GOVERNMENT OF SAMOA

MINISTRY OF COMMUNICATIONS AND INFORMATION TECHNOLOGY

CORPORATE PLAN 2011 - 2014

FOREWORD

Communication in Samoa has never stopped rolling forward with significant progress in the ICT arena since competition was opened. The positive support from Government leaders with respect to its reform program in the communication sector were results of effective policy development and policy advice from the role of the Ministry.

Hon. Tuisugaletauā Aliimalemanu Sofara Aveau

Minister of Communications and Information Technology

The open telecommunication market not only provided a level playing field with several opportunities for new comers, but also encouraging current Service Providers to deliver quality services which are affordable for our people.

The last 5 five years have seen with tremendous achievements and some strategic objectives of a postal and telecommunication reform development which includes;

- Mobile services providers;
- Five Internet Service Providers (ISP);
- New Legislations for Telecommunication Postal and Broadcasting services;
- Introduction of the Submarine Optical Fiber Cable; and
- Privatization of Samoa Tel

The formulation of communication policies and legal frameworks would not be successful without a collaborative effort of the MCIT, the Office of the Regulator and the communication sector stakeholders. A number of policies and Legislations were approved in the last five years of hard work.

In this Corporate Plan 2011-2014, further development will be executed with priorities in the area of ICT in which Government has identified a need for Samoa communication to have Broadband technology. A National Broadband Network will be added into our backbone infrastructure to strengthen technology and enhance the intelligence of the current network. Broadband technology will extend the improvement of our way of living and boost our economy higher as proven in developed countries. Furthermore a new radio station will be built at higher ground in Nuu area. The proposed station will operate simultaneously with the existing and a reserve asset for radio broadcasting particularly in times of natural disasters and emergencies.

In consolidating partnership with the sector, the Ministry as a leading agent will coordinate work on developing a Communication Sector Plan for the sector. This Plan will combine individual plans of sector members and uses as a primary source of reference in the area of communication.

I also congratulate the Ministry for the preparation of this Corporate Plan, I wish them the best in the next five years of good services to our country.

Soifua,

Hon.Tuisugaletauā Aliimalemanu Sofara Aveau
MINISTER OF COMMUNICATIONS AND INFORMATION TECHNOLOGY

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Word from the Chief Executive Officer

I have great pleasure to introduce to you the Ministry's Corporate Plan for 2011-2014. The Ministry has an ambitious and challenging agenda over the next three years. One must understand that telecommunications is the most important means of reducing development gaps between nations, the Government of Samoa is working to further develop the electronics industry and to promote new technologies. Better-informed communities have better opportunities to achieve progress and improve the well-being of their citizens.

Afioga Tua'imālō A Ah Sam

Chief Executive Officer

We operate in a dynamic environment where new and converging technologies are delivering faster, more interactive and personalized information and services. In an increasingly global and interconnected world, telecommunications play a fundamental role in ensuring that knowledge can flow freely in all directions and even reach the most remote areas.

Our work significantly shapes Samoa's future prosperity and well-being, particularly through the national broadband infrastructure and additional sub-marine fibre-optic cable for international connectivity. We will continue our role in policy advice and co-ordination of telecommunications, broadcasting and postal services in the country.

Our Corporate Plan sets out the directions we plan to take to achieve the outcomes expected by the community and government. Through this, we intend to create a shared understanding of how we will approach our work, our strategic priorities and our future challenges. We can only achieve our outcomes through the dedication and perseverance of our people, and we will continue to invest in developing their skills and capabilities with this in mind.

I acknowledge with much appreciation the inputs provided by our partners and key stakeholders, and trust that we will continue to work together for a better connected Samoa.

I sincerely hope that this plan will guide the Ministry of Communications and Information Technology to successfully achieve its desired goals.

Faafetai,

Tua'imālō A. Ah Sam
CHIEF EXECUTIVE OFFICER

VISION AND MISSION

The Ministry is committed to achieve its vision and mission with the execution of its core functions and responsibilities.

