Ministry of Communication
and Information Technology

FA'AVAE I LE ATUA SAMOA

CORPORATE PLAN
2022 - 2026

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FOREWORD

I am pleased to present the Ministry of Communication, Information and Technology's Corporate Plan, which sets out the strategic directions, guidelines and actions the Ministry intends to pursue over the next four years 2022/23-2025/2026. The overall objective is to achieve services that are affordable, accessible, and sustainable, user-friendly as well as secure for our people and the generations to come.

The nature and scope of the Ministry's work touches the lives of every Samoan and the challenges that lie ahead will inevitably continue to affect our society and community at large in years to come. First and foremost, Information and Communication Technology (ICT), if used appropriately, it can contribute immensely to the social and economic development of all sectors of Samoa's economy and social activities in our everyday lives. This plan coincides with the Government's $1million tala Project which is intended for the Communities and their developments.

Our vision sets the inspirational long-term desires of MCIT:

"To serve Samoa through Digital Transformation and Communication & Information Services"

Our mission is to strive;

"To provide sound policy advice to ensure affordable, reliable, resilient and secure digital communication services for All."

Over the next four years, the Ministry will continue to focus its activities and direct all effort in connecting people across the country; rectifying ongoing domestic issues and working together with local, regional and international counterparts across the world. This Corporate Plan reflects the reality of what COVID-19 means for the sectors that we support and work with. We have amended our priorities and targets for this year to reflect this reality and to improve our services across the nation. To this day, the extent of COVID-19 impacts still remains uncertain, and the performance measures related to these impacts will likely to endure further review, evaluation and monitoring within the duration of this Corporate Plan and beyond.

With the landing of the Tui Samoa and Manatua Cables, satellite services and expected falling costs associated therewith, Samoa is well on its way to embrace an important era in its development – a period whereby bandwidth per capita increases dramatically, making access to the internet a low-cost utility service than an expensive privilege available to only a few. Furthermore, the public will receive good quality services at an affordable price, easy access and sustainable and reliable services in years to come.

Our involvement in the communications industry will ensure Samoa continues to immerse itself in the growing digital economy and supports new and innovative technological services. We look forward to working collaboratively with all our sectors through a multi-sectoral approach and in partnership with the private sector and the local communities. With the physical distancing measures in various locations nationwide, a strong and reliable communications network is more important now than ever before. I therefore urge all relevant partners, to work closely with the Ministry to ensure that, through our partnership, we can collectively share the burden of transforming our country into a digital based economy.

Faafetai,

Lefaoali'i Unutoa Auelua – Fonoti

CHIEF EXECUTIVE OFFICER.

ACRONYMS

MCIT	Ministry of Communication, Information and Technology
ICT	Information, Communication Technology
IXP	Internet Exchange Point
CSP	Communication Sector Plan
TWG	Technical Working Group
PMS	Performance Management System
SIEM	Security Information and Event Management
DTA	Digital Transformation Authority
DTC	Digital Transformation Council
FIRST	Forum for Incident Response and Security Team.
SamCERT	Samoa Cyber Emergency Response Team
ITU	International Telecommunication Union
APT	Asia Pacific Tele community
PDPD	Policy Development and Planning Division
PMS	Performance Management System
SNBH	Samoa National Broadband Highway

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SECTION 1: LEGAL MANDATE

The mandates are set out for the ICT Sector in Part II Section 6 of the Postal & Telecommunications Services Act 1999. The Ministry also derives its authority and perform its responsibilities under the following legislations;

- ❖ Telecommunications Act 2005;

- ❖ Broadcasting Act 2010;

- ❖ Postal Services Act 2010;

- ❖ Public Finance Management Act 2001;

- ❖ Ministerial and Departmental Arrangements Act 2003;

- ❖ Public Service Act 2004;

- ❖ Crimes Act 2013;

- ❖ Cabinet Directives

SECTION 2: OPERATING ENVIRONMENT.

The Ministry of Communication, Information and Technology is established under the Postal and Telecommunication Services Act 1999.

