

## **SAME STRATEGIC PLAN 2014-2016**

### ***VISION***

The leading trade organisation in Samoa representing all interests pertaining to services, manufacturing and processing

### ***MISSION***

It is our goal to be an effective and efficient organisation. We will accomplish this by diligently guiding our members to reach their respective goals and legitimately represent our member interests in local and international forum.

### ***OBJECTS***

The key objects of the Association as set out in its Constitution and Rules of the Association:

1. Promote exports
2. Promotion and protection of manufacturing and processing industry
3. Compilation and distribution of trade information to SAME members
4. To provide secretarial support for its members and SAME visitors, in line with policies
5. Use and apply the funds of the Association according to annual plans and budgets
6. Promote the establishment of industries in Samoa and the region
7. To advise the Government on matter pertaining to industries within the region and in particular exports from Samoa
8. To promote and encourage improvements of industrial design and presentation of Samoa made products
9. To be a key member performing key roles on steering committees or boards that are key to export activities (e.g. NEA, PSSF, CBS, TCM)

## ***PRINCIPLES***

- The Mission of the Association is the template against which all actions / decisions will be tested to **ensure consistency of purpose**
- Members recognize that their membership incurs a responsibility to the **wellbeing of the wider manufacturing, processing and export sector**
- The Association is committed to **fostering a spirit of partnership with Government, based on mutual respect and trust** - recognising that whilst the parties will not always agree, collaboration rather than confrontation is more likely to lead to better decisions, and sustained benefits for all in the longer term
- Although external funding support will continue to be required in the foreseeable future, the Membership **recognises the importance of self-help and re- investment** in the future of their own businesses and their Association
- In all activities, the **impact on the environment** shall be a key consideration

## The current SAME organisation

### **SWOT Analysis**

<p><b>STRENGTHS</b></p> <p>History- known and established name Membership (approx. 40 registered members) Additional 40+ former members Export ISO certified companies Physical presence (office- 2 staff) NZ presence (in pipeline) Conducted successful trade fairs</p>	<p><b>OPPORTUNITIES</b></p> <p>Increase in Exports Growth in membership Regular international trade fairs Improved profile Proactive EC Expanded market sectors (organic, trade fair etc) ISO trainer and certifier Organic certifier for manufacturers and agro-processors</p>
<p><b>WEAKNESSES</b></p> <ol style="list-style-type: none"><li>1. Ad hoc processes and systems</li><li>2. Inactive EC members</li><li>3. Historical documents scattered or lost</li><li>4. Weak collective connection to raw material suppliers</li></ol>	<p><b>THREATS</b></p> <ol style="list-style-type: none"><li>1. Industry competitor? e.g. CoC</li><li>2. Negative impact of some national economic policies</li><li>3. High cost of financing (<i>complicated securities</i>)</li><li>4. High cost of doing business (<i>e.g. utilities</i>)</li></ol>

## Issues and solutions:

### 1. Ad hoc processes and systems

- a. SAME must formalize all policies and procedures (proposed) and make them known to members and stakeholders alike
  - i. *VSA are currently developing financial and office procedures, policies and amending the constitution in preparation of presenting them to the AGM for association member endorsement*
  - ii. *All information will be available on the SAME website*

### 2. Inactive EC members

- a. SAME EC members must take ownership of their roles and contribute according to their allocated tasks.
  - i. *JD's and a policy on Commitment and Performance have now been developed to clearly specify EC member roles*

### 3. Historical documents scattered or lost

- a. SAME must make all attempts to gather key documents and correspondences for the past 5 years and file them in the office

### 4. Weak collective connection to raw material suppliers

- a. SAME must review its strategic and annual plans regularly to ensure focus of activities and alignment with national priorities and international economic trends
  - i. *This is the first review of the SAME strategic plan. The TA is developing a work-plan from the strategic plan to be approved by the Association at its AGM on 26 March 2014*

### 5. Industry competitor

- a. SAME must be very clear and certain about its mandate and make all efforts to collaborate with other private organisations to promote and increase exports
  - i. *The Strategic Plan and work-plan clearly articulates the activities of SAME in 2014-2016. The Technical Advisor has developed a strategic plan that contains strategies, activities and indicators to guide the work of SAME in 2012-2016, in alignment with national priorities as per SDS 2012-2016*

**6. Negative impact of some national economic policies**

- a. SAME must be proactive in participating in the national discussions and lobbying government to minimize negative impacts of proposed national economic policies on trade activities
  - i. *The SAME constitution, policies and EC job descriptions are all designed to enable this*

**7. High cost of financing**

- a. SAME must be proactive in lobbying government for deliberate measures to ease security requirements to do with credit facilities
  - i. *SAME will proactively contend for a representative on the NEA Board where such issues will be fought through*

**8. High cost of doing business**

- a. SAME must stand together with the private sector organisations to lobby government for cost-effectiveness of utility rates
  - i. *SAME submitted to the OOTR a position paper regarding the EPC proposed “new” charges for tariff, hence supporting the private organisation position presented by Chamber of Commerce*

***Factors necessary to future success***

1. Continuation of ISO Project to certify manufacturing and processing companies
2. Regular targeted bi-annual tradeshows
3. Continuous participation in international trade fairs
4. Good leadership and happy members
5. Pro-active participation in relationships with raw material suppliers
6. Market and demand led production

SAME strategic plan is reviewed for its relevancy and alignment with national priorities as stated in the SDS 2012-2016. As such, SAME strategies are aligned with SDS outcomes 3 and 5.

