saints Agric Produce and Export Samoa Meat Supply Serendi Coco Samoa Ltd

Real Estate	Samoa Realty
Consultants	318 Consults Intershore Consult KEW Consult Ltd KVA Consult Ltd OSM Investment Ltd
Car rentals	DAT Car Rentals Samoana Rental Cars Taumeasina Rental and Hire
Accommodations: Hotel, Resorts, Beach <i>Fale</i>	Amanaki Hotel Hotel Elisa Hotel Insel Fehmarn Lava Hotel Le Lano Eco-Lodge Return to Paradise Resort Samoa Hotel Association Sandy Beach Resort Sinalei Reef Resort Talanoa Fales Tanoa Tusitala Hotel Vaimoana Seaside Lodge Vaisala Hotel
Wholesales & Retailers	A & F Anapu Ah Liki Wholesale Bluebird Lumber and Hardware Business System Limited CCK Trading Ltd Cell City/Samoa Markeki Online Chan Mow Supermarket Digicel Samoa Ena's Elei & Crafts Farmer Joe Supermarket Frankie Company Ltd Horizon Surf Shop House of Gold I H Carruthers Kuki Co Ltd Les'a's Telephone Services Lisa Clothing/Indoors Maali Company Mailelani Natural Food International

	Origin Energy
	Pacific Jewel Gift Shop
	Samoa Meat Supply
	Samoa Stationery and Books
	Sunshine Farm
	Tapa Creation
	This & That Samoa
	Treasure Box
	Vaoala Vanilla
	Vodafone Samoa
	Apia Concrete Product Ltd
	Bluebird Construction
	Bluebird Lumber and Hardware
Construction and Infrastructure	Craig Construction Ltd
	Craig Construction
	Foxtail Build
	Jalla Fence
	Schwarz Construction Ltd
	Taua'e Gen Contractors
	A & F Anapu Dairy and Bakery
Restaurants and Bakeries	Delicious Cakes
	EnT's Cafe Ltd
	Inalani's Catering
	McDonald's Family Restaurant
	Business of Salafai Association
PSO's	Samoa Association of Manufacturers & Exporters
	Samoa Hotel & Hospitality Association
	Women in Business Development Inc
	Agape Jal Nurse-Led PHC Health Services Clinic
Health	Niu Pharmacy
Spa and Hair Salon	Reflection's Salon and Spa
	Digicel Samoa
	Cell city
Communication: Broadcasting, Telephone Services, Radio Stations	Vodafone Samoa
	BETA Multimedia Investments Co/ TV5
	Radio Polynesia Ltd
	Les'a's Telephone Services Co Ltd
	Samoa Digital Communications
State-owned enterprises	Samoa Ports Authority
	Samoa Shipping Corporation
	Samoa Life Assurance Corporation
	Samoa House Corporation

Scientific Research Organisation of Samoa
Samoa Tourism Authority

Printing and Designs
Tisaan International Designs
Business System Limited
Samoa Stationery and Book

IT and Computer
Computer Services Ltd
Encode Solutions
Geeking Up
Greenology Samoa
Websafe Services Samoa

Attachment 2: Survey questionnaire

QUESTIONNAIRE: Private Sector

Background information

The purpose of this questionnaire is to gather information on skills that are lacking in the private sector. Such information is important to the Samoa Chamber of Commerce and Industry in formulating a strategy on how to strengthen the capacity (skills) of employees working in the private sector.

Your participation is valuable in improving the Chamber's role in serving its members.

Section A: Organisation profile

1. Which organisation/company/business are you representing?

2. Which sector or industry that represent your company or business?
Please circle or tick the relevant industry or sector in the Table.

Sectors or industries	Sectors or industries	Sectors or industries	Sectors or industries
Law firms	Car rentals	PSO	Public works
Financial: Accountants, Banks, Money transfer; Insurance	Accommodations: Hotels; Resorts; Beach Fale	Health	Government Corporations
Agriculture	Wholesalers and Retailers	Education	Printing and Design
Real Estate	Construction and Infrastructure	SPA and Hair Salon	IT and Computer
Consultants	Restaurants and Bakeries	Communication: Broadcasting; Telephone services; Radio stations	

3. How many employees are employed in your organisation at present?

1	Less than 5	4	31-45
2	6 - 15	5	46 - 55
3	16-30	6	More than 55

Section B: Availability of external supply

4. Does your organisation have vacancies that are hard to fill or have not been filled for a long time (6-12 months) due to the lack of applicants' qualification and skills?

