



**OFFICE of the  
REGULATOR**



**Corporate Plan  
2020-2025**

**(July 2020 – June 2025)**

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## 1. Foreword

I am pleased to present this Corporate Plan for the Office of the Regulator ('OOTR') for the period July 2020 – June 2025. This plan is aligned with the visions, priority areas and goals of the Strategy for Development of Samoa ('SDS') and the Samoa 2040 strategy to establish the linkage on how the Plan contributes to the achievement of the objectives outlined in these two national strategies.

This Plan sets out the OOTR's vision, mission and key strategic priorities that will be implemented in the five year term and how the work of each Division contributes to achieving the priorities thereby accomplishing the national vision.

The OOTR is Samoa's regulatory Authority for the telecommunications, broadcasting, postal and electricity sectors. As part of its mandate, the OOTR takes leadership in driving good governance, accountability and transparency in the performance of its work. Its key role is implementing the Telecommunications Act 2005, Broadcasting Act 2010, Electricity Act 2010 and the Postal Act 2010. These Acts, involve monitoring of the telecommunications, broadcasting, electricity and postal services to ensure quality of service and nationwide coverage. OOTR's obligation to consumers is to ensure that their rights are protected and that they receive assured quality of service, fair and reasonable prices. In the sectors which are competitive, it is the role of the Regulator to ensure that competition amongst service providers is encouraged and strengthened; moreover that it is fair and within the parameters of OOTR's legislative framework.

While the work of the OOTR is complex, efforts are already in place to reform the organisational structure to meet international standards and focus on its core functions. The revised organisational structure has been reviewed and is attached as *Annexure 1*.

The implementation of the plan takes into account information, third party and personal property lost during the fire at the old OOTR building. The plan includes strategies to maximise revenue collection and controlling spending as a basis for prudent budget management. We are taking on board the ITU best practice of "result based management" in financial management, human resource management, project management and staff performance evaluation.

The sectors of the economy in which the Regulator operates are fundamental to the functioning of a modern economy and society. Telecommunications, broadcasting, postal and electricity services are important inputs for improving the social and economic development in Samoa. Telecommunications and broadcasting are vital to social engagement and inclusion in a modern society and to the reinforcement of cultural and social values. Electricity services are critical to everyday life; more so, without electricity all other services cannot be provided. It is the main reason why electricity services need to be affordable and available in every part of the country.

The environment for all of the regulated sectors is dynamic, and change is occurring faster than in the past as a result of technological change, and the pressures on demand and supply in converging markets. The Internet and online services have changed the structure, dynamics and participation in telecommunications and broadcasting markets, but has major spill over effects for more traditional communications sectors such as postal. The need for telecommunication and broadcasting network infrastructure affects the perception of electricity infrastructure as well. However, the Electric Power Corporation ('EPC') is now focusing on clean energy to ensure the Government's goal of using 100% clean energy by 2025 is achieved. The OOTR has given special attention to ensure this drive becomes a reality through working together with EPC and the Ministry of Finance (MOF) to ensure new entrants i.e. potential Independent Power Producers ('IPPs') are given a fair and non-discriminatory evaluation, which also supports OOTR making regulatory decisions informed by evidence.

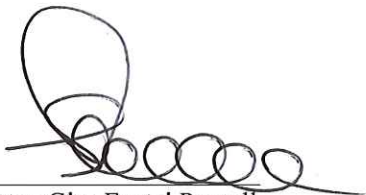
One challenge that the OOTR faces is legally obligated to report to two different Ministers; the Minister responsible for Information Communications Technology and the Minister responsible for Electricity. A bill to ensure synchronization of the roles and responsibilities of the Regulator and the OOTR under all of the relevant Acts will be developed to minimize any possible contradictions or anomalies.

The goals and objectives outlined in the Corporate Plan have, to the greatest extent possible, been formulated on SMART principles – that is they strive to be Specific, Measurable, Achievable, Relevant and Time bound. These principles are important for the Corporate Plan to be practical and well-grounded. Considering that the Corporate Plan is a rolling five year plan, this means that the plan will be reviewed annually in accordance with changing external and organizational priorities.

