Statement of Corporate Objectives 2020 - 2024

Scientific Research Organisation of Samoa

Statement of Corporate Objectives FY2020-2021 to FY2023-2024

Contact Information
P.O. Box 6597, Nafanua, Apia
Ph:(+685) 20664 or (+685) 20352,
Email: enquiries@sros.org.ws,

Contents

Foreword

1. Mandate

SROS is a public beneficiary body constituted and operating under the provisions of the;

- Public bodies (Performance and accountability) Act 2001
- Research and development Institute of Samoa Act 2006 (the Principal Act)
- Scientific Research Organisation of Samoa Act 2008
- Labour and Regulations Act 2013
- Public Finance Management Act 2001
- Companies Act (2001)

SROS also adheres to specific reporting requirements to government expected of the public bodies as laid out by the Ministry for Public Enterprises and Ministry of Finance.

2. Corporate Profile

2.1 SROS History

The Public Beneficiary Body was established in 2006 and was known as the Research and Development Institute of Samoa (RDIS) mandated under the principal Act, the Research and Development Institute of Samoa (RDIS) Act 2006. Further amendments to its objectives and functions were enacted in 2008 and its name subsequently changed to the Scientific Research Organisation of Samoa (SROS) under the Scientific Research Organisation of Samoa Act 2008. Ultimately, SROS' had the key function to provide scientific and technical research, and develop technologies that would add value to the goods and services provided by the private and public sectors, and ultimately contribute to the national economy of Samoa.

2.2 Vision Statement

To develop Samoa through science, technology and innovation

2.3 Mission Statement

To drive, promote and improve the development of Samoa through research in the relevant economic sectors

2.4 Organisational Structure

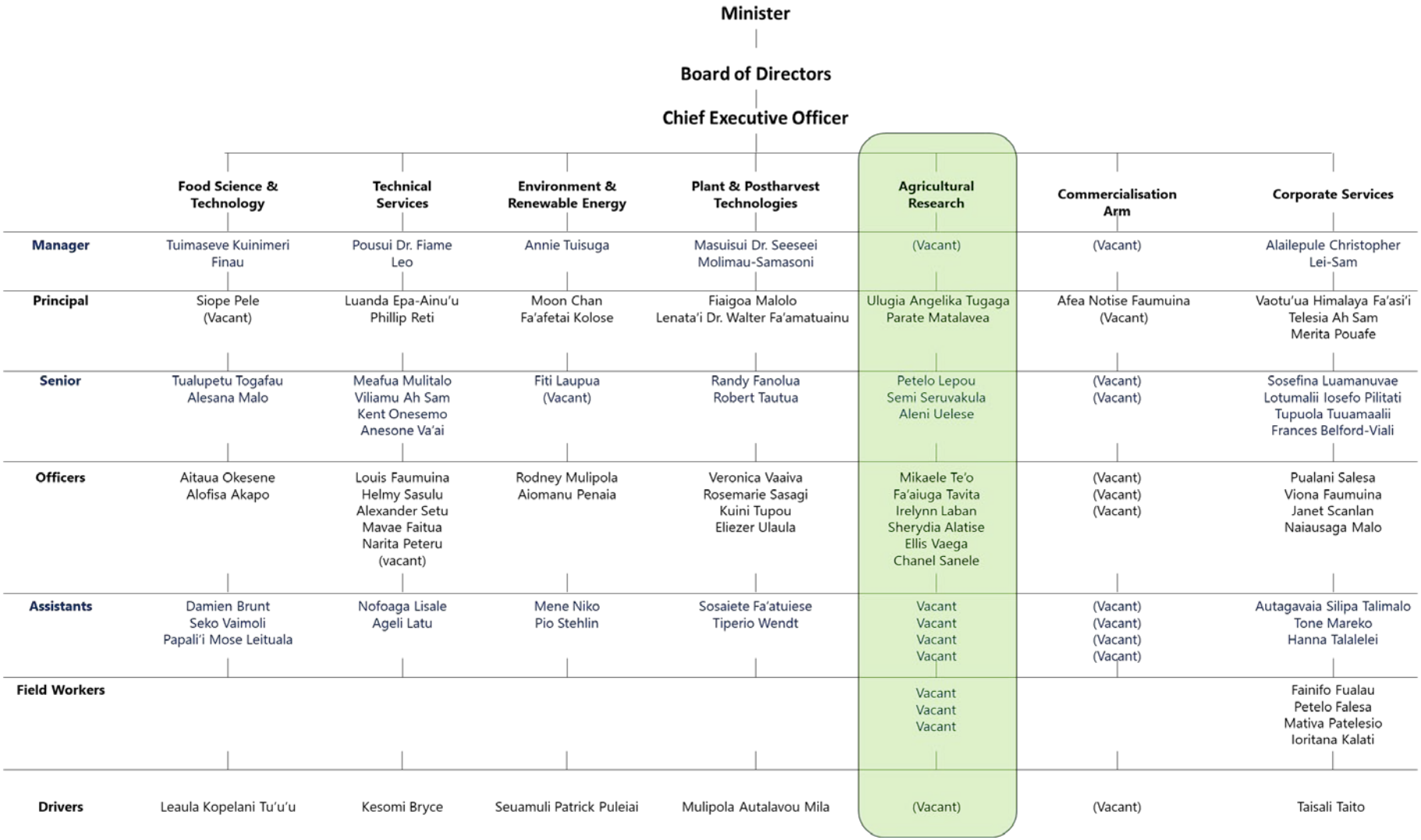
SROS has a Board of Directors with membership comprising five representatives from the private sector to conform to the Composition of the Boards of Public Bodies Act 2001. As of March 2020, the SROS board members included Maposua Sulamanaia Montini Ott (Chair), Nive Tauiliili, Masoe Leilua Iosefa Tautua, Tusani Iosefa Reti and Professor Asiata Dr. Satupaitea Viali.