As outlined under Section 7 of the said Act (the "ACT"), the Responsible Minister holds the powers to carry out the ministry's functions as outlined below;

- ❖ Policy advice on all matters relating to the provision of postal and telecommunication
- ❖ Monitor provision of postal and telecommunication services.
- ❖ Encourage and promote the provision and availability of high quality and affordable postal and telecommunication services.
- ❖ Provide radio broadcasting services.
- ❖ Advise technical nature of postal and telecommunications services in Samoa

In performing its responsibilities, the MCIT endeavours to use the concept of Technology Neutral through a Converge globalised communications/ICT environment. Will be doing this through digital transformation to develop, lead, plan, implement, manage and support the sector by;

- ❖ Modernize and update policies and regulatory framework to support the Government's digital and ICT agenda.
- ❖ Develop whole-of-government multi sectoral digital platforms and services to reduce costs, reduce duplication and provide better infrastructure and services.
- ❖ Foster innovation for growth through advances in new technologies and a greater focus on knowledge creation and use.
- ❖ Enable citizens to access relevant information and services anywhere, anytime, on any device.
- ❖ Ensure that the government procures and manages devices, applications, and data in smart, secure and affordable ways.
- ❖ Develop innovative and cost-effective security products, services, and solutions throughout the cyber ecosystem, and enable trustworthy cyber infrastructure.
- ❖ Promote a healthy cyber security ecosystem across Samoa and the Pacific Region.
- ❖ Work collaboratively and in partnership with relevant stakeholders to accelerate the digital transformation of government services.
- ❖ Encourage participation in international relations and to become an active member in the international decision-making arena comprising of ITU, APT, ICAN and other organisations.

MCIT, being the Government of Samoa's arm in providing sound policy advises on matters pertaining to ICT developments, it is incumbent upon the Ministry to create an enabling environment in support of ICT deployment across the nation. Only then, affordable, reliable, accessible and secure ICT services can be achieved and maintained for all.

SECTION 3: OUR PURPOSE

VISION

"Leading the Pacific Region in Digital Transformation and Communication Services"

MISION

"To provide sound policy advice to ensure affordable, reliable, resilient and secure digital communication services for All."

OUR VALUES AND PRINCIPLES

Integrity
We are honest

Respect
We value others and their contributions.

Quality of Service
We deliver high quality results.

Fairness
We treat everyone equally.

Transparency/Accountability
We are committed in making our decisions in an open way

Consultative
We value your inputs / ideas / opinions.

Professionalism
We strive to get things right; we are innovative, and we take responsibility for our actions.

SECTION 4: STRAGETIC OUTCOMES

To enhance digital economy opportunities for Samoa, The ICT Sector in alignment with Pathway for the Development Strategy 2022 –2026 ("PDS") commits on the following four key areas:

- ❖ Ensure the necessary ICT infrastructure is in place, and that it is widely accessible, affordable and available.

- ❖ Boost education, skills and digital literacy within the population, to ensure that Samoa has the capacity to harness the full potential of a digital economy;

- ❖ Improve the business environment, including taking steps to promote e-finance, logistics and trade solutions; and

- ❖ Modernize policy and digital transformation framework and advocate as necessary to improve trust among Samoans for digital technology and its applications.