Overall, OOTR aims to become a responsive and effective regulator operating in the Government's and public's interest and to ensure that we are up to date on regulated industry developments and consumer trends/data to help us make better-informed and evidence-based decisions. To that end, OOTR aspires to build and develop critical capacities and skills of its workforce in order to meet the rapid technological advancements. Our people are our greatest resource and OOTR acknowledges the untethered commitment and resilience of its staff as they continue to provide essential services while facing the challenges of the loss due to the fire incident in April 2020.

I also acknowledge the positive collaborations formulated between OOTR and its key industry stakeholders and partners, in working together to achieve common goals and objectives for the benefit of Samoa.

To realize the goals and bringing this Plan into fruition over the next 5 years, it is crucial that the industry, society and Government participate actively. Working together, we can help Samoa achieve sustainable and quality growth as well as enrich the lives of our people.



Lematua Gisa Fuatai Purcell  
**Regulator**

## 2. Purpose

The OOTR has developed the following key components of its purpose:

- statement of purpose, which sets out our strategic objective over the period 2020-2025
- vision statement, which captures what we wish to achieve and
- a mission statement, which sets out how we will be achieving this vision.

Linking this plan to the SDS and Samoa 2040, we have established three key priorities and strategies reflected in the *Figure 1* below .

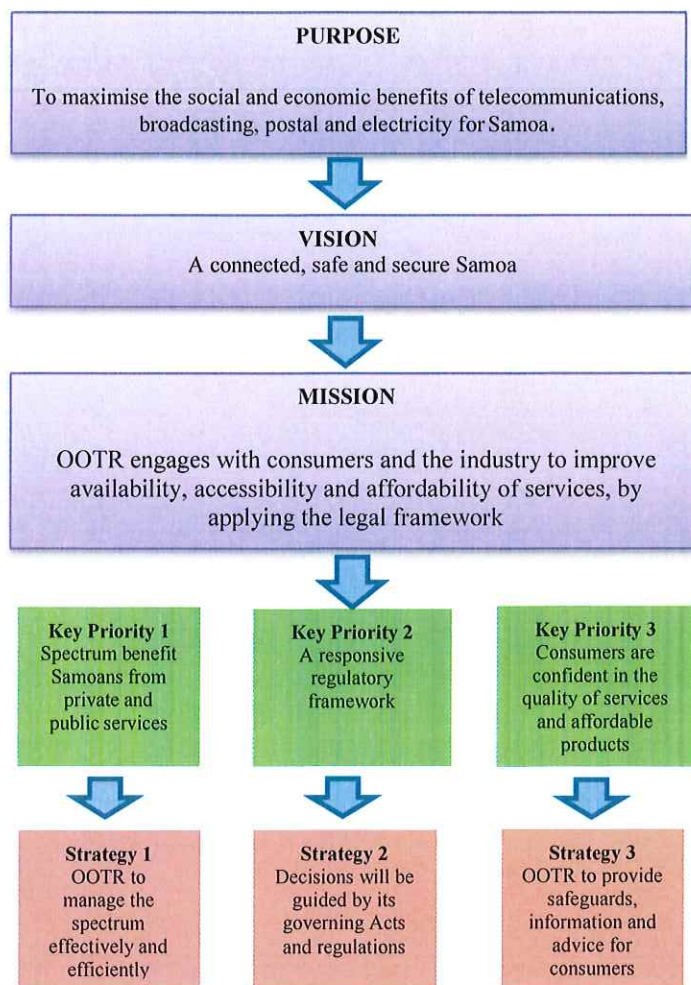
## 3. Our Vision

A connected, safe and secure Samoa.

## 4. Our Mission

OOTR engages with consumers and the industry to improve availability, accessibility and affordability of services, by applying the legal framework.

*Figure 1:*



## 5. Our Values

- i. Integrity;
- ii. Transparency;
- iii. Non-discrimination;
- iv. Impartiality;
- v. Accountability.

