



Government of Samoa

MINISTRY OF COMMUNICATIONS AND INFORMATION TECHNOLOGY (MCIT)

CORPORATE PLAN 2008-2011



2008-
2011



Government of Samoa

**MINISTRY OF COMMUNICATIONS
AND INFORMATION TECHNOLOGY
(MCIT)**

CORPORATE PLAN

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Government of Samoa

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Foreword

For some years now, this government has been pursuing strengthening the role of the private sector in delivering goods and services. At the same time, it has consistently demonstrated the vision of policy direction to guide the public sector in expediting economic growth. This policy direction has been amply reflected in the Strategy for the Development of Samoa (SDS) 2008 – 2012 with its Vision; “Improved Quality of Life for All”.

In October 2006, the Government effected the separation of communications policy developments from regulatory functions. This saw the establishment of the Office of the Regulator to deal with regulating the telecommunications sector, whilst the Ministry concentrated its resources on communications policy advice to the government.

This Corporate Plan sets out the Ministry’s identified objectives and strategies to meet its legislated function for the communications sector. It is indeed pleasing that this Corporate Plan reflects the significance of the Ministry’s partnership with the Regulatory body, the Service Providers and the consumers of communications services. This partnership has been consistently encouraged by this government as a strategy to facilitate a truly national effort in furthering Samoa’s development. I urge all in the Ministry to strive for the realization of your goals as identified.

I acknowledge the efforts of the Ministry in putting this document together.



Safuneitu’uga Paaga Neri

**MINISTER OF COMMUNICATIONS AND INFORMATION
TECHNOLOGY**



Hon. Safuneitu’uga Paaga Neri

Minister for Communications and
Information Technology

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Introduction

As communications development reduces the world into a global village, the challenge for the Ministry is to exert all efforts to become a member of this community. We believe the challenge poses a lot of pressure on the Ministry, in making sure we provide the best and most appropriate communications policy advice to the Government. Communications technology development is arguably the fastest growing field in the world.

Samoa has to stay abreast with this growth in technology, if we are to enjoy the benefits of the global economy.

The Ministry has been in the forefront of reforming communication frameworks to stay with the rest of the world in communications developments as early as the latter part of the last decade, and throughout the beginning of this century to date. Remarkable achievements include the success in meeting the government's public sector reform policy in separating policy developments, service provisions and regulatory functions. At the initial stages, service provision was corporatized as The Samoa Communications Limited in July 1st, 1999 (later called SamoaTel in 2003), while a new government policy advisory and regulatory body was established as the Ministry of Posts and Telecommunications in the same year (later called the Ministry of Communications and Information Technology in 2003). A National Communications Sector Policy approved in 2003, marked the development of the Telecommunications Act 2005, and allowed for the establishment of the Office of the Regulator, the new regulatory regime in Samoa in 2006. While the established regulatory body now regulates telecommunications, the challenge continues in establishing legislative frameworks for other forms of communication such as broadcasting, postal, Information and Communications Technology (ICT).

Further administrative challenges have been welcomed by the Ministry through actively responding and



Afioga Tua'imalo A. Ah Sam

Ministry of Communication and
Information Technology
Chief Executive Officer

“Samoa has to stay abreast with this growth in technology, if we are to enjoy the benefits of the global economy.”

accommodating public services reforms. The Savali Newspaper was incorporated into MCIT in 2003 (now under the Prime Minister's Ministry since 2005) and the ICT Secretariat in 2005. The Monitoring and Spectrum Management Division was re-allocated to the Office of the Regulator in 2006. In May 2008, we welcomed the National Radio 2AP radio under the care of the Ministry.

We believe that we have both the technical and human resources to achieve our vision, "The South Pacific Region Leader in Communications Policies", and the realization of that vision by a mission statement of "Affordable and Reliable Communications Services for All" in the three year duration of this plan.

We acknowledge in advance the support of the Prime Minister, Minister of Communications and the Government for the Ministry and its corporate plan for 2008 – 2011.



Tua'imalo A. Ah Sam

CHIEF EXECUTIVE OFFICER

Vision

The South Pacific Region Leader in Communications Policies.

Mission

“Affordable and Reliable Communications Services for All”

Through: -

seeking to promote a philosophy of exceeding stakeholder and customer expectation; employee satisfaction; continued reliability of the Government; provision of quality communications policy advice; keeping up with the latest international best practices in communications and ICT policy development; staying abreast with the latest technology; and adding strength to the socio-economy of the people of Samoa.