SECTION 5: ORGANISATIONAL STRUCTURE

The Ministry of Communication, Information and technology consist of five (5) divisions. This includes the newly established project, the SamCERT Division, bringing the total of positions within the organisation to forty-eight (48). The Ministry is also responsible for the Office of the Minister of Communications & Information Technology.
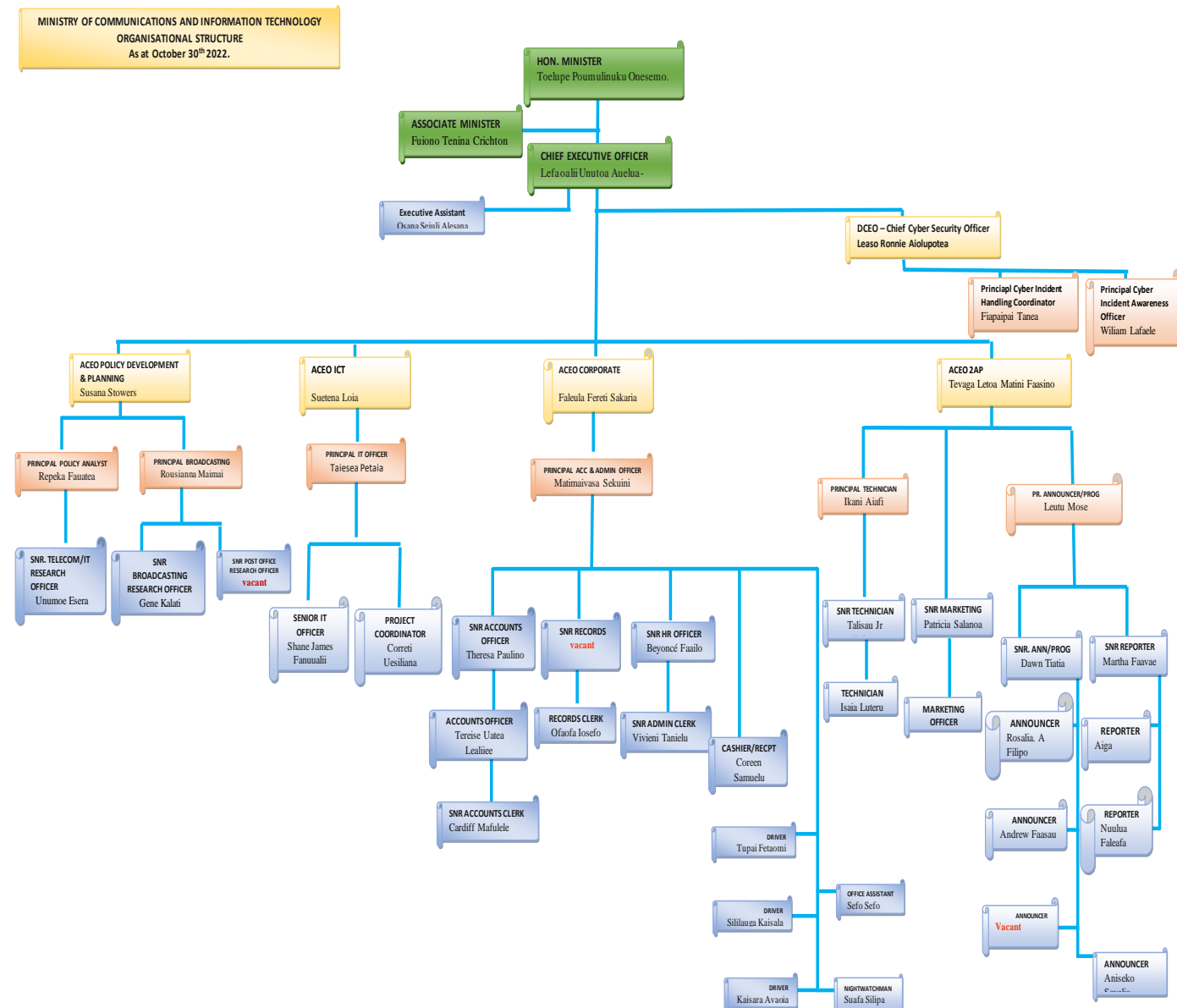
1. **Policy Development and Planning Division (PDPD)**

The PDPD Division is responsible for reviewing, proposing legislation amendments, and developing new and/or revising Government policies pertaining to ICT issues and challenges for the Communication Sector. The Division significantly focuses on reviewing of ICT policies and development plans, making sure that all proposed changes are in compliance with relevant legislations and in alignment with the Ministry's goals and objectives, as well as the ICT Sector and whole-of-Government initiative and approach.

2. **ICT Secretariat Division**

The ICT Secretariat is tasked to provide strategic and technical policy advice to the DTC regarding all ICT related matters as well as to provide advice to the DTC on the status of ICT in Samoa. The ICT Secretariat is to act as the focal point on technical matters relating to the Communications Sector Plan and its implementation. The ICT Secretariat is also responsible for the coordination of all ICTs related projects in the Communications Sector and across all of Government, and to work in close collaboration with the Private Sector, NGO's and the like to compile a report on all ICT developments in the Private Sector.

3. **Broadcasting Services Division**

With the inclusion of digital television to its core function, the Broadcasting Services Division manages programming, presentations, news items, marketing and sales services, and technician support on a 24/7 basis.