## 6. Our Mandate

OOTR's mandates are set out for each sector in Section 3 of the:

- i. Telecommunications Act 2005;<sup>1</sup>
- ii. Broadcasting Act 2010;<sup>2</sup>
- iii. Postal Services Act 2010;<sup>3</sup> and
- iv. Electricity Act 2010.<sup>4</sup>

The essential elements of the various mandates have substantial commonality and include:

- Facilitating the development of the sectors;
- Promoting widespread availability / universal access of all regulated services;
- Promoting efficient and reliable provision of the regulated services;
- Encouraging sustainable investment in each sector, and investment in renewable energy sources and reduced reliance on imported fossil fuels in the case of the electricity sector;
- Protecting the interests of customers in each sector;
- Promoting efficiency in the use of resources, including scarce resources;
- Promoting sustainable competition in each sector as a means of delivering consumer benefits in terms of innovation, service quality and price;
- Establishing measures to enforce compliance and implementation of the policies in the legislation, to prohibit anticompetitive behaviour; and
- Ensuring all digital equipment entering Samoa are type approved and meets local and international standards.

## 7. Our Guiding Principles

OOTR's operations are premised on core principles inclusive of impartiality and integrity. In particular, we seek to work in a fair, open and transparent manner, with decisions being evidence-based after complete enquiry and consultation with the parties involved. Further, the OOTR adopts seven (7) principles which will continue to guide the OOTR's decision-making on telecommunications, broadcasting, electricity and post office regulatory matters, as follows:

- Promoting and protecting the interests of consumers and ensuring ubiquitous access to telecommunications, electricity, broadcasting and postal services;
- Promoting fair, effective and sustainable competition;
- Providing open, fair, transparent and non-discriminatory processes;
- Ensuring efficient use, protection and effective allocation of scarce resources;

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<sup>1</sup> TA 2005

<sup>2</sup> BA 2010

<sup>3</sup> PSA 2010

<sup>4</sup> EA 2010

- Encouraging investment, building-out of facilities and infrastructure sharing in the provision of regulated utility services;
- Facilitating market development through proportionate regulation, as far as practicable; and
- Upholding technology neutrality and progressively transitioning to service neutrality.

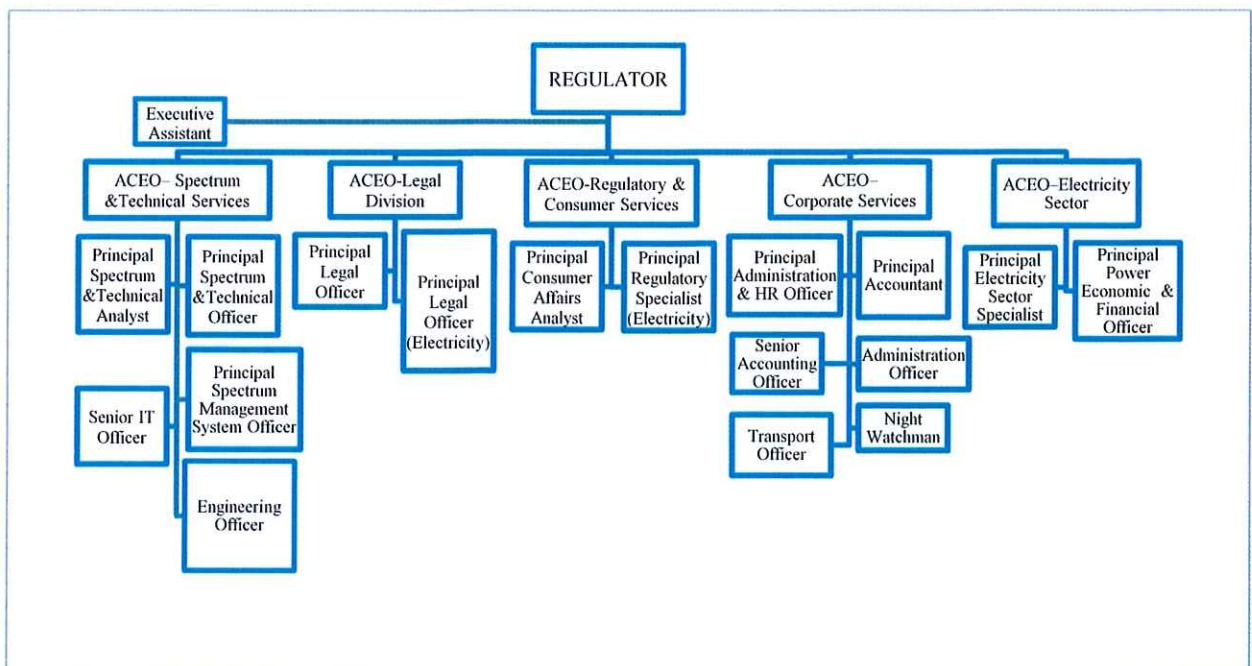
## 8. Organisational Structure

OOTR has an approved structure (including the position of Regulator) of 24 positions, organised into five divisions as stated below:

1. **Consumer & Regulatory Services** – undertakes regulatory oversight, market analysis and consumer affairs functions in the sectors within the mandate of the organization (telecommunications, broadcasting, electricity and postal). For these sectors, the responsibilities of the division include overseeing licensee compliance, market monitoring, managing issues arising from anti-competitive behaviour, price regulation, access and interconnection, consumer complaint resolution, quality of service and universal access.
2. **Electricity Services** – is responsible for electricity industry licensing, electricity tariff determination, establishing and monitoring electricity technical standards and developing and enforcing appropriate electricity sector regulations.
3. **Spectrum and Technical Services** – which undertakes all spectrum and numbering management and technical duties of the organisation associated with the information, communication and technology ('ICT') sector.
4. **Corporate Services** – provides support in administration, and accounting, human resources and other support services to the Office.
5. **Legal Services**– which ensures that the legal requirements in the various legislation are complied with and provides legal advice on all matters relating to the OOTR and to act as the repository for all legal documents and licences.

The current organisation structure is depicted graphically below.

Figure 2:



The OOTR proposes a revised organisational structure to streamline its services through making the divisions function based instead of regulated utility based. This is a more effective way of delivering the services of OOTR in a more efficient transparent and accountable manner, in line with international best practices. The three main divisions are to be restructured in the new structure: 1) Tariff and Regulatory division 2) Consumer Affairs division and 3) Legal and Policy division. The Spectrum and Technical division needs to be strengthened with additional staff. The Corporate division remains the same but with additional staff to ensure that the three core functional divisions are better supported to achieve the OOTR mandate.

The details of the proposed organizational structure are summarised as follows:

**Legal and Policy** – in addition to the current functions, review the Acts and Regulations and in particular the TA 2005 taking into account the emerging technologies and new markets. The TA 2005 is now 15 years old and in need of further revision. Furthermore, the type approvals applications are actioned free of charge but this service must be charged because the OOTR pays for the customs duty for all incoming ICT equipment. Therefore, Legal and Policy division needs to develop new regulations and policies. As such, additional employees are required. Legal and Policy is also leading in the preparatory phase of the ITU's World Telecommunication Development Conference (WTDC) 2022 at the regional and international level putting forward Samoa's needs.

**Spectrum and Technical** – This division is responsible for managing Spectrum and Frequencies Allocation, National Numbering, Type Approval of all electronic equipment that enters Samoa, monitoring quality of service as well as managing the ICTs used by the OOTR. It is also the responsibility of this division to manage the preparatory work for the World Radiocommunication Conference (WRC) which happens every 4 years while the preparatory phases start three years before the conference. The Spectrum and Technical division is responsible for preparing Samoa's contribution on Radiocommunication resolutions to ensure the Satellite Services on the C-Band, L-Band and other commercial bands are secured not only for Samoa but for Small Island Developing States (SIDS).

**Regulatory and Compliance** – Two existing divisions namely, Electricity and Regulatory which currently deal with electricity and telecommunication tariffs as separate divisions are now merged in the newly proposed structure. This new division will deal with all regulated tariffs and manage regulations. Furthermore, assessing the relevancy of new projects for regulated sectors. Hence, the need for more employees.

**Consumer Affairs and Events Coordination** – This new division is responsible for protection and promoting the interests of consumers. It also focuses on the coordination of regional and international conferences and other related meetings.

**Corporate Services** – In addition to financial management and HR, Corporate Division will also assist with media monitoring and supporting regional and international trainings and meetings.

The increased responsibilities require more staff for achieving the work of OOTR. Currently, all staff are working over 60 hours a week. This is due to each divisional responsibility of ensuring Samoa is kept abreast with regional and international regulatory requirements. The new organisational structure is attached as *Annexure 1*.