Corporate Values

We value our Samoan culture and traditions and their emphasis on respect when dealing with all our stakeholders and customers. They complement the following values:

- ✓ Honesty
- ✓ Integrity
- ✓ Consistency
- ✓ Professionalism
- ✓ Timeliness
- ✓ Fairness
- ✓ Commitment
- ✓ Dedication
- ✓ Loyalty
- ✓ Fitness
- ✓ Gender Equity
- ✓ Transparency/Accountability
- ✓ Consultative

Corporate Primary Objectives

1. Update and reform communication frameworks for regulatory and policy development
2. Maintain communication services quality and availability
3. Maintain suitable and secure Information and Communication Technology (ICT) infrastructure
4. Relevant National ICT policies
5. Maintain and develop human resource skills
6. Ensure the successful delivery of an entertaining, educational and informative on-air public radio service

Mandate

The Ministry derives its authority to carry out its core activities from:

- ✓ Ministerial and Departmental Arrangements Act 2003
- ✓ Postal and Telecommunications Services Act 1999 (not repealed parts thereof)
- ✓ Post Office Act 1972 (not repealed parts thereof) and related regulations
- ✓ Broadcasting Ordinance 1959
- ✓ Public Service Act 2004
- ✓ Public Finance Management Act 2001
- ✓ Telecommunications Act 2005
- ✓ National ICT Strategic Plan
- ✓ Strategy for the Development of Samoa (SDS) 2008 – 2012
- ✓ National Communications Sector Policy
- ✓ Nation Broadcasting Policy 2005 and related codes and standards
- ✓ Government Policy on Competition in the International Telecommunications Market 2008
- ✓ Cabinet Directives

Divisional Focus

8.1 Policy Development and Formulation Division

Objective 1:

To establish legal frameworks for national regulatory and policy functions to ensure quality and affordable communications are provided with standards acceptable to all residents of Samoa.

Strategy	Performance Measure	Timeline
1. There is a need to establish a new legal framework for postal sector developments	Complete National Postal Services Sector Policy, Postal Services Bill 2008 and Postal Services Act 2008	<ul style="list-style-type: none"> • Postal Services Sector Policy: 1st Half 2008/09 • Postal Services Bill 2008: 1st Half 2008/09 • Postal Services Act 2008: 1st Half 2008/09
2. There is a need to establish a new legal framework for the broadcasting sector	Complete Broadcasting Bill 2008 and Broadcasting Act 2008	<ul style="list-style-type: none"> • Broadcasting Bill 2008: 1st Half 2008/09 • Broadcasting Act 2008: 1st Half 2008/09
3. There is a need to establish supporting legislations to the Telecommunications Act 2005	Complete Anti-Spam Bill 2008 and Anti-Spam Act 2008	<ul style="list-style-type: none"> • Anti-Spam Bill 2008: 1st Half 2008/09 • Anti-Spam Act 2008: 1st Half 2008/09
4. There is a need to integrate all communications sector policies after review of existing policies	Complete a National Communications Sector Policy Document	<ul style="list-style-type: none"> • Integrated National Communications Sector Policy Document: 2nd Half 2009/2010
5. There is a need to review all relevant legislation and regulations to ensure compatibility with sector policy	Complete review of existing communications laws with changes and amendments made to reflect changing communication needs	<ul style="list-style-type: none"> • Ongoing

Objective 2:

To ensure that the quality and availability of service delivery in the Communication Sector is maintained.

Strategy	Performance Measure	Timeline
1. There is a need to facilitate the establishment of new communications services	Complete a survey for the need of new services via consultations with all stakeholders	<ul style="list-style-type: none">• At the end of each financial year
2. Address the need to continuously review policies to promote ongoing development of human resources in the communications sector	Availability of six (6) training and development opportunities for the communications sector	<ul style="list-style-type: none">• Two (2) training and development opportunities for each financial year

8.2 ICT Secretariat

Objective 1:

To develop affordable and secure information and communication technologies (ICT) in Samoa

Strategy	Performance Measure	Timeline
There is a need to have a system whereby government agencies and relevant stakeholders, both locally and worldwide, can share information in an efficient and effective manner	To have an online system for government	<ul style="list-style-type: none"> • 1st Half 2009/2010

Objective 2:

To develop and implement relevant ICT policies for the Government

Strategy	Performance Measure	Timeline
1. There is a need to formulate and implement an Internet and Email policy for the Government	To have in place an Internet and an Email Policy for the Government employees	<ul style="list-style-type: none"> • 2nd Half 2008/09
2. There is a need to implement and maintain the rural connectivity programme	Existing telecenters to operate independently, and more telecenters to be established in other districts	<ul style="list-style-type: none"> • 2nd Half 2009/2010
3. There is a need to research best practices in ICT development regionally and internationally ensuring the commitment of Samoa to international treaties and declaration, including WSIS (World Summit Internet Society) and ITU (International Telecommunications Union) Declarations.	To prepare and disseminate presentations and papers when attending ICT development workshops and conferences. To attend ITU Study Group meetings to update Samoa with the global communication technological changes	<ul style="list-style-type: none"> • Ongoing

8.3 Corporate Services

Objective 1:

To develop and maintain a skilled and knowledgeable workforce to effectively and efficiently carry out the Ministry's responsibilities to the Communication sectors

Strategy	Performance Measure	Timeline
1. There is a need to develop and implement a human resource development (HRD) plan to meet competencies and performance needs of the workforce	Quality of training and development programmes <ul style="list-style-type: none">• Relevance to needs identified• Availability and accessibility• Timeliness	<ul style="list-style-type: none">• Ongoing
2. There is a need to develop and implement a performance management system (PMS) for recognizing and encouraging performance	Quality of performance management system <ul style="list-style-type: none">• Appropriate to needs• Timeliness	<ul style="list-style-type: none">• Ongoing