4. **National Computer Emergency Response Team (SamCERT)**

The SamCERT Division is established as the main respondent to cybersecurity incidents. Its key responsibilities include but not limited to: investigating the source of the cyber breach and providing technical advice and support aimed at resolving areas of the cyber incident and/or minimizing the likelihood for reoccurrence. As the National Computer Emergency Response Team for Samoa, the Division acts as the Government's focal point on all technical advice regarding ICT Services and digital security for the national infrastructure as well as assets maintained locally and internationally.

The Division is also responsible for assessing and providing useful information on the country's national cybersecurity status from time to time, making sure that the sub-committee of the national security council is well versed with areas of national concern caused by cyberspace activity affecting cybersecurity and online platforms.

5. **Corporate Service Division (CSD)**

The Corporate Service Division (CSD) provides the essential administrative support services, ensuring that the Ministry is operating efficiently, and that its core functions are effectively executed. These include Financial Management; Human Resources Management & Development; Asset Management; Utility Services; and Performance Management System for the Ministry. The Corporate Services Division strives to maintain best practices across the Ministry through providing unbiased services in support of the core technical divisions set goals and objectives.

SECTION 6: INDUSTRIAL, SECTOR & COMMUNITY ASSESSMENTS

Understandably, the Ministry of Communication, Information and Technology, has undergone significant transformation over the past years. This is due to various changes in underlying technologies increased pressure for effective and safe communication, affordability, services quality, and in overall policy settings. In these settings, it is crucial for the Ministry to develop and implement objectives to reflect the current concerns and respond to market change and globalisation. The domestic industry offers a broad range of services through two primary product segments: Postal Services and Information Communication and Technology. The ICT sector includes services such as radio, television, voice communication and broadband with the two largest being voice and broadband services (industry). These services are offered to businesses, government and the community as a whole.

As telecommunication evolves, so do the trends that drive it. MCIT will undertake systematic visits of each segment to gain a better understanding of the developments and trends within the ICT sector and to anticipate issues and possible interventions. With this in mind, outlined below are some of the major areas that MCIT considers to most likely affect each of the sectors over the period of this Corporate Plan.

- ❖ Broadband Services - Reliable products for fast and efficient internet access for customers.
- ❖ Upgrade terrestrial infrastructure
- ❖ Improve cost of connectivity and accessibility through the appropriate use and utilisation of Tui Samoa submarine cable and SNBH Infrastructure.
- ❖ Ensure safe and trusted emerging technologies and information for better communication for all.
- ❖ Improve and sustain connectivity projects for all government services for citizen access.
- ❖ Ensure availability and easy access to business services through digital systems.
- ❖ Increase partnership with stakeholders to boost capacity building.
- ❖ Increase availability of educational and awareness programs on air.
- ❖ Develop and implement effective policies pertaining to digital broadcasting content.
- ❖ Use transmission of signal over network of radio towers, data is transferred to customers using devices, such as phone (telecommunication).
- ❖ Utilise International participation to effective partnership with other organisations for capacity building purposes.
- ❖ Implementation of Digital Transformation across government through collaboration and sectoral approach.

SECTION 7: GOALS, OBJECTIVES & OUTCOMES

MCIT has identified 6 high level goals that will serve the purpose of the Sector and Samoa in the next four (4) years. The goals derived from the government priority focus areas and projects intended to improve service delivery to the people of Samoa.

GOAL 1: Improve Digital Transformation Infrastructure and Services

This goal covers a) modernising policy and digital transformation framework to support government digital and ICT agenda b) the development of Digital Platforms and services, reduce duplication and provide better infrastructure.

MCIT will achieve this goal by meeting the following objectives;

Objective

Objective 1.1

To ensure a Digital Transformation Strategy is approved

Objective 1.2

 To coordinate and identify the Communication Sector Plan and Priorities

Objective 1.3

 To develop Digital One Government Platform Policy

Objective 1.4

To establish a social media Policy and in collaboration with stakeholders.

Objective 1.5

To develop National Broadcasting Policy

Outputs

The outputs that are planned are:

a. A review of Communication Sector Plan 2017/18 – 2021/2022 is completed and approved by October 2022.

b. Completion of the new communication Sector plan 2022/2023- 2026-2027 by November 2022.

c. An Implementation Plan/schedule for CSP is in place and follows through.

d. A review of the Telecommunications Act and Broadcasting Act by March 2024.

e. Right to Information Legislation is passed by Parliament December 2024.

f.   A One Government Digital Platform Policy by December 2022

a.   A revised social protection policy is approved by March 2024.

b.   A new Broadcasting Policy is approved by December 2023

c.   A Digital Transformation Policy is approved by Cabinet by June 2024.