## 9. Industry assessments

All sectors regulated by OOTR have been undergoing substantial modifications as a result of changes in underlying technologies, cost structures, consumer preferences and habits, social and economic interactions and transactions, and in overall policy settings. In these circumstances it is important for regulatory objectives and processes to reflect current concerns and to respond to markets and issues. Outdated regulation can be a major drag on the relevant sectors and act as barriers rather than facilitators of required change and development.

OOTR will undertake regular scans of each of the regulated sectors to better understand developments and trends, and to anticipate issues as they arise. With that in mind, outlined below are some of the major factors that OOTR considers will affect each of the regulated sectors over the period of this Corporate Plan.

### 9.1 Telecommunications

Major trends affecting telecommunications, and the ICT sector generally, are:

- The application on a ubiquitous basis of digital technologies and, in particular, packet switched technologies based on Internet Protocols
- Achieving substantial efficiencies in transmission, through optical fibre technologies at all levels in networks and platforms
- Developments in network design and topologies with decentralisation of intelligence
- Convergence in technologies across sectors, enabling greater cross-sectoral competition
- Greater scale of economies and the development of oligopolistic patterns in infrastructure and network competition
- Transformation of value and supply chains, with more emphasis on content and applications creation and management
- Transformation in economic, commercial and social transactions via personal communications and high speed Internet access
- Alternatives for personal communications beyond traditional hard copy, text and voice options
- Renewed pressure on access regimes and costs of sharing, with necessary changes to the way call termination is addressed
- Building trust in the Digital World

These changes will continue to play out in Samoa and elsewhere in terms of increasing concentration within the sector, and particularly in terms of the numbers of infrastructure competitors that the market might sustain.

Telecommunications networks are becoming much more data centric compared to a predominantly voice focus in the past. This will change the nature of long term recurring issues such as wholesale access and interconnection, and will require different approaches to interconnection charging compared traditional approaches now coming to the end of their useful lifespan.

Because Samoa will likely have few facilities-based service providers and limited numbers of other service providers in this sector the market forces associated with full and effective competition cannot be relied on to deliver all desired consumer outcomes. The size of the addressable market in Samoa also means that market behaviour will have a more win-lose characteristic than in larger

markets. Therefore OOTR anticipates that behaviour of market participants will need to be closely monitored to ensure that it remains competitive rather than anti-competitive and that measures are likely to remain in place throughout the period of this Corporate Plan.

Other issues that will arise or re-emerge during the period of the Corporate Plan in Samoa as a result of the broader sectoral trends are:

- *Licensing* - to implement uniform service provider licensing which is technology and service neutral, appropriate to a convergent environment
- *Spectrum licensing and fees* will need review
- *Universal access scheme* and fund management – these will need to be fundamentally reviewed and adjusted based on operating experience and changing expectations in under-served areas
- The *equipment type approvals regime* will need to be further streamlined and improved during the period
- Review and revision of the *National Numbering Plan*
- *Competition issues* especially associated with wholesale access and with on-net and interconnection price gaming, will continue and may become exacerbated
- *Tariffs* remain high in this sector, especially for international bandwidth and international call services.
- Wholesale access issues will continue and new ones will emerge.

## **9.2 Broadcasting**

In addition to the technological developments and convergence which affect the whole of the ICT sector (including both telecommunications and broadcasting) there are some special issues that will add to the challenge for OOTR over the next five years. These include:

- Changes to traditional business models for the media and especially for free to air, advertising-funded television
- Jurisdictional issues with the Internet and Internet content management
- Divergence between codes for Internet and other broadcasting content
- Narrowcasting applications that affect related parties and common interest groups

Within Samoa the development and operation of codes of conduct by broadcasters and the resolution of customer complaints about broadcast content will continue as a major issue. In addition there is widespread non-compliance by broadcasters with licence conditions and this widespread culture will need to be turned around over the next five years.

## **9.3 Postal Services**

The major global trend for postal authorities relate to the changes in the overall communications environment that are replacing the traditional business model for postal businesses. Factors in these trends include:

- The online transaction revolution affecting both commercial mail through online retailing and Business to Business (B2B) applications, and mail through social networks, email, etc.