VISION

Leading the Region in Broadband Communications

MISSION

"Affordable, Reliable and Secure Communications Services for All"

LEGAL BASIS

The Ministry was established under the Telecommunications Services Act 1999. The Ministry also derives its authority and performs its responsibilities under the following legislations:

- ❖ Post and Telecommunication Services Act 1999
- ❖ Public Finance Management Act 2001
- ❖ Ministerial and Departmental Arrangements Act 2003
- ❖ Public Service Act 2004
- ❖ National Broadcasting Policy 2005 and related codes and standards
- ❖ Telecommunications Act 2005
- ❖ Government Policy on Competition in the International Telecommunications Market 2008
- ❖ Strategy for the Development of Samoa (SDS) 2008 – 2012
- ❖ Broadcasting Act 2010
- ❖ Postal Services Act 2010
- ❖ National ICT Strategic Plan
- ❖ National Communications Sector Policy
- ❖ Cabinet Directives

MANDATE

- ❖ Relevant National ICT policies
- ❖ Ensure quality and availability of communication services
- ❖ Ensure suitable and secure ICT infrastructure
- ❖ Review communication frameworks for policy and regulatory development
- ❖ Ensure continuous capacity building of human resource skills
- ❖ Ensure the successful delivery of an entertaining, educational and informative on-air public radio service

CORPORATE VALUES

We deliver high quality services to our clients and we hold these values.

Respect - *We value others and their contributions*

Integrity - *We are honest and open*

Service - *We deliver results*

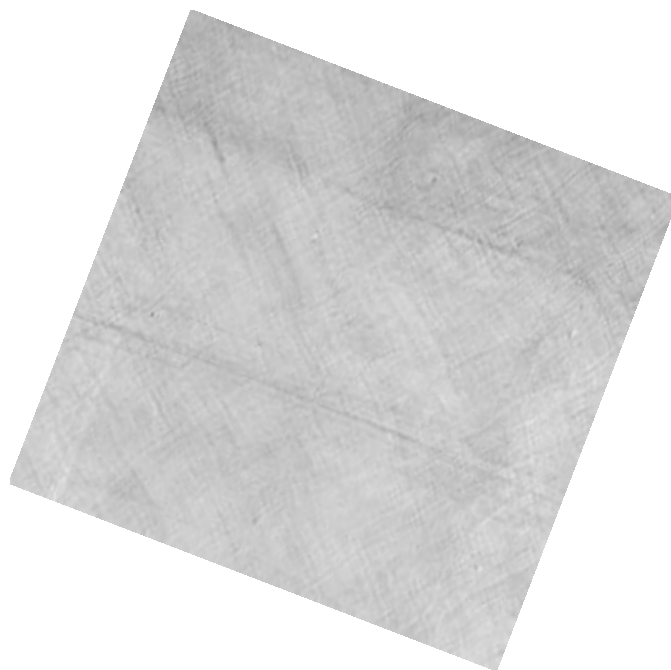**Timeliness -** *We meet deadlines*

Fairness - *We treat everyone equally*

Fitness - *We promote "healthy body, healthy mind".*

Transparency/Accountability – *We are committed in making our decisions in an open way*
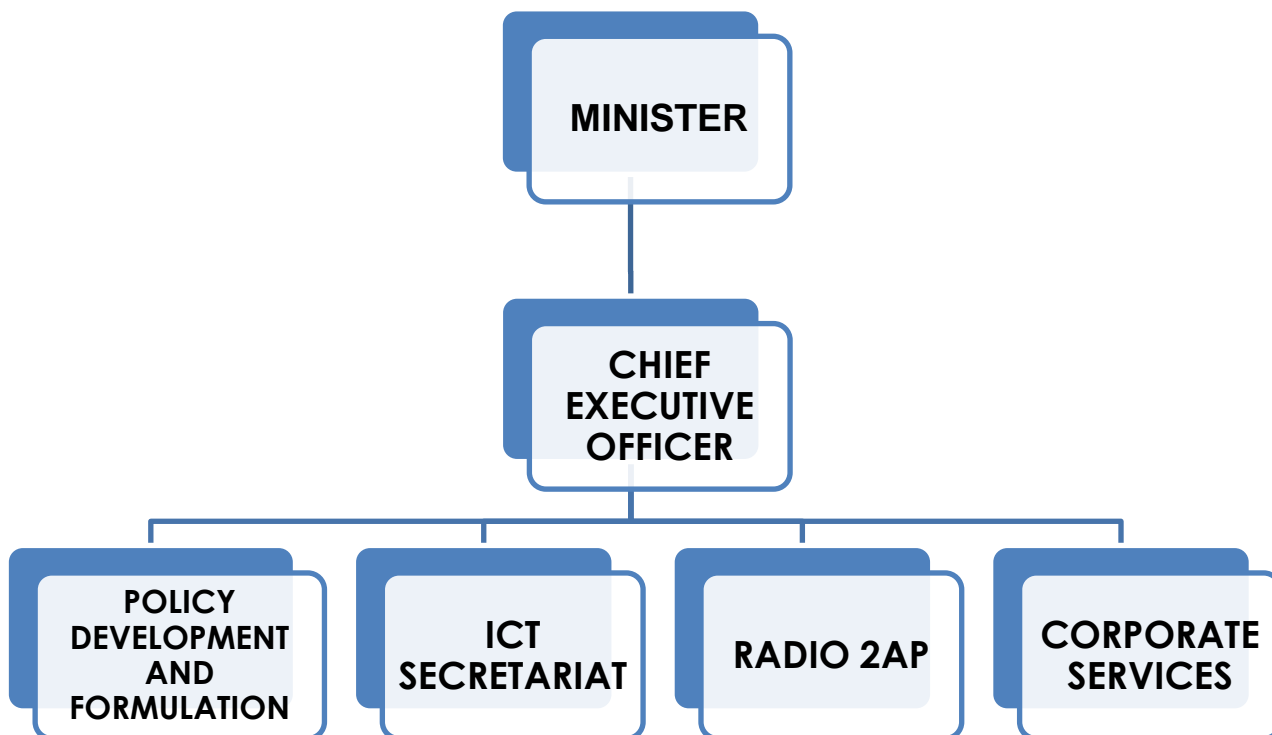
Consultative - *We value your inputs / ideas / opinions*