Goal 2: Foster Regional and International Relations to promote Digital Innovation and Creativity

To maintain and strengthen regional and international relations in fostering innovation for growth through advances in new technologies and a greater focus on knowledge creation and value-added b) encourage innovation in ICT by lowering costs through the execution of appropriate policies and programs. C) apply innovations in ICT to Social Protection programs.

MCIT will achieve this goal by meeting the following objectives;

Objectives

Objective 2.1

To work closely with donors. Conduct studies and note policies on Sustainability of different projects implemented by MCIT with collaboration with other Sectors.

Objective 2.2

To develop Incentive Policy by 2023

Objective 2.3

Develop Policy Exemption for Licensing on Government projects

Objective 2.4

To Initiate Smart Village project

Objective 2.5

The Schools Connectivity Project

Objective 2.6
To establish IXP project for Samoa.

Objective 2.7
To establish Rural Connectivity and Transport Project

Outputs

The outputs that are planned;

a. A Feasibility Study of ICT Projects are completed by December 2023.

b. ICT Projects are implemented by June 2026.

c. A Policy for exemption of spectrum fees for government developments is approved by March 2023.

d. A Cost Analysis is completed and Incentive Policy is approved by September 2023

e. All government projects are exempt from spectrum license fee by June 2025.

f. Smart Village project is launched by March 2023.

g. School Connectivity is completed and maintained

h. IXP project is launched and implemented by June 2023.

i. Rural Connectivity Project and Transport Project implemented by June 2025

Goal 3: Strive for a more digital inclusive community
To enable citizens to access to relevant information and services from anywhere, at any time and on any devices

MCIT will achieve this goal by meeting the following objective.

Objective

Objective 3.1

To develop Freedom of access policy

Objective 3.2

To establish Government Digital channel/television.

Objective 3.3

To establish the Last Mile Connectivity project in Tuasivi

Objective 3.4

Improve Publication for Awareness.

Objective 3.5

Revise Universal Access Policy & Implement provision of the law

Objective 3.6

To provide national awareness and live broadcating for national disaster and emergency operation.

Outputs

The output planned are;

  a. The Freedom of Access to Information Policy is completed and approved by December 2022.

  b. Government Digital television/channel is fully operational by June 2024.

  c. Government television and radio strategy is approved by March 2023.

  d. Digital streaming of radio content online report bi-annual.

  e. A report for Research and Scoping study for Last Mile Connectivity project is approved by December 2023.

  f. Implement the Last Mile Connectivity Project by December 2024.

  g. Publish and Disseminated ministry newsletter on quarterly basis.

  h. Completed awareness programs/advertisements for Government entities regularly.

  i. Universal Access Policy is revised and implemented by September 2025.

  j. Regular natural disaster awareness programs.

  k. Natural disaster live broadcast during disaster season and recovery period.

Goal 4: Build Digital Trust and Safety

To ensure efficient handling of incidents, establishment of a cybersecurity culture and to secure opportunities for prudent awareness and training programs

MCIT will achieve this goal by meeting the following objectives:

Objectives

Objective 4.1

To develop Incident Handling Standards.

Objective 4.2

To establish a dedicated helpline(s) for SamCERT incidents.

Objective4.3

To develop Website and social media Page for Handling incidents

Objective 4.4

To develop an Information Security Policy.

Objective 4.5

To conduct Review National Cybersecurity Strategy

Objective 4.6

To develop a Cybersecurity Risk Management Framework

Objective 4.7

To develop Classification Standards

Objective 4.8

Develop a calendar of events for training and awareness programs.