- Rapidly reduced costs of alternative communications
- Competition from low cost competitors in urban areas, including parcel and courier delivery competition especially in high value segments

Samoa is less impacted than countries where the postal authorities run extensive mail delivery networks. On the other hand the mail box approach to delivery in Samoa means that Samoa Post has fewer options to leverage delivery as a critical part of a new business model.

To date OOTR has not been actively involved in relation to postal regulation or compliance monitoring but this will likely to change during the course of the Corporate Plan period.

#### **9.4 Electricity**

The electricity industry in Samoa and worldwide is undergoing change because of:

- Volatile price of fossil fuels;
- Increased consumer demand for electricity and reliable supply;
- Increased awareness of the need for proactive measures to protect the environment and the search for renewable (clean) energy replacements for electricity generation. Note that the Samoan Government has established a target for renewal energy electricity generation 100% by 2025; and
- Promotion of competition particularly in the generation sub-sector as a means of ensuring efficient supply and to counteract the trend of increased input costs.

There are many key regulatory settings associated with applications and licensing, tariff setting policy, data collection and monitoring. These regulations are in addition to unwinding historical cross-subsidies, which need to be done, or at least substantially progressed.

#### **9.5 Overall**

OOTR recognises that the resources available will be constrained and every effort will need to be made to ensure that the staff and other resources are deployed in the most efficient way. Prioritisation will be necessary to ensure that most important and urgent activities are undertaken first.

To meet the challenges of the next five years, OOTR needs personnel that have the training and skills to undertake the work outlined in this Plan. The organisation will need to be agile and flexible to be able to respond effectively, particularly to emerging situations that are unforeseeable.

### **10. Our Goals, Objectives and Outputs**

OOTR has identified six high level goals that collectively describe what it is seeking to do in the course of the next five years. These goals are derived from OOTR's mandate. Each goal is expressed in more specific objectives. The planned outputs resulting from the achievement of each objective are also listed. In some cases the same output may result from pursuing more than one objective.

## Goal 1: Industry development

This goal covers the requirement to facilitate an enabling environment through policies and regulation to cater for emerging technologies delivering modern services. It also covers the reform of frameworks associated with its operation to assist industry development.

OOTR will achieve this goal by meeting the following objectives:

*Objective 1.1* To review and upgrade regulatory frameworks

*Objective 1.2* To ensure effective management of numbering resources

*Objective 1.3* To review the spectrum management policy and plan

*Objective 1.4* Institutional developments

*Objective 1.5* Industry developments

*Objective 1.6* To ensure consistency with the requirements of International agreements, commitments, conventions, regulations and recommendations to which Samoa has subscribed or otherwise subject to.

### Outputs

The outputs that are planned are:

- a) Regular review of licensing regime by Q4 FY 24-25 (June 2025)
- b) Review all OOTR Rules by Q4 FY 21-22 (June 2022)
- c) Legal Reform by Q4 FY 24-25 (June 2025)
- d) Revise the National Numbering Plan by Q2 FY 24-25 (Oct 2024)
- e) Determine feasibility of number portability and implement by Q2 FY 24-25 (Oct 2024)
- f) Review and revise the Spectrum Management Plan by Q2 FY 24-25 (Oct 2024)
- g) Revise national frequency allocation plan by Q2 FY 24-25 (Oct 2024)
- h) Revise principal frequency spectrum assignment by Q2 FY 24-25 (Oct 2024)
- i) Establish a digital learning centre by Q4 FY 21-22 (June 2022)
- j) Establish a Samoa Netsafe hub by Q3 FY 21-22 (Dec 2021)
- k) Girls in ICT programme which is an annual event in April
- l) Implementation of National Emergency Telecommunication Plan (NETP)/National Emergency Telecommunication Operation Plan (NETOP) by Q1 FY 21-22 (Sept 2021)

- m) Review, identify and adopt relevant resolutions and recommendations set by international organizations including but not limited to ITU, APT, Asia-Pacific Broadcasting Union, European Standards Org. (ESO) by Q4 FY 24-25 (June 2025)
- n) Review, identify and adopt relevant resolutions and recommendations set by Organization of Pacific Energy Regulators Alliance (OPERA) and Asia Pacific Energy Regulators Forum by Q3 FY 21-22 (March 2022)
- o) Incorporate feasible international standards to current policies, rules and regulations pertaining to spectrum management by Q4 FY 24-25 (June 2025)
- p) Encourage the use of ICTs to support national policy on combating climate change and promote climate change adaptation by Q3 FY 22-23 (March 2023)

## **Goal 2: Availability of efficient and reliable access to services**

This goal covers affordability, accessibility, availability and quality of services.

