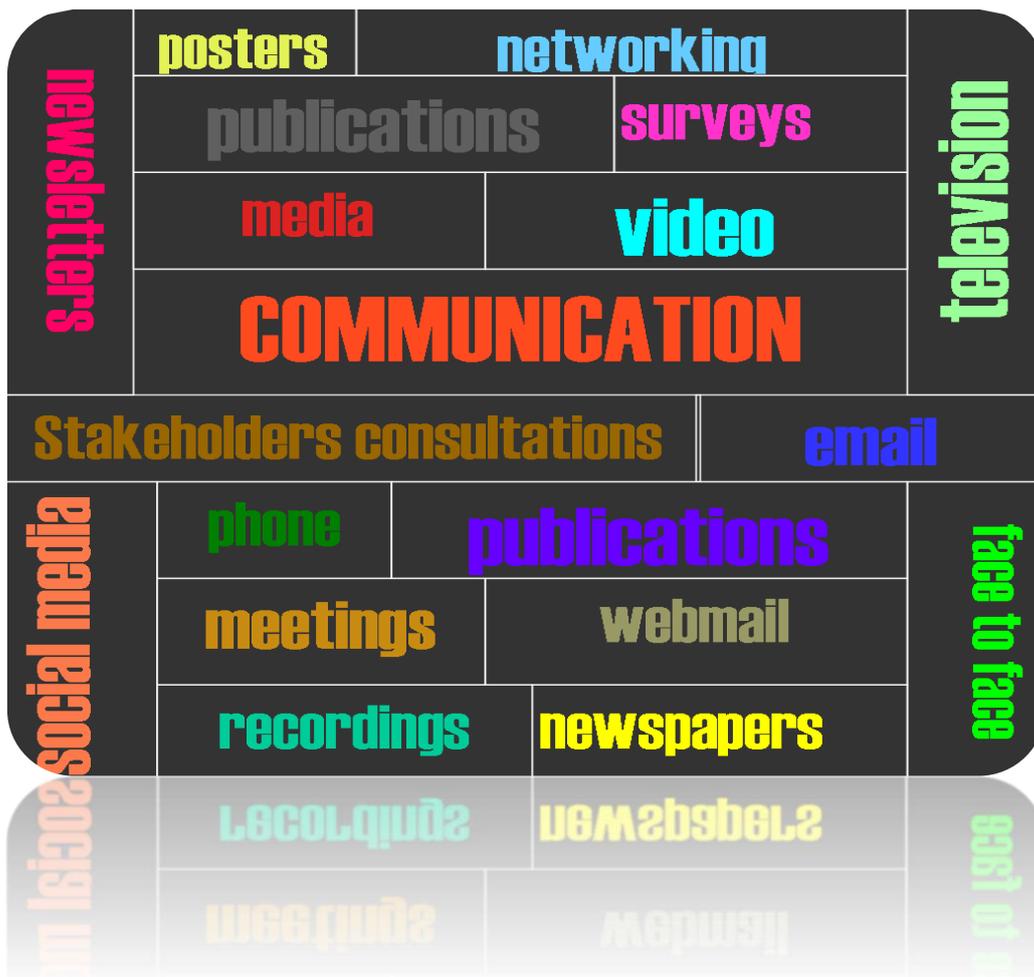




**PUBLIC ADMINISTRATION SECTOR**

**COMMUNICATION STRATEGY  
2021 – 2025**



## TABLE OF CONTENTS

---

LIST OF ACRONYMS .....	3
BACKGROUND .....	4
INTRODUCTION .....	5
PURPOSE & OBJECTIVES .....	5
GUIDING PRINCIPLES .....	6
KEY MESSAGES .....	6
STAKEHOLDERS / TARGET AUDIENCE .....	8
MONITORING AND REVIEW .....	14
RESOURCES / COST .....	14
PASSC TEAM DIRECTORY .....	14
BIBLIOGRAPHY .....	16