1	Yes	2	No
---	-----	---	----

5. If Yes, please list the top four vacancies that are hard to fill.

1		3	
2		4	

6. For the top four vacancies, please list the key generic (soft) and technical (hard) skills required for each.

	Generic (soft) skills	Technical (hard) skills
Vacancy 1		
Vacancy 2		
Vacancy 3		
Vcancy 4		

7. What do you think are the main reasons for the non-availability of qualified applicants?

1		3	
2		4	

8. Can you suggest at least three ways to produce the qualification/skills that are lacking for your organisation.

Suggestion 1	
Suggestion 2	
Suggestion 3	

Section C: Internal supply

9. Does your organsation have a shortage of skills among the existing employees?

1	Yes	2	No
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10. If Yes please list the generic skills and technical skills lacking among your employees at present.

Generic (soft) skills	Technical (hard) skills

11. Can you suggest at least three ways to build the skills that are lacking inside your organisation at the moment.

Suggestion 1	
Suggestion 2	
Suggestion 3	

Section D: Membership fees

12. As a financial member what benefits do you expect from the Chambers?

1		3	
2		4	

13. As a financial member, have you received any benefit from the Chambers in the last 12 -24 months?

1	Yes	3	Don't know
2	No		

14. As a financial member, do you think the membership fee should be increased in order for the Chambers to provide the benefits you are expecting?

1	Yes	2	No
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15. If you agree the membership fee should increase, by how much?

16. What are your expectations from the SCCI as a member?

17. How can the SCCI better perform its role as the National Private Sector Organisation for Samoa?

Attachment 3:

Capacity development strategy action plan

Purpose of plan

The main purpose of this guide is to give SCCI a simple step-by-step roadmap to lead them with their effort to develop the capacity of its members. The broad discussion of the capacity development strategy is provided in Section 5 of the analysis.

Step 1: Prioritise skills to be developed

This study has clearly identified generic and technical skills that are currently lacking in each industry of the sector. SCCI and Council need to prioritise the industry or industries that need urgent development of their skills. While this task is outside the scope of this study, it is suggested that priority should be accorded to the industries that are plagued by the RSE scheme.

The tourism, hotel, bar and restaurants and the construction industries for instance fall into this category. Section 4 identifies the set of generic and technical skills that are in short supply in these industries.

Step 2: Secure funding and training opportunities

The discussion in 5.4 of Section 5 details funding options for SCCI to consider to seek funding for skills prioritised in Step 1. Table 2.1 summarises the funding options for SCCI.

Table 2.1: Funding options for capacity development

Option 1: Direct funding from government budget
This option requires SCCI to make a direct submission to the government and in particular the Ministry of Finance (MoF) for an allocation to fund its capacity building initiative. While such option is currently in effect, the amount of allocation from government is minimal and inadequate to fund any capacity development initiative.
Option 2: Development partners
As discussed earlier in Section 5, this is perhaps the most appealing option for SCCI to explore. The Tautua and Tautai Facilities are potential funders for any capacity development initiative of SCCI. Tautai in particular has already granted \$1m to the Public Service Commission for its capacity building program. Part of this assistance is in the form of sponsorship for 50 public officials who are now undertaking the Postgraduate Certificate in Executive Leadership at National University of Samoa. SCCI is now in a better position to make a claim for a similar assistance to fund short courses to address skill gaps identified in this study. Moreover, the skill gaps identified in this study will also feature in the PSC's upcoming National Workforce Plan.

Option 3: Sector partnership

SCCI is a stakeholder in most of the sectors for government as in the case of the Education Sector and others. Through such arrangement, SCCI can make a case to the Advisory Committees of sectors in its capacity as a stakeholder for funding to fund its capacity building plan.

The most promising sector for SCCI is to go into partnership is the Public Administration Sector. With the approval of the upcoming National Workforce Plan under the jurisdiction of the PSC, SCCI has a genuine case to argue for funding as the National Workforce Plan also includes capacity development for the private sector.

Table 2.2: Training opportunities

Option 1: Training opportunities with the government

The PSC as discussed in Section 5 conducts training for public officials throughout the financial year. These are mainly short-term training focusing on generic skills. SCCI can take advantage of this opportunity by making a proposal to PSC to set aside spaces for its members. SCCI can use the near-completion National Workforce Plan to leverage its case to PSC.

Option 2: Sector training opportunities

SCCI represents the private sector to a number of sectors of government in the stakeholder capacity. Each of these sectors has capacity development plans that are funded by development partners as in the case of climate change and environment. SCCI can negotiate with Advisory Committees of each Sector to allocate opportunities for their members in addition to those provided to public officials.

Step 3: Identify training providers

The discussion in Section 5 identifies existing and potential training providers in the country and the region. Following the confirmation of industries to prioritise and the set of skills to develop as well as funding available, the next step is to identify potential providers. Oloamanu is the main provider of training in generic skills while the NUS TVET Faculty is identified as the main provider of technical training for skills identified in the study.

Step 4: Action plan

The final step of the plan is for SCCI to devise an action plan to guide them with the implementation of its capacity development strategy. Once steps one to three are finalized, SCCI needs to formulate an action plan to identify responsible staff and timelines for executing each activity.