OOTR will achieve this goal by meeting the following objectives:

*Objective 2.1* To ensure network coverage and quality of service are improved

*Objective 2.2* To review price levels and price regulation

*Objective 2.3* To ensure that best practice of service standards are implemented

### **Outputs**

The outputs that are planned are:

- a) Implement the operation of the telecommunication universal access scheme by Q2 FY 21-22 (December 2022)
- b) Monitor ICT/Telecommunications and broadcasting coverage and quality of service (Ongoing)
- c) Develop plans to maintain Digital Terrestrial TV (DTTV) services and to include digital radio services by Q2 FY22-23 (December 2022)
- d) Promote colocation for underserved and unserved areas Q3 FY22-23 (March 2023)
- e) Implement phase two of Connectivity Project VSAT by Q4 FY23-24 (June 2024)
- f) Monitor and maintain approval processes for electricity expansion plans by Q2 FY22-23 (December 2022)
- g) Review international roaming availability and charges. Develop industry rules to govern same by Q2 FY21-22 (December 2021)
- h) Review and monitor telecommunication tariff annually and promotions when required Q4 FY 24-25 (June 2025)

- i) Develop cost models for effective pricing and monitoring anti-competitive behaviour by Q2 FY23-24 (December 2023)
- j) Review multi-year tariff of EPC (FY20/21-24/25) by Q4 FY21-22 (December 2021)
- k) Consider application of a subsidy for life line tariff by Q2 FY22-23 (December 2023)
- l) Develop Broadcasting tariff for Digital Terrestrial TV (DTTV) (free to air and paid subscription) by Q2 FY21-22 (December 2021)
- m) Review and monitor Power Purchase Agreement (PPA) checklist by Q2 FY21-22 (December 2021)
- n) Monitor PPA by Q4 FY24-25 (June 2025)
- o) Review service standards applicable to electricity services by Q2 FY21-22 (December 2021)
- p) Establish technical service standards for broadcasters by Q4 FY24-25 (June 2025)

### **Goal 3: Convergence and Sustainable Investment**

This goal covers the amendment of regulation to facilitate, accommodate and respond to convergence, particularly in the telecommunications sector.

OOTR will achieve this goal by meeting the following objectives:

*Objective 3.1* To review all ICT licenses to ensure that they reflect pro-convergence principles

*Objective 3.2* To achieve commercially sustainable investment in all regulated sectors

*Objective 3.3* To achieve environmentally sustainable investment in all regulated sectors

#### **Outputs**

The outputs that are planned are:

- a) Establish OOTR position on regulating Over theTop (OTT) and Internet of Things (IoT) services based on OOTR studies by Q2 FY21-22 (December 2021).
- b) Review all regulated services with new investment in mind by Q3 FY22-23 (March 2023)
- c) Determine the dominant service provider for cable and satellite market by Q2 FY21-22 (December 2021)
- d) Regulate satellite sector with a view of sustainable investment by Q2 FY23-24 (December 2023)
- e) Complete development of policies and processes associated with Independent Power Producers (IPPs) agreements particularly Small Scale projects by Q4 FY20-21 (June 2021)
- f) Encourage investment in standalone solar projects for rural communities by Q4 FY24-25 (June 2025)

## **Goal 4: Consumer Protection**

This goal covers the protection of the welfare and interests of consumers in all regulated sectors.

OOTR will achieve this goal by meeting the following objectives:

*Objective 4.1* To implement awareness programmes on Consumer protection of all regulated sectors.

*Objective 4.2* To implement effective and efficient consumer complaints management systems in all regulated sectors.

*Objective 4.3* To facilitate renewable energy sources for small scale electricity generation projects.