## LIST OF ACRONYMS

Acronym	Definition
CDC	Cabinet Development Committee
CEO	Chief Executive Officer
MOF	Ministry of Finance
MPE	Ministry of Public Enterprises
MPMC	Ministry of the Prime Minister and Cabinet
MWCSD	Ministry of Women Community & Social Development
PASP	Public Administration Sector Plan
PASSC	Public Administration Sector Steering Committee
PASCD	Public Administration Sector Coordination Division
PSC	Public Service Commission
SBS	Samoa Bureau of Statistics
SCCI	Samoa Chamber of Commerce and Industry Inc.
SDS	Strategy for the Development of Samoa
SOEs	State Owned Enterprises
SUNGO	Samoa Umbrella of Non-Government Organizations



## BACKGROUND

---

One of the most common challenges facing the Public Administration Sector (PAS), and government as a whole, is communication. It has been identified through several sectoral reviews over the past 10 years, as well as the 2019 State of the Service Report. While the Sector has put in place measures to address the issue, there are several factors at play which affects the effectiveness of the same.

The consultations for the development of the current PASP 2020/21 – 2024/25 confirmed the need for governing agencies to relook at current and possible initiatives to identify the severity of the problem, its frequency, and whether this was a systemic problem or not.

The PAS Communication Strategy was launched in 2015. It was reviewed and updated in 2017. The Strategy recognizes the communication gap in the Sector and outlines strategies to resolve this. It aims to raise awareness and generate interest of all stakeholders with the work implemented through PASP.

The Strategy remains a living document, to be reviewed from time to time as priorities for the Public Administration Sector evolve. It will not be seen merely as part of a one-way process where the information flows from the Steering Committee to be applied unquestioningly by the implementing agencies. The Strategy is expected to respond to the changing needs of the stakeholders and implementing agencies.

It is anticipated that the Communication Strategy will contribute to the successful implementation of the PASP strategies and activities through effective awareness, promotion and coordination.



## INTRODUCTION

---

The Public Administration Sector Communication Strategy sets out a framework to guide efforts to promote stakeholder engagement and improve awareness of the PASP.

The development of this document was based on the review of various literature sources pertaining to similar programs and marketing communication plans available in other jurisdictions, as well as best practices from other Sectors in Samoa with similar initiatives. More importantly, the Strategy takes into account lessons learnt from the review of the previous Sector Plans, the Assessment of the State of the Service Report 2019, and the evaluation of the PASP 2013/14 – 2017/18 Report.

This 2021 version reflects the views expressed by key stakeholders through an online survey, as well as continuous learning sessions facilitated by the PSC.

The Communication Strategy contains the following elements:

- ✓ Purpose & Objectives
- ✓ Communication Principles
- ✓ Key Messages
- ✓ Stakeholders / Target Audience
- ✓ Communication Strategies / Key Actions
- ✓ Communication Monitoring and Review
- ✓ A directory to provide contact information for all stakeholders directly involved in the plan.
- ✓ A glossary of terms.

## PURPOSE & OBJECTIVES

---

The **Purpose** of this Communication Strategy is:

1. “To generate awareness”
  - a. Strengthen the awareness, knowledge and understanding of key stakeholders of the Public Administration Sector Plan (PASP);
2. “To promote and encourage information sharing”
  - a. significantly improve the dissemination of relevant and accurate PASP information between the lead agency, implementing agencies and across different sectors.
3. “To engage key stakeholders and improve partnership”
  - a. Continue to produce and share relevant PASP information that promotes a participatory approach in engaging key stakeholders and building effective partnerships.
4. “To enable Leadership Support and Ownership”



- a. attain accurate information that enables the sector leaders to own and become active advocates of PASP
5. “To influence national, regional and international stakeholders”
  - a. Advocate for development partner support by sharing challenges and opportunities to engage with the Sector;

The **Objectives** of this strategy are:

1. To significantly raise stakeholders’ information and awareness of the PASP to ensure its messages and mission are well understood by all.
2. For the Public Administration Sector Coordination Division (PASCD) to utilize available communication methods to disseminate relevant information relating to the PASP to all implementing agencies.
3. To actively identify stakeholders’ concerns raised, analyze and organize the information that needs to be communicated according to their needs to ensure effective engagement and partnerships.
4. Build synergy of the PASP team through consistent communications with key stakeholders and development partners.
5. To promote and enable sector leadership and support.

