



Telecommunications Authority of Fiji (TAF) Strategic Plan FY25 – FY29 Summary

Public document

Foreword

In August 2024, this Strategic Plan for the Telecommunications Authority of Fiji (“TAF” or “the Authority”) was launched with the intention to support Fiji’s digital enablement and position the country as a pioneer of digital development within the region. This plan recognises the telecommunications sector’s rapid regional growth rate and its vital role in socio-economic progress. Central to this plan is the commitment to extend quality connectivity across the nation, promote competition, and advocate for digital literacy and security.

Fiji has evolved as the Information and Communication Technology (ICT) hub of the Pacific, with the country’s telecommunications sector demonstrating substantial development and cementing its role as a forerunner in ICT progression throughout the region. The strategies detailed herein are designed to capitalise on this momentum, with the overall objective to boost ICT’s contribution to the nation’s economy over the next five years.

Encouraging competition is a foundational principle of this strategy. A competitive landscape fosters innovation, leads to fair pricing, and ensures quality services for consumers. However, the Authority also acknowledges the inherent value of collaboration. The exploration of the potential for infrastructure sharing and other new business models is a strategic move to reduce barriers to entry for new market entrants, decrease operational costs for providers, and offer economic benefits to the end-users.

An integral element of this strategic approach is the shift towards environmentally responsible and digital-first practises. Transitioning to paperless operations indicates a commitment to sustainable governance and paves the way for improved efficacy and transparency.

This strategic plan envisions a digitally inclusive Fiji, in which every region, from metropolitan areas to the most remote communities, is integrated into the national and global digital landscape. It underscores the Authority’s mission to bridge digital divides and create equal access for all.

The development of this plan involved a consultative process and whilst the Authority is still growing in scale and capacity, it carries a distinct sense of purpose and determination to lead the charge in the nation’s digital transformation.

In advancing this strategic plan, we believe Fiji takes an positive step towards not only enhancing national connectivity but also contributing significantly to the growth of a digital economy. Our hope is to contribute to the development of a more connected, economically resilient, and innovative nation.

Our Strategic Objectives



Improve our regulatory effectiveness



Enhance our service delivery



Advocate for a safe and secure digital economy



Create financial sustainability



Develop a highly skilled and engaged team



Governance, Processes & Technology

About us

TAF's Regulatory Role

The Telecommunications Authority of Fiji was established in 2008 under the Telecommunications Act 2008 (“the Act”), and thus the Government Department of Communications was reformed accordingly, with its regulatory component shifting to the Authority. The Act was developed to provide a regulatory framework for the telecommunications sector that supports the sustained benefits for individuals who use telecommunications services, or services offered through telecommunications, while also enhancing the effectiveness and global competitive edge of the telecommunications sector in Fiji. The main objectives of the Act are to:

- i. Provide rapid expansion of reliable and as affordable as possible telecommunications services on an equitable basis, with particular improvement in rural areas;
- ii. Promote efficient investment and innovation in telecommunications networks and services;
- iii. Provide fair competition among service providers and allowing market forces to operate; and
- iv. Provide and promote appropriate consumer protection and other safeguards in relation to telecommunications services where market forces are insufficient.

In addition to the Telecommunications Act 2008, other relevant legislation that the Authority conforms to are: Telecommunications (Budget Amendment) Act 2020, Telecommunications Regulations 1955, Telecommunications (Licensing) Regulations 2012, Telecommunications Authority of Fiji Licensing Fee Schedule, Regulation of National Spectrum Act 2009, Fijian Competition and Consumer Commission Act 2010, Consumer Council of Fiji Act 1985, and Compulsory Registration of Telephone Services Act 2010.

Since its inception in 2008, the Authority has overseen the transformation of Fiji's telecommunications sector from a state-run monopoly to a dynamic, competitive market. Technological advancements and policy reforms have diversified services to include mobile, broadband, and digital solutions, substantially enhancing Fiji's telecom coverage and accessibility.

The Authority is responsible for regulating Fiji’s telecommunications sector to ensure a competitive, fair market and uphold service quality. TAF manages licensing, monitors regulatory compliance, mediates disputes, safeguards consumer rights, and encourages infrastructure development. Per the Act, TAF should also manage licensing of the allocation of spectrum resources within Fiji, however this is currently managed by Government, through the Ministry of Trade, Cooperatives, Small and Medium Enterprises, and Communications . Through its regulatory actions, TAF aims to further the growth of a reliable and accessible telecommunications network in Fiji.

Our services

	
Regulatory Oversight	Dispute Resolution
	
Spectrum Management	Consumer Protection
	
National Interest Matters	Promoting Investor Confidence
	
Regional / International Representation	

Our Strategy on a Page

Our Vision

Enable a digitally connected Fiji

Our Mission

To develop and regulate a telecommunications, broadcasting and ICT sector that cultivates a thriving digital economy, stimulates innovation, and drives sustainable growth.

Our strategic pillars

1

Regulatory effectiveness

Improve our regulatory effectiveness to ensure it is agile to the dynamism of the global telecommunications, broadcasting and ICT sectors

2

Service delivery

Improve our service delivery so that our processes are transparent, comprehensible, consistent and efficient

3

Advocacy

Enhance our public profile and advocate for the advancement of digital literacy, meaningful digital participation and safety

4

Financial sustainability

Explore funding models for long term financial sustainability

Our strategic enablers

1

People

Develop a highly skilled and engaged team

2

Governance, Process & Technology

Strengthen governance and streamline processes with the better use of technology

Our values

Transparency

Innovation

Collaboration

Commitment

Excellence

Strategic Pillar 1



Improve our regulatory effectiveness

This objective encompasses initiatives that will build the foundations of a regulatory framework that is proactive and adaptive, fair and transparent, promotes competition, protects consumers, and enhances the development of a digital economy. We will achieve this through the following initiatives:

- 1.1 Improve regulatory transparency
- 1.2 Improve regulatory agility and modernity
- 1.3 Promote innovation, investment and competition
- 1.4 Protect consumers

We recognise the need to improve our regulatory effectiveness to ensure it is agile to the dynamism of the global telecommunications broadcasting and ICT sectors. This is essential to foster the development of a robust Fijian telecommunications industry that can effectively support and drive a thriving digital economy

To improve our **regulatory transparency**, we will ensure full public disclosures of the regulatory process, including any and all determinations and decisions. This will include establishing a transparency policy, publishing all relevant regulatory documentation and developing a system for regular monitoring and evaluation of public reporting. Further, to improve our **regulatory agility and modernity**, we will undertake a full review of our governing legislation and regulation against best practice and current trends (including spectrum management responsibilities, green infrastructure, and emerging technologies such as AI, 5G and IoT) and establish a process for regular ongoing reviews to ensure regulations are adaptable.

Our key actions **to promote innovation, investment and competition** include undertaking a market study to understand the current telecommunications size, structure and dynamics to determine required licensing models, as well as identifying regulatory levers. This will encourage innovation, market growth and a sustainable level of competition.

In our role to **protect consumers**, our focus will be on collaborating with the relevant public authorities to ensure strong privacy, data sovereignty, integrity and security standards and regulations are set to build and maintain consumer trust in telecommunication service.

Key Measures

- % improvement to:
 - Geographical coverage
 - Internet speeds
 - Number of service providers(competition)
 - Telecommunications investment dollars
 - Data breach reductions
 - Detection and response time

Strategic Pillar 2

Enhance our service delivery

This objective encompasses initiatives that will enhance and optimise our service delivery to key stakeholders ensuring that our processes are transparent, comprehensible, consistent and efficient. We will achieve this through the following initiatives:

- 2.1 Enhance licensing services
- 2.2 Develop safety testing protocols
- 2.3 Improve dispute resolution services
- 2.4 Enhance monitoring and enforcement services
- 2.5 Implement a proactive 'Watchdog' function

Ensuring licencing satisfaction and compliance, along with maintaining high-quality services for consumers and other key stakeholders, is a vital aspect of our responsibilities within the telecommunications industry.

For our **licensing services**, we will undertake a full end-to-end review of the licensing framework (including types and number of licenses, application processes and procedures, fees and charges, and quality of service standards) with the aim to make requirements clear, simple, speedy and consistent. Additionally, we will **develop** relevant processes and guidelines for **safety testing** of new telecommunication products at TAF.

To **improve** our **dispute resolution services**, we will undertake a review of the current quality of our dispute resolution process and implement any improvement identified. This will include the development of an online dispute submission platform for ease for consumers.

We will upgrade our data collection process significantly. This will involve expanding the types of data we collect from service penetration to a robust range of key performance indicators (KPIs) covering service quality, geographical reach, spectrum management, and customer satisfaction, as well as reassessing our current data collection methods to ensure that high-quality KPIs are captured. Additionally, we will develop a data collection dashboard, which will provide updates for our existing surveillance plans. These improvements aim to **enhance our monitoring and enforcement services**.

In carrying out the implementation of a **proactive 'Watchdog' role**, we will first formally establish the role within TAF. This function will monitor market activities, collaborate with relevant agencies on enforcement and improve consumer awareness of digital rights.

Key Measures

- % improvement in operator feedback scores
- Address 100% of disputes raised
- 100% execution of surveillance plans
- 100% completion on testing on new products

Strategic Pillar 3



Advocate for a safe and secure digital economy

This objective covers initiatives that will raise TAF’s public profile and utilise this profile to advocate for improvements in digital literacy and safety. We will achieve this through the following initiatives:

- 3.1 Improve public profile and branding
- 3.2 Advocate for digital literacy, meaningful participation and safety
- 3.3 Collaborate with stakeholders to improve higher education qualifications

By raising awareness on our role within the telecommunications environment, stakeholders and the broader public will become more informed. This will not only foster greater adherence to leading practices within the digital domain but also enhance the safety and trustworthiness of the digital economy.

To begin with, we will **improve** our **public profile and brand** by developing and implementing a robust marketing and communication strategy to raise our public profile as well as our role in the telecommunications space.

For **advocacy of digital literacy, meaningful participation and safety**, we will create and execute an inclusive advocacy strategy, such as "Digital Inclusion." This strategy will identify key partners to collaborate with including funders, content providers, educators, knowledge brokers, regulators, and media platforms. We will also determine effective advocacy methods through various platforms (such as targeted training or workshops).

We will **collaborate** with relevant **stakeholders** to **improve higher education qualifications** by formalising TAF's regular participation in reviews of telecommunication, broadcasting, and ICT courses. This will ensure that courses are continuously upgraded to meet the current needs of the industry.

Key Measures

- % improvement to survey on market awareness
- % increase in social media followers and website hits
- % improvement in number of education programs conducted
- Metrics on quality of graduates

Strategic Pillar 4



Create financial sustainability

This objective covers the development and implementation of initiatives to ensure the financial sustainability of TAF. We will achieve this through the following initiatives:

- 4.1 Develop a financial resourcing strategy
- 4.2 Develop a funding proposal template
- 4.3 Initiate funder engagement

We understand that in order to be successful in our regulatory role, we will need to explore funding models that will assist us with long-term financial sustainability as an organisation.

In particular, we will **develop** a detailed **financial resourcing strategy** that will map out our five-year plan of revenue and costs, looking at capital expenditure, operating expenditure and strategic projects, as well as other potential funding sources/models. More so, we will **develop funding proposal templates** that will assist us with drafting funding applications.

Additionally, we will **initiate funder engagement** by commencing discussions and securing confirmation with the Ministry of Finance (MoF) regarding the proposals outlined in the financial resourcing strategy. We will also identify and engage with international funding agencies that align with our needs specified in the financial resourcing strategy. Continuous engagement with stakeholders in accordance with the stakeholder engagement plan (*developed in Strategic Enabler 2*) will be ensured to maintain open communication and support for these initiatives.

Key Measures

- Financial metrics of dollars per revenue source, operating and capital expenses, operating surplus, cash reserves working capital, fixed assets, and net assets

Strategic Enabler 1



Develop a highly skilled and engaged team

This objective covers the design and implementation of initiatives to create a purpose-led culture where our staff are passionate and engaged. We will achieve this through the following initiatives:

- 5.1 Develop a job architecture and competency framework
- 5.2 Develop a reward and recognition structure
- 5.3 Develop a learning and development (L&D) framework
- 5.4 Review performance management framework
- 5.5 Complete pending recruitment
- 5.6 Insurance review

We recognise that our people are our most valuable asset, and we understand that delivering outstanding service to all our stakeholders depends on the exceptional quality and dedication of our staff. Our people initiatives will ensure that we maintain a highly motivated and engaged workforce that prioritises high performance.

Our first three people initiatives focus on developing people frameworks that will guide people management and development. We will **develop** and implement a **job architecture and competency framework** that will be the basis for then **developing** a competitive **reward and recognition structure** (salary, superannuation, insurance etc). The latter framework will also include implementing regular team wellness activities. Following this, we will **develop an L&D framework** that captures the required technical and leadership competencies across all job levels, and we will also explore the potential of an internship program. The three frameworks will be used to **review** and realign our current **talent management management framework** to ensure it captures the changes.

The last two people initiatives are not dependent on other initiatives to execute. We will **complete pending recruitment** of key positions and onboard newly hired personnel. We will also undertake a **review** of our **current insurance policies** to ensure its appropriateness for OH&S issues, including field-related risks to staff.

Key Measures

- % improvement in employee survey
- 100% annual training plan executed each year
- Nil (0) OHS incidents

Strategic Enabler 2



Governance, Process and Technology

This objective covers the design and implementation of initiatives to strengthen our transparency and accountability with the public and modernise our processes with technology. We will achieve this through the following initiatives:

- 6.1 Assess the governance and risk management framework
- 6.2 Complete annual audits and reports
- 6.3 Establish policy and procedure portal
- 6.4 Execute online service transformation
- 6.5 Execute Internal process transformation

To ensure we are at a level of readiness to maintain functionality during and after an emergency/disruption, we recognise the need to further strengthen our governance and streamline processes with the better use of technology.

We will undertake an assessment of our current governance and risk management framework, and implement initiatives to close any gaps identified, including the development of governance policies and charters such as a risk register and stakeholder engagement plan. Also in line with improving governance, we will **complete** all outstanding financial years' financial statements as well as its accompanying **annual report following the audit sign-offs**.

Technology being a key enabler in driving business continuity, our last three initiatives look at streamlining our processes through digitisation. We will establish an **online portal** for easy access to our organisational **policies and procedures**, as well as **transition** our licensing application and permitting process to an **online service**. We will also undertake a stocktake of other internal processes across the organisation with the aim to remove non-value adding activities. This will also include determining the feasibility of digitising data and automating processes.

Key Measures

- On-time sign-off of all audits each year

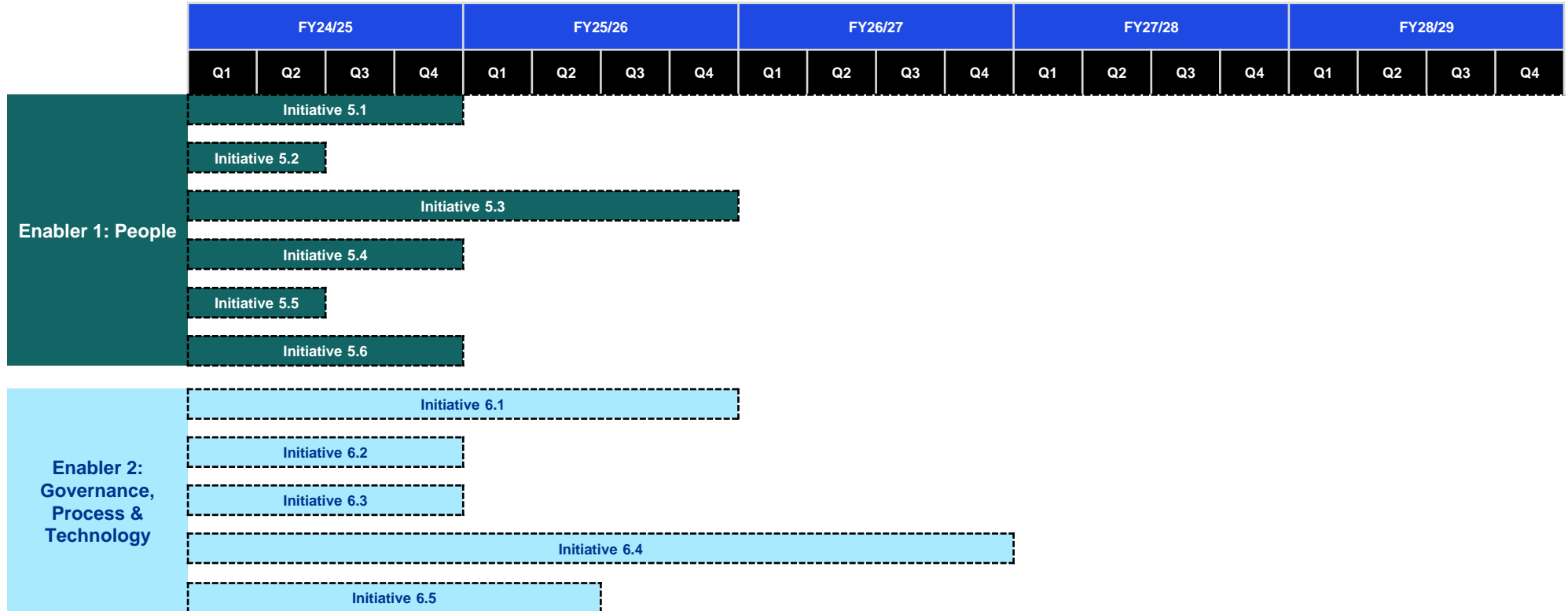
Strategy Implementation Plan

The table below is an overview of the implementation of the strategic pillar initiatives over the five-year period, FY25-29

	FY24/25				FY25/26				FY26/27				FY27/28				FY28/29			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Pillar 1: Regulatory Effectiveness	Initiative 1.1				Ongoing implementation															
	Initiative 1.2																			
	Initiative 1.3								Ongoing Implementation											
	Initiative 1.4								Ongoing Implementation											
Pillar 2: Service Delivery	Initiative 2.1												Ongoing Implementation							
	Initiative 2.2								Ongoing Implementation											
	Initiative 2.3								Ongoing Implementation											
	Initiative 2.4				Ongoing Implementation															
	Initiative 2.5								Ongoing Implementation											
Pillar 3: Advocacy	Initiative 3.1				Ongoing Implementation															
	Initiative 3.2								Ongoing Implementation											
	Initiative 3.3								Ongoing Implementation											
Pillar 4: Financial Sustainability	Initiative 4.1																			
	Initiative 4.2																			
	Initiative 4.3																			

Strategy Implementation Plan (cont.)

The table below is an overview of the implementation of the strategic enabler initiatives over the five-year period, FY25-29



Partnerships and Opportunities for Engagement

As we look towards the future, the Telecommunications Authority of Fiji (TAF) remains committed to **fostering collaborative partnerships** that help drive the success of our strategic initiatives. We believe in the **power of collective action** to achieve our vision of enabling a digitally connected Fiji.

You Can Explore Partnerships With Us In:

Funding Support: Contribute to the expansion of key programs that enhance connectivity in underserved regions and improve digital literacy.

Capacity Building: Engage in capacity building initiatives by providing technical expertise and training programs for local talent development.

Technology Innovation: Collaborate with us on cutting-edge solutions to bring the latest advancements to the Fijian telecommunications landscape.

Partnerships and Opportunities for Engagement

We invite donor agencies, private sector partners, and stakeholders to **join us** in making impactful investments in Fiji’s digital landscape.

Together, we can bridge the digital divide and empower communities through sustainable telecommunications development.

For more information, or to explore partnership opportunities, please contact us:

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