Objective4.9

Celebrate and commemorate Cybersecurity Week

Objective 4.10

To Conduct surveys on special areas identified

Objective 4.11

Installed and configured the SIEM system to assist Ministry with their vulnerabilities

Objective 4.12

Establish a technical team for CERT and affiliation CERTs from the Asia Pacific region

Objective 4.13

Conduct pen test and audit on selected Government networks

Outputs
The outputs planned;

a. Incident Handling Workshops completed regularly.

b. The Incident Handling Standards is approved by December 2023.

c. A Helpline is activated and users are informed accordingly by June 2023

d. The CERT Website launched and live by December 2022.

e. An Information Security Policy is approved by March 2023.

f. A review for National Cybersecurity Strategy 2016 is completed by December 2022.

g. A new National Cybersecurity Strategy 2023 is launched by September 2023.

h. A Risk Management Framework completed by September 2023.

i. Classification Standard completed by March 2024.

j. An annual training and awareness calendar is delivered

k. Trainers Skills and Qualifications database is in place

l. A Quarterly Bulletin/Newsletter is published on ministry website as well other

    platforms and shared with ICT - TWG.

m. An annual Cyber Security week launched.

n. SIEM is installed at the SNBH Data Centre by June 2023.

o. At least 1 x Pen test and 5 * Audit Reports completed per financial year

p. Guides is uploaded to the website for public awareness regularly.

Goal 5: Enhancing digital capacity and building partnerships

To strengthen the collaboration and partnerships with relevant stakeholders in order to accelerate the transformation of government services as well as improving international partnership for global digital transformation

MCIT will achieve this goal by meeting these objectives.

Objective

Objective 5.1

 To play an inclusive role in the Digital Pacific Conference in partnership with UNDP.

Objective 5.2

To establish capacity building and skill development programs for Staff.

Objective 5.3

To establish Smart Island project

Objective 5.4

 To Participate in Forum for Incident Response and Security Teams (FIRST) Conference

Outputs

The outputs planned
a. A completion report for the conference submitted annually.

b. A Capacity Building program in in place for government and community on annual basis

c. A Set of annual Activities Focused on Digital Transformation of an Island State identified, approved and implemented.

d. SamCERT to become member of the international organization – FIRST by June 2023.

Goal 6: Robust institutional support system, people and organization capabilities
To ensure effective and efficient staff practices and services delivery.

MCIT will achieve this goal by meeting these objectives.

Objectives

Objective 6.1

To review and develop MCIT Workforce Plan.

Objective 6.2

 To establish and promote a corporate culture that supports a customer-oriented initiative.

Objective 6.3

 To establish staff performance measures/development plans.

Objective 6.4

 To enhance financial management processes and controls.

Objective 6.5

 To provide efficient transport services

Outputs

The output planned.

a. A new workforce Plan 2023 – 2026 clearly outline the Human Resource Development need for organization by October 2023.

b. A review of the organizational structure by June 2023.

c. Sam CERT Division is absorbed under the Ministry of Communication and Information Technology by June 2024.

d. A Customer Service Charter implemented by January 2023.

e. A comprehensive Performance Management System (PMS) implemented on a yearly basis.

f. Operational Procedure Manual is approved by December 2023.

g. Full compliance with B4 Schedule, Treasury instructions 2013 and Payment Policy

h. Full compliance with Government budget formulation

i. Full compliance with Government Vehicle Regulation 2015

SECTION 8: REVIEW AND REPORTING ON PROGRESS

The Ministry will review and report on the progress and achievement of its corporate plan's expected outcomes through the following annual permits and actions:

1. **Annual Reports to Parliament:**

At the end of every financial year, the Ministry's reports on its the performance achievements during the year assessed through these mechanisms;

    (i)   The Ministry's Annual Financial Statements

    (ii)   Table of Performance Achievement of KPIs per Output

2. **Annual Performance Budget Reviews:**

The Annual Performance Budget links the annual budget appropriated for the Ministry's expenditure program to its annual KPIs. The review done as part of the budget process focusses on the Ministry's actual performance of its KPIs versus the utilisation of Budget appropriation for the year being assessed.

3. **Mid Term Review of the Corporate Plan:**

For the duration of the Ministry's plan, the Mid Term review will be conducted during FY2024 - 2025 to measure the progress of the Implementation Plan for KPIs

    (i) Measure effectiveness of meeting the mid-term KPIs (FY2024-2025)

    (ii) Measure progress towards meeting full term KPIs (FY2025 – 2026);

    (iii) Reassess and respond to mid-term milestones not achieved;

4. **Management Meetings:**

Management meetings provide a regular (monthly) opportunity for Management to discuss achievements and challenges within the Ministry as they occur throughout the year. Such discussions may contribute to the progress updates on the achievement of the Key level outcomes. Management meetings discussions and decisions made minutes will be recorded.