## GUIDING PRINCIPLES

---

The Communication Strategy will be guided by the underlying principles;

1. Delivering relevant communications that is tailored towards the stakeholders’ needs.
2. Producing communications that are designed on fact-based information and delivered openly, regularly and in a straight forward manner.
3. Communications to contain and deliver consistent key messages.
4. Communications that promotes a culture of knowledge sharing and learning.
5. Communications that promote user online safety and anti-cyberbullying behavior.
6. Communication related decisions are in line with government approved policies and fit within existing standards and legislations.

## KEY MESSAGES

---

- The PASP is the Government’s agenda outlining how it will better serve our clients and stakeholders through improved service delivery;



- The PASP will contribute to the better development of public policies across all sectors;
- The PASP will contribute to the development of skills and knowledge within the workforce and across all sectors. This also includes promoting an *“ethical public sector with a culture of integrity that promotes the core values of the Public Service”*.





TARGET AUDIENCE		WHAT ARE THEIR COMMUNICATION NEEDS	MEDIUM OF COMMUNICATION											
			consultations	email	meeting	Reports	website	workshop	Media/videos	Circulated IDs	newsletter	Facebook	Written correspondence	
		<p>Provide information on available resources to support the implementation of PASP (e.g., technical assistance, training, twinning arrangements).</p> <p>Refresher training on the national planning framework and interlinkages between PASP and other Sectors, and how it is translated into more manageable activities in agency Corporate Plans.</p>												
All agencies under the Public Administration Sector	Ministries, SOEs, Statutory and Constitutional authorities	Timely and relevant information on PASP implementation and intended strategic outcomes, and how it will improve the way they deliver services.	*	*	*	*	*	*			*	*	*	
Citizens / Public	The wider Samoan population	Timely and relevant awareness and promotional materials.	*				*	*	*		*	*	*	
Private Sector	SCCI and all Businesses	Understand the PASP key goals and intended strategic outcomes and how it would benefit the private sector in terms of conducting business in Samoa.	*				*	*	*		*	*	*	



TARGET AUDIENCE		WHAT ARE THEIR COMMUNICATION NEEDS	MEDIUM OF COMMUNICATION										
			consultations	email	meeting	Reports	website	workshop	Media/videos	Circulated IDs	newsletter	Facebook	Written correspondence
Civil Society	SUNGO and all NGOs.	Understand the PASP key goals and intended strategic outcomes and how the work of the public sector would assist with community development.	*				*	*	*		*	*	*
Development Partners	All development partners.	To understand PASP and how it links to the Strategy for the Development of Samoa and other strategic documents (regional and international)	*	*	*	*	*		*		*	*	*
Other Sectors	All the other 14 Sectors of the Samoan economy.	Cross-cutting issues and information where there are inter-sectoral-linkages and possible partnerships to streamline resources.	*	*	*	*	*	*	*		*	*	*

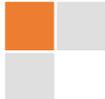


## STRATEGIES AND KEY ACTIONS

To help achieve the Communication Strategy objectives, proposed tasks, activities and targets have been identified for implementation to ensure progress is on track.

OBJECTIVE	KEY ACTIONS	TARGETS	RESPONSIBLE	STATUS
<p>1. To significantly raise stakeholders' information and awareness of the PASP to ensure its messages and mission are well understood by all.</p> <p>2. For the Public Administration Sector Coordination Division (PASCD) to utilize available communication methods to disseminate relevant information relating to the PASP to all implementing agencies.</p>	<ul style="list-style-type: none"> <li>Build a Sector 'brand/image' by designing a logo for the Public Administration Sector (a unique identity for the Sector)</li> </ul>	<ul style="list-style-type: none"> <li>Design a logo by the end of July 2021</li> </ul>	PASP Working Group (PSC to lead)	
	<ul style="list-style-type: none"> <li>Create a stronger social media presence for the Public Administration Sector, to provide relevant Sector updates and training opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Create Facebook account by the September 2021.               <ul style="list-style-type: none"> <li>Increase public engagement and feedback via users using social media to communicate and interact. (Facebook Engagement: 1000+ users per annum.)</li> <li>At least 1 consultation with relevant ICT personnel on online user safety and communication</li> </ul> </li> </ul>	PASP Working Group (PSC to lead)	