8.4 National Radio 2AP

Objective 1:

To inform all people residing in Samoa of natural disasters

Strategy	Performance Measure	Timeline
1. There is a need to be aware of the National Disaster Management Plan (NDMP) that includes programs on awareness, training workshops, drills and also action plans when natural disasters strike the country	Live and pre-recorded broadcast of all programs on awareness, training workshops, drills, update reports before and during natural disasters	<ul style="list-style-type: none"> • Ongoing
2. There is a need to build a strong network with all organizations and stakeholders involved for efficient and effective implementation of the NDMP	Public becoming highly aware and well educated and informed on all natural disaster issues	<ul style="list-style-type: none"> • Ongoing

Objective 2:

To brand the radio service as the National Radio 2AP, “The Voice of the Nation, and as the vehicle for promoting relevant Samoan tradition and culture

Strategy	Performance Measure	Timeline
1. There is a need to have a branding plan in place, to differentiate the public radio service from private radio media in Samoa	Public satisfaction on an educational, entertaining and informative public radio service that focuses on cultural, national building and economic development	<ul style="list-style-type: none"> • 1st Half 2009/2010

Objective 3:

To create programs towards promoting awareness and development of social and economic sector policies and community services

Strategy	Performance Measure	Timeline
1. There is a need to devise a programming plan that incorporates social and economic sector policy development, and encourage the business sector to use Radio 2AP for their broadcasting needs, as its coverage reaches all residents in Samoa	Government Ministries and Corporations, Non-Government Organizations and private businesses use radio 2AP for their awareness programs and public policy developments; public awareness on products and services available in the business sector	<ul style="list-style-type: none"> • 1st Half 2009/2010

Objective 4:

To recover costs involved in the provision of radio services via a coordinated marketing plan

Strategy	Performance Measure	Timeline
1. There is a need to have a marketing plan to recover public funds utilized in the provision of public radio services	To have a marketing plan in place that incorporates marketing radio media services to Government Ministries, corporations and the business community	<ul style="list-style-type: none"> • 1st Half 2009/2010
2. There is a need to ensure the smooth operation and coordination of all divisions (technical, programs, production, marketing, on-air announcers, accounts) to provide the best radio service desired by both the business community and general public	Timely and accurate provision of entertaining, educational and informative on-air radio service	<ul style="list-style-type: none"> • Ongoing

Assumptions

All stakeholders (MoF, AG, Office of the Regulator, Consultancy Firms, all communications industries) correspond and work together with the Ministry, for the successful implementation of the plan. MCIT believes that working in partnership with the above stakeholders will assist the Ministry in many ways in achieving its objectives at the specified timelines.

Risks

The major risk and obstacle in the implementation of the corporate plan is the non-support by the executive arm of the Government of Samoa (Cabinet) of communications policy advice from the Ministry. Other risks may include non-support from the stakeholders and the communications sector.

Success Factors

The success factors in this corporate plan are that MoF continues to uphold Ministry policy developments. This is through rendering support in proposed Ministry budgets in the three-year span of the plan. Also, the World Bank (WB), UNDP and other international funding agencies continue to support projects in the communications sector development in Samoa.

Review

The Ministry will have a mid-term review of the corporate plan due by 30 June 2009. Full review of the plan will be carried out by 31 December 2010.

Appendix

1. Discussion of Vision and Mission Statements

1.1. Vision Statement

The vision states the Ministry's aim and aspirations for the duration of this plan. Samoa is the leader in public sector reforms in developing countries of the South Pacific. It is the first less developed country in this region to have its own Telecommunication Regulator.

In its aspirations to maintain its leadership, the Ministry will advise the Government on policy development in other communications sectors such as ICT, postal and broadcasting, with a particular focus on establishing legal frameworks for all communications sectors. It is envisioned that within the duration of this corporate plan, all legal frameworks for all communications sectors should be accomplished.

If the Ministry's vision is fulfilled, then Samoa will remain the leader amongst developing countries in the region on all communications policy development and formulation.

1.2. Mission Statement

A good mission statement should have all the nine components required of a corporate mission. These are philosophy, customers, employees, growth in worth and shareholder value, service, market, technologies, self-concept and public image.

The Ministry mission consists all of the nine required components as follows:

- ✓ Philosophy - exceeding stakeholder and customer expectation,
- ✓ Customers - customer expectation,
- ✓ Employees - satisfaction,
- ✓ Growth in worth and shareholder value - growth in reliability of the Government,
- ✓ Service - quality policy advice,
- ✓ Market - people of Samoa,
- ✓ Self-concept - keep up with latest international communications policy development,
- ✓ Technology - keeping abreast with the latest technology,
- ✓ Public-image - adding strength to the socio-economy of Samoa.

The mission shall be understood by all staff members, so to have an appreciation of this corporate plan. The mission statement specifies clearly the intentions and commitment of both management and staff. While the vision is a dream that the Ministry aspires to achieve, the mission is the action statement of how to accomplish that dream.