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

ORGANIZATIONAL STRUCTURE

The Ministry is organized into different divisions as shown in the chart.

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│DEVELOPMENT│  │SECRETARIAT│ │   2AP     │ │ SERVICES  │
│    AND    │  │           │ │           │ │           │
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6: DIVISIONAL EMPHASIS

### 6.1: POLICY DEVELOPMENT, FORMULATION AND REVIEW

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 Samoans.

STRATEGY	PERFORMANCE MEASURES	TIMELINE
1. There is a need to develop a vibrant, sustainable and nationwide broadband coverage for the benefit of all Samoans.	Develop a Broadband policy	First half FY 2011/2012
2. There is a need to provide second Submarine Cable for international access	• Reviewing existing Submarine Cable Policy • Completion of New Submarine Cable	First half FY 2011/2012 First half FY 2013/2014
3. There is a need to establish supporting legislations to the Telecommunications Act 2005	Complete Anti-Spam Bill 2008 • Passed by Parliament • Stakeholder / service providers consultation • Public consultation	First half FY 2011/2012 Second half FY 2012/2013 First half FY 2012/2013
4. There is a need to integrate all communications sector policies after review of existing policies	Complete a National Communications Sector Policy Document • Email and Internet policy	First half FY 2012/2013
5. Public and Stakeholder consultation and review	Complete National Postal Services Sector Policy, Postal Services Act 2010 • Stakeholder / service providers consultation • Public consultation • Review	First half FY 2011/2012 Second half FY 2011/2012 First half FY 2013/2014

6. Public and Stakeholder consultation and review	Broadcasting Act 2010 • Stakeholder / service providers consultation • Public consultation • Review	First half FY 2011/2012 Second half FY 2011/2012 First half FY 2013/2014
Objective 2: To ensure that the quality and availability of service delivery in the Communication Sector is maintained.		
1. There is a need to facilitate the establishment of new communication services	Complete a survey for the need of new services via consultations with all stakeholders • Progress report	End of FY 2011/2014
2. To promote ongoing development of human resources in the communications sector	Availability of six (6) training and development opportunities for the communications sector • Provide training report	Each FY
3. To develop a Communication Sector Plan	Develop Communication Sector Plan	First half FY 2011/2012
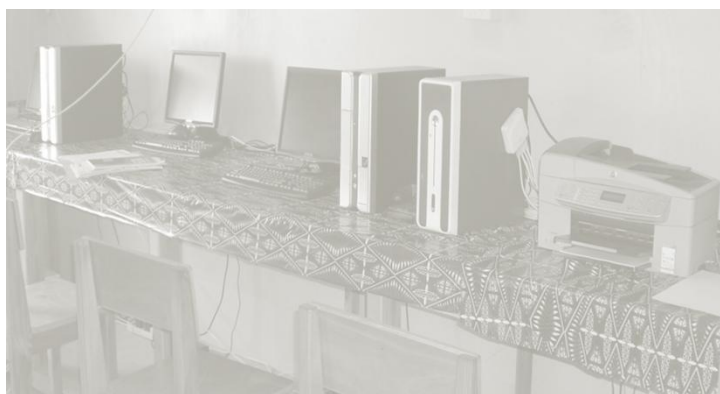
6.2: ICT SECRETARIAT