		<p>(anti-cyberbullying)</p> <ul style="list-style-type: none"> <li>▪ At least 3 active updates on FB &amp; Instagram per week.</li> </ul>		
	<ul style="list-style-type: none"> <li>• Develop a website for the Public Administration Sector.</li> <li>• Produce short video clips on PASP work and utilize the televisions (as digital boards) within office space to show and display PAS information and also upload to PAS website.</li> <li>• Share same video clips and recordings to all Implementation Agencies to disseminate through their agency websites</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a website for the PAS by the end of June 2022.</li> <li>• Produce at least 2 short video clips &amp; presentation recordings per FY.</li> <li>• Distribute at least 1 video clip or a presentation audio recording to all IAs per quarter.</li> </ul>	PASP Working Group (PSC to lead)	
3. Actively identify stakeholders' concerns raised, analyze and organize the information that needs to be communicated according to their needs to ensure effective engagement and partnerships.	<ul style="list-style-type: none"> <li>• Strengthen the participation of the PASCD at key forums, meetings and other platforms to present PASP updates and note issues and concerns pertaining to the Sector. For example – HRC Forum, Agency Organizational Reviews and Review sessions for Annual Management Plans, Continuous Learning Sessions, Career Days &amp; Annual Review of the PAS.</li> </ul>	<ul style="list-style-type: none"> <li>• Present at 2 HRC Forums per FY on updates and notices from the PAS.</li> <li>• Attend 2 Career Day Forums per FY and present on the work of the PAS.</li> <li>• 1 Annual Review report to present &amp; disseminate to all stakeholders per FY.</li> </ul>	PASP Working Group (PSC to lead)	



<p>4. Build synergy of the PASP team through consistent communications with key stakeholders and development partners.</p> <p>5. To promote and enable sector leadership and support.</p>	<ul style="list-style-type: none"> <li>• Continuous widespread distribution of Sector newsletter on a quarterly basis to all key stakeholders highlighting key sector initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Consult with implementing agencies to include member of Secretariat in organizational review sessions and during the development of annual management plans</li> <li>• 4 distribution of the PAS newsletter per FY to all sector stakeholders.</li> </ul>		
	<ul style="list-style-type: none"> <li>• Conduct survey to gauge stakeholder views and suggestions on how communication can be improved.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct survey every 2 years</li> <li>• Prepare survey report for the Steering Committee's information; use survey results and findings to improve communication internally and with external partners/stakeholders</li> </ul>	PSC	PSC



## MONITORING AND REVIEW

---

The Communication Strategy will be monitored through the framework provided above. It is expected that the information collected from the ongoing monitoring will assist with the review and fine tuning of relevant strategies and activities for the PAS Communication Strategy.

## RESOURCES / COST

---

The PAS Communication Strategy requires no additional financial resources as all actions will be delivered through existing mechanisms.

## PASSC TEAM DIRECTORY

---

ROLE	NAME	TELEPHONE	EMAIL
PASSC Chairperson/Chairman – PSC	Aiono Mose Pouvi Sua	22123/24320	<a href="mailto:msua@psc.gov.ws">msua@psc.gov.ws</a>
PASSC Member – CEO MOF	Leasiosiofaasisina Oscar Malielegaoi	34333	<a href="mailto:Oscar.Malielegaoi@mof.gov.ws">Oscar.Malielegaoi@mof.gov.ws</a>
PASSC Member – CEO MPE	Elita Tooala	34500	<a href="mailto:elita.tooala@mpe.gov.ws">elita.tooala@mpe.gov.ws</a>
PASSC Member – CEO MPMC	Agafili Shem Leo	63222	<a href="mailto:shem.leo@mpmc.gov.ws">shem.leo@mpmc.gov.ws</a>
PASSC Member – CEO MWCS D	Afamasaga Faauiga Mulitalo	8427752	<a href="mailto:fmulitalo@mwcsd.gov.