The Board of Directors of SROS performs the following functions:

- Ensure the proper and efficient performance of the functions of SROS;
- Determines the policy of SROS with respect to any matter;
- Gives directions relating to the administration of the SROS Act 2008 to the Chief Executive Officer ; and ,
- Such other functions as are conferred on it by the SROS Act 2008.

The Chief Executive Officer (CEO) as a non-voting Board member is responsible for leading and managing employees of SROS in accordance with requirements determined by the Board. Assisting the CEO are the Divisional managers, and together they form the Management team that assists the CEO in managing the research, development and operational activities of SROS.

SROS comprises four technical divisions, namely Environment and Renewable Energy Division (ERED), Plant and Postharvest Technologies Division (PPTD), Food Science and Technology Division (FSTD) and Technical Services Division (TSD), which are supported by the Corporate Services Division (CSD).



	Food Science & Technology	Technical Services	Environment & Renewable Energy	Plant & Postharvest Technologies	Agricultural Research	Commercialisation Arm	Corporate Services
Manager	Tuimaseve Kuinimeri Finau	Pousui Dr. Fiame Leo	Annie Tuisuga	Masuisui Dr. Seeseei Molimau-Samasoni	(Vacant)	(Vacant)	Alailepule Christopher Lei-Sam
Principal	Siope Pele (Vacant)	Luanda Epa-Ainu'u Phillip Reti	Moon Chan Fa'afetai Kolose	Fiaigoa Malolo Lenata'i Dr. Walter Fa'amatuainu	Ulugia Angelika Tugaga Parate Matalavea	Afea Notise Faumuina (Vacant)	Vaotu'ua Himalaya Fa'asi'i Telesia Ah Sam Merita Pouafe
Senior	Tualupetu Togafau Alesana Malo	Meafua Mulitalo Viliamu Ah Sam Kent Onesemo Anesone Va'ai	Fiti Laupua (Vacant)	Randy Fanolua Robert Tautua	Petelo Lepou Semi Seruvakula Aleni Uelese	(Vacant) (Vacant)	Sosefina Luamanuvae Lotumalii Iosefo Pilitati Tupuola Tuuamaalii Frances Belford-Viali
Officers	Aitaua Okesene Alofisa Akapo	Louis Faumuina Helmy Sasulu Alexander Setu Mavae Faitua Narita Peteru (vacant)	Rodney Mulipola Aiomanu Penaia	Veronica Vaaiva Rosemarie Sasagi Kuini Tupou Eliezer Ulaula	Mikaele Te'o Fa'aiuga Tavita Irelynn Laban Sherydia Alatise Ellis Vaega Chanel Sanele	(Vacant) (Vacant) (Vacant)	Pualani Salesa Viona Faumuina Janet Scanlan Naiausaga Malo
Assistants	Damien Brunt Seko Vaimoli Papali'i Mose Leituala	Nofoaga Lisale Ageli Latu	Mene Niko Pio Stehlin	Sosaiete Fa'atuiese Tiperio Wendt	Vacant Vacant Vacant Vacant	(Vacant) (Vacant) (Vacant) (Vacant)	Autagavaia Silipa Talimalo Tone Mareko Hanna Talalelei
Field Workers					Vacant Vacant Vacant		Fainifo Fualau Petelo Falesa Mativa Patelesio Ioritana Kalati
Drivers	Leaula Kopelani Tu'u'u	Kesomi Bryce	Seuamuli Patrick Puleiai	Mulipola Autalavou Mila	(Vacant)	(Vacant)	Taisali Taito

*Green highlight: new division pending Cabinet approval

2.5 Functions of the Organisation

The main function of SROS is to provide scientific and technical research, and develop technologies that would add value to the goods and services provided by the private and public sectors, and ultimately contribute to the national economy of Samoa. These key functions are delivered through specific prescribed activities of the Technical Divisions of SROS. Other functions of the Organisation include additional Cabinet Directives and other related government laws.

Environment and Renewable Energy Division

Responsible for research into pathways which utilize local resources for renewable energy generation, and conducting of environmental monitoring assessments to minimize potential development impacts on Samoa's natural resources.

Plant and Postharvest Technologies Division

Responsible for research and development on plant resources and technologies with commercial, medicinal and export potentials, with a particular focus on the development and application of relevant postharvest technologies to minimize losses, ensure food security as well as enhancing the utilization of plant resources for biomedical research, which could improve prospects of the national economy.

Food Science and Technology Division

Responsible for research on food material to develop appropriate technologies to advance commercial prospects in new product development prototypes, packaging and food preservation, sensory and agro-processing that would improve prospects of the national economy

Technical Services Division

Responsible for the provision of relevant technical and quality services to goods, food and food products to ensure excellent quality, food safety and suitability for trade. It is also responsible for narcotics analysis for the purposes of investigations and prosecutions of offences.

Corporate Services Division

Responsible for finance, human resources management, information technology, marketing, administration functions and general operations.

At present, SROS is core funded by Government in its annual budget, with a commitment to continuously strengthen its earning capacity through the provision of technical services and consultancies, to provide some level of self-sufficiency and lessen its dependency on Government funding. New revenue streams are being sought from the commercialisation of key research outcomes to establish operations in partnership with business and industry stakeholders, and our communities. SROS also seeks Government funding support and external funding donors to finance its scientific research programs and projects.

3. Corporate Objectives, Strategies & Performance Measures

The SROS corporate plan 2020-2024 is based on the needs and values of the SROS stakeholders. In addition, the Corporate Plan is aligned to the Strategies for the Development of Samoa (SDS 2016-2020) and to sector plans of relevant development and economic sectors in Samoa. As a result of the above, the SROS corporate plan 2020-2024 has nine (9) objectives formulated to drive and guide the research and development activities of SROS, to support and develop Samoa through science, technology and innovation.

i. To undertake scientific and technical research with the primary aim of adding value and developing functional prototypes of products and processes for the local or overseas markets
ii. To provide relevant technical and quality testing services in goods, food & food products, narcotics, biological and environmental samples
iii. To investigate research pathways utilizing local resources for renewable energy generation and conduct environmental monitoring and impact assessments
iv. To enhance the potential of Samoan natural products through biomedical, cosmetic and pharmaceutical research
v. To improve agricultural production, postharvest techniques and establish effective pest & disease control measures
vi. To engage in consultancy services to improve the various development sectors and promote science as a subject/career
vii. To strengthen the partnership with the private sector and stakeholders to support the commercialisation of the Organization's prototypes
viii. To ensure the effective staff development in scientific research and support services
ix. To effectively manage the Organisation's financial, IT, human resources and assets

4. Future Additions

7.1 Establishment of the Commercialisation Unit

Since its establishment in 2006, SROS has continued to struggle to engage the private sector to commercialise its products and prototypes. To this end, the Organisation has taken the initiative to discuss the establishment of a Commercialisation Division within the SROS, to carry out the commercialisation and sales of SROS products, under the Company's Act. This has been approved by Cabinet and is currently being implemented.

7.2 Establishment of the Agriculture Research Division

With the assistance of the Ministry of Agriculture and Fisheries (SAMOA), SROS is setting up a new division devoted to all research issues related to agriculture crop production. This division will support farmers that face the challenge of producing sufficient crops to meet growing consumer demand while maintaining the quality and quantity of resources for future generations. SROS is committed to developing research-based technologies to help farmers increase productivity and production efficiency while practicing sustainable agriculture.

7.3 Establishment of the Food Innovation centre

The establishment of a food processing facility together aims to support the growth of the food industry in Samoa. This allows entrepreneurs to develop new products and ideas, support growth, and provide mentoring for break-through product development. Companies can do research and development trials, pilot scale and commercial runs of new products for domestic and export markets. The products from the food innovation centre will be fresher, more cost effective to produce and have a longer shelf life.

7.4 Expansion of Technical Services to Drug Analysis on Biological Samples

The expansion of the Technical Services scope of testing is towards the drug analysis on biological samples including but not limited to blood and urine. This will allow SROS Narcotic Testing Laboratory to have the capacity and qualify as well as the analysts to be competent and certified to analyse drugs on biological samples. Currently SROS drug analysis is limited or can only qualify and certify to do analysis of Narcotics (Illicit Drugs) and controlled substances with their precursors in their physical forms.

SROS is committed to assisting the public and private sectors by providing certified, reliable and quality assured testing services. The expansion of SROS drugs testing to cover biological samples will reinforce and boost its efforts to facilitating the Law and Justice Sector in combating narcotics. The expansion of scope of drug analysis will assist the drug testing in workplace to ensure the safeguard of employees and members of the public against injury and/or death under the influenced of drugs during execution of work. It will also assist Law and Justice Sector by providing toxicological evidences for criminal offences and purposes of the Drugs and Alcohol court.

7.5 Battery

In collaboration with the Electrical Power Corporation (WPC), SROS is in the process of designing and building a battery prototype for solar energy storage, based on a design

developed by Thomas Edison and patented in 1906. It is a rare technology and SROS believes it has many advantages over the more common batteries being manufactured in the market today. Electrical power generation from solar in Samoa is promising, however, solar as an energy source is erratic in nature and needs adequate storage to stabilise the electric grid. This research provides a locally made sustainable battery option that is transportable, with high efficiency and robustness and has the ability to withstand several thousand charging and discharging cycles.

5. Alignment with Government Policies

The SROS was specifically set up with a key goal to improve the national economy through value adding to local resources and services. The results of research activities are expected to lead to the development of prototype products and services for uptake by industry to supply the local and overseas markets. SROS also works closely with the private sector to resolve industry specific challenges requiring research.

(i) Strategic Development Goals (SDGs)
   a. No Poverty
   b. Zero Hunger
   c. Good Health & Well Being
   d. Clean Water & Sanitation
   e. Affordable & Clean Energy

(ii) Strategic Development for Samoa (SDS)
   a. Agriculture & Productivity Increased
   b. Exports Increased
   c. A healthy Samoa and well-being promoted
   d. Access to clean water and sanitation sustained
   e. Quality energy supply

(iii) Agriculture Sector Plan
   a. Strategic Policy Objective 2: Ensuring an increased stable supply and consumption of domestically produced nutritious food products for both rural and urban communities
   b. Strategic Policy Objective 3: Enhancing private sector capacity in improving production, productivity, product quality, value adding and marketing

(iv) Environment Sector Plan
   a. Sustainable management of water resources improved
   b. Sustainable management and development of lands improved
   c. Sound management of chemicals and hazardous waste improved
   d. Low carbon developments through energy efficiency and renewable energy improved
   e. Sustainable development planning and environmental monitoring improved

(v) Water Sector Plan
   a. Prioritized fresh water resources are monitored
   b. Water safety planning

c. Drinking water quality regulation monitoring

(vi) Energy Sector Plan

a. Renewable energy increased
b. Electricity services improved

(vii) Health Sector Plan

a. Objective 2: Improving access to and strengthening quality health care delivery in Samoa (controlling and managing infectious and non-communicable diseases)

6. Main Assumptions & Risks

7.1 Human resources

One of the main issues in sustaining steady operations of the organisation is the availability of competent staff from Samoa's small base of qualified people. Although Samoa has had an increase in generating scientists compared to 20 years ago, the on-going improvement in technologies and methodologies has necessitated continuous capacity building programs to keep present personnel up-to-date and the need for a steady influx of new graduates.

With the fast development of Samoa's businesses especially in the area of food production and analysis, there is notable competition for qualified staff; SROS with a strong pool of specially trained staff becomes the hub to acquire uniquely skilled personnel, leading to high staff turnover. To address this, SROS has implemented attractive staff remuneration. In addition, the steady improvement of the organisation's facilities encourages a continually challenging and learning working environment; for scientists who are interested in continually learning, SROS is providing them with an environment conducive to career growth. SROS also continues to recruit and develop a high calibre of scientists who are knowledgeable in their respective fields and committed to developing Samoa.

7.2 Research facilities

The advancements in science today leading to the increase in the quality of equipment and the requirement for continuous equipment maintenance puts a burden on SROS operational costs; this is exacerbated by our isolated location and the need to import sophisticated machines required for research. SROS actively monitors equipment performance and deem equipment obsolete once their maintenance costs exceed that of a new machine. The organisation is able to offset the need for some of the required equipment by building partnerships with universities and research institutes with complementary research interests; this also encourages transparency and trust among researchers. With the growing need for sophisticated equipment to meet the overwhelming requests from an array of clients, SROS continues to seek financial assistance for asset and equipment purchase from overseas donors.

7.3 Communication

Keeping abreast of new scientific knowledge is paramount to driving the research organisation. SROS ensures that only relevant applications of such technological advancements are pursued to develop science, technology and innovation in Samoa. Care must be taken to communicate accurately and effectively to the public sphere and for contentious issues to be delicately handled. There is a need for the organisation to be proactive in raising awareness of the organisations growing potential and path it is going to take. In going forward, the organisation needs to be proactive in portraying the significance of their work to entice the relevant climate of support. The organisation also has to maintain a delicate balance in the type of information it shares, to ensure it provides information to the public and stakeholders, without compromising its intellectual property capabilities.

7.4 Public Private Partnerships

Since its inception, the goal has been for SROS to serve as a research hub for the development of prototypes and new value-added products which were expected to be commercialized by the private sector and companies. However, to this day, apart from the frozen crops research which has been successfully up-taken by many exporters, many other developed products have not been so successful. The private sector are not prepared to take the risks associated with commercialising new products with under-studied market and target consumers.

7.5 Research Funding

Although SROS is strongly supported by Government funding, the government grant is only sufficient to finance operational expenses and personnel remuneration. However, the organisation has to actively seek research grant funding to finance its research activities as per its mandate, directives from government, Board and stakeholders. This is a very competitive undertaking, and SROS is relatively young compared to other well established research institutes and organisations. This therefore remains a challenge.

7. Dividend Forecast

Not Applicable (NA)