Objective 1: **To develop affordable and secure information and communication technologies (ICT) in Samoa**		
STRATEGY	**PERFORMANCE MEASURES**	**TIMELINE**
1. There is a need for government agencies and relevant stakeholders to share information in an efficient and effective manner	To have an online system for government • Portal • E-Government	First half FY 2011/2012 2011/2014
Objective 2: To facilitate relevant ICT policies for the Government		
1. There is a need to expand and assist the rural connectivity program	Existing tele-centers to operate independently, and more tele-centers to be established in other districts • Secure donor funding • Provide training • Advisory / technical support	2011/2014
2. There is a need to research best practices in ICT	ITU / APT / SPC / PITA • Meetings/workshops/ trainings	2011/2014
Objective 3: To provide reliable ICT services for MCIT		
1. There is a need to upgrade the network	Existing computer network to be re-developed according to accepted standards	2011/2012
2. To provide technical support and service to all divisions	Response times to request as follows: Urgent : immediately Normal : within 1 hour Non-urgent : within 24 hours	2011/2014

6.3: 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 MEASURES	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 programs • Relevance to needs identified • Availability and accessibility • Timeliness	2011/2014
2. There is a need to develop and implement a performance management system (PMS) for recognizing and encouraging performance	Quality of performance management system • Appropriate to needs • Timeliness	2011/2014
3. To strengthen financial operations within the Ministry to achieve effective and efficient monitoring and utilization of funds.	Quality of Financial Monitoring • Availability and accessibility • Timeliness	2011/2014

6.4 NATIONAL RADIO 2AP

Objective 1: To inform all people residing in Samoa of natural disasters and emergencies		
STRATEGY	**PERFORMANCE MEASURES**	**TIMELINE**
1. There is a need for public awareness of Natural Disasters and Emergencies	Live and pre-recorded broadcast of all programs on awareness, training workshops, drills, update reports before and during natural disasters	2011/2014
2. To build a strong network with all organizations and stakeholders on Natural Disasters	Effective response, communication and broadcasting	2011/2014
Objective 2: To continue promoting the National Radio 2AP, "The Voice of the Nation, and as the vehicle for relevant Samoan tradition and culture		
1. There is a need to continue 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	2011/2014
Objective 3: To create programs towards promoting awareness and development of social and economic sector policies and community services		
1. There is a need to devise a programming plan that incorporates social and economic sector developments.	Public awareness on private, business and government services	2011/2014
Objective 4: To continue providing quality Radio services also to recover cost from the provision of the said radio services.		
1. There is a need to recover funds utilized in the provision of public radio services	Government Ministries, Corporations and the business community using Radio 2AP	2011/2014
2. There is a need to ensure the smooth operation and coordination of all sections	Timely and accurate provision of entertaining, educational and informative on-air radio service	2011/2014

3. To ensure regular maintenance of transmission equipment / studio facilities and standby power	Well maintained equipment and facilities Good coverage nationwide	2011/2014
4. To ensure regular maintenance of office building	Upgrade station facilities	2011/2012
Objective 5 : To build a new radio office station (second station) at Nuu		
1. There is a need to have a second radio station away from the coastal area	New station operational	2011/2012

Role of the Ministry

The Ministry is responsible for the following core functions;

- ❖ To provide policy advice on all matters relating to the provision of postal and telecommunications services;

- ❖ To monitor the provision of postal and telecommunications services;

- ❖ To encourage and promote the provision and availability of high quality and affordable postal and telecommunications services to the public;

- ❖ To assist in the establishment of a regulatory environment which will facilitate the development of postal and telecommunications services in Samoa which are efficient, competitive, and responsive to the public;

- ❖ To advise on the technical nature of the postal and telecommunications services available in Samoa and whether they are adequate and sufficiently advanced having regard to the services available outside Samoa, and;

- ❖ To advise on any developments in the postal and telecommunications industry.

Assumptions

MCIT believes that working in partnership with all its relevant stakeholders will benefit the Ministry in many ways. The likes of all stakeholders (MoF, AG, Office of the Regulator, Consultancy Firms, all communications industries) is significant for the successful implementation of the plan.

Success Factors

The Corporate Plan has gone through an intense discussion/consultation within the Ministry through the Management. Ministry of Finance (MOF) has contributed greatly to the Ministry Performance Framework which is incorporated to this Plan. The discussion was beneficial in putting together the plan.

Review

The Ministry will then review the Corporate Plan within the last year of the plan due by 30 June 2014.