*Objective 4.4* To adopt number planning and management that will ensure the adequacy of number ranges for new and growing services.

*Objective 4.5* Implement and monitor market monitoring for anti-competitive behaviour.

### **Outputs**

The outputs that are planned are:

- a) Implement consumer protection awareness programs of all regulated services by Q2 FY21-22 (December 2021)
- b) Implement online safety awareness campaign by Q2 FY21-22 (December 2021)
- c) Review Complaint Handling and Investigations Procedure (CHIP) Manual by Q1 FY21-22 (September 2021)
- d) Implement the CHIP Manual including appropriate escalation arrangements for ICT/Telecommunication and electricity users by Q2 FY21-22 (December 2021)
- e) Establish Small Scale Electricity Generation Policy by Q4 FY20-21 (June 2021)
- f) Review the national numbering plan by Q4 FY20-21 (June 2021)
- g) Establish Number Misappropriation Prevention Policy by Q4 FY21-22 (June 2022)
- h) Establish Fees Regulation for Numbering by Q2 FY23-24 (December 2023)
- i) Review and implement the annual data collection regime by Q3 of FY

## **Goal 5: Enforcement, Compliance and Public Awareness**

This goal includes creating awareness, enforcing compliance and effective monitoring.

OOTR will achieve this goal by meeting the following objectives:

*Objective 5.1* To develop an effective appeals management process

*Objective 5.2* To improve public awareness of OOTR's role and programs

*Objective 5.3* To improve the collection of fees owed to OOTR debt

*Objective 5.4* To maintain efficient monitoring of the regulated sectors

### **Outputs**

The outputs that are planned are:

- a) Develop effective processes and system for OOTR's involvement in appeals process by Q2 FY24-25 (December 2024)
- b) Review and implement plan to improve public awareness of OOTR's functions and activities by Q4 FY20-21 (June 2021)
- c) Develop process for collection of fees and include procedures for legal redress by Q3 FY20-21 (March 2021)
- d) Continuous upgrading of the Spectrum Management System (Ongoing)
- e) Conduct monitoring of regulated services. (Ongoing)

### **Goal 6: Institutional strengthening of the OOTR**

This goal covers the development of human and capital resources to enable quality deliverables. Leadership continuity for the organisation must also be ensured.

OOTR will achieve this goal by meeting the following objectives:

*Objective 6.1* To ensure continuity of operations

*Objective 6.2* To organise skills and knowledge training

*Objective 6.3* To review organisational structure annually

*Objective 6.4* Strengthening institutional processes and systems

*Objective 6.5* To create an environment conducive to productive work

### **Outputs**

The outputs that are planned are:

- a) Establish an organisational succession plan by Q3 FY21-22 (March 2022)
- b) Establish a business continuity plan for all foreseeable events by Q4 FY21-22 (June 2022)
- c) Conduct an employee skills audit and training analysis by Q1 FY22-23 (September 2022)
- d) Establish a policy for professional development by Q1 FY21-22 (September 2021)
- e) Implement a skills and knowledge improvement training plan for each individual staff member and implement over a 3 year period by Q2 FY22-23 (December 2022)
- f) Review the organisational structure by Q4 FY20-21 (June 2021)



- g) Train and provide resources to build ICT savvy staff by Q1 FY21-22 (September 2021)
- h) Install energy efficient and employ energy efficient technologies by Q4 FY20-21 (June 2021)
- i) Establish a program on leadership training by Q1 FY 21-22 (September 2021).
- j) Develop implementation schedule of team building and knowledge sharing sessions by Q4 FY20-21 (June 2021)
- k) To re-establish OOTR office by Q4 FY20-21 (June 2021)
- l) Implement efficient information management system by Q2 FY21-22 (December 2021)
- m) Develop and stock a resource library by Q1 FY22-23 (September 2022).
- n) Develop plans for office expansion to cater for increased staff by Q1 FY21-22 (September 2021)
- o) Develop and implement Occupational Safety and Health (OSH) for staff by Q1 FY21-22 (September 2021)
- p) Develop a security plan to safeguard office assets (offsite backup) by Q1 FY21-22 (September 2021)

Annexure 1: Proposed Organizational Restructure