## SAME IMPLEMENTATION MATRIX

SDS 2012-2016 OUTCOME 3: REVITALIZE EXPORTS		SAME OUTCOME 1: INCREASE EXPORTS		
Strategy	Indicators	Strategy	Activities	Indicators
<p>3.0 Support and promote niche export and high value added products such as organic products for export</p> <p style="text-align: center;"> </p>	<p>Increase the range of processed export products</p> <p>Agricultural exports increase by 3%pa</p>	<p>1.0 Facilitate continuous and consistent focused participation of eligible SAME members in targeted international Trade fairs</p>	<p>1.0.1 Produce list of trade fairs in NZ, Australia, USA, Europe and ASIA that are appropriate for SAME members participation each year</p> <p>1.0.2 Align SAME producers to the most relevant trade show based on their product and target market or market segment</p> <p>1.0.3 Assist SAME members in processing through funding proposals to PSSF and other relevant donors for assistance for participation</p> <p>1.0.4 Track on an annual basis the production and export capacity of SAME member companies to determine growth and non-growth</p> <p>1.0.5 Produce a list of improved and new products on an annual basis</p> <p>1.0.6 Document key international distributors and contacts that SAME members do business with</p> <p>1.0.7 Plan tradeshow activities and participation of members as a group</p>	<p>Increase in exposure and export capacity of Samoan products</p> <p style="text-align: center;">SAME Annual Report</p>

			<p>promoting Samoan export</p> <p>1.0.8 Provide secretarial support (in line with policies) to member companies or associations in preparation of products and services for exhibition</p>	
3.1 Identification and promotion of potential crops and livestock products for exports	Improve access of farmers to timely and up to date information	1.1 Improve access of farmers to timely and up to date information	<p>1.1.1 Use website to provide information on production forecasts</p> <p>1.1.2 Broadcast in the Observer, Iniini and Savali newspapers the same information as on website</p>	Annual Export and production capacity forecasts and figures available on SAME websites
3.2 Effective coordination amongst producers' associations to support export demand	Effective cooperation amongst all exporting parties established	1.2 Increase membership of producer associations in SAME	<p>1.2.1 Consult existing associations (e.g. SFA, Tautai group, Samoa Beehive Association etc) to invite them for membership</p> <p>1.2.2 Provide sound professional service that is valuable to the members</p> <p>1.2.3 Continue the production and "e" distribution of newsletter to maintain member interest</p>	1% increase in number of producer associations becoming members of SAME per annum
3.3 Closer working relationship between the Export authority and the exporters		1.3 SAME to seek active membership and key role in the NEA Board	1.3.1 SAME to always have an active member on the NEA Board	SAME is a member of the NEA Board

SDS 2012-2016 OUTCOME 5: ENABLING ENVIRONMENT FOR BUSINESS DEVELOPMENT		SAME OUTCOME 2: INCREASE USE OF ENABLING ENVIRONMENT		
Strategy	Indicators	Strategy	Activities	Indicators
5.1 Improve the enabling environment for business development through the implementation of the trade sector plan	<p>Increase in the number of new employees in export-oriented industries</p> <p>Increase in number of foreign investment certificates issued</p> <p>Increase in number of small businesses that graduate from informal to formal sector</p> <p>Reduce cost of doing business- through facilitative credit access and cost effective utilities and infrastructure (including telecommunication)</p> <p>Increase public-private partnerships</p>	<p>2.1 Continue the ISO project for re-certification of certified members and to certify new members</p> <p>2.2 Effective collation of information key to determination of the “cost of doing business” from time to time</p> <p>2.3 SAME keeps abreast of all national issues pertaining to exports</p>	<p>2.1.1 Plan for ISO project activities</p> <p>2.1.2 Prepare and submit proposal to PSSF for funding</p> <p>2.1.4 Execute project</p> <p>2.1.5 Submit progress reports to PSSF and SAME members</p> <p>2.1.6 SAME to establish itself as the provider of ISO Training in Samoa</p> <p>2.2.1 SAME members work towards collecting /keeping robust information on business costs</p> <p>2.3.1 EC members actively participate in the relevant steering committees and actively report back to SAME key issues</p> <p>2.3.2 SAME proactively lobby for affordable utility rates</p>	<p>Progress Report</p> <p>Terminal Report</p> <p>SAME certified trainer for ISO training</p> <p>Annual costing for doing business in Samoa made available on SAME website</p> <p>SAME Annual Report available on website</p> <p>Annual increase in usage of government credit facilities and duty concessions</p> <p>Planned and cost effective changes in utility rates in Samoa</p>



<p>Strengthen and support a “One stop shop” approach</p> <p>Promote small businesses</p>		<p>2.4 SAME Office provides a one stop shop for trade information for its members</p> <p>2.5 SAME to raise awareness among its members and facilitate maximum use of available government incentives</p>	<p>2.4.1 Transfer trade information from other locations to SAME website</p> <p>2.5.1 Link small businesses to relevant training conducted by Chamber of Commerce and SBEC</p> <p>2.5.2 Organise and coordinate basic training for small business members for areas not covered by CoC and SBEC</p>	<p>Trade information available on SAME website</p> <p>Increase number of small businesses attending trainings</p> <p>Report of training executed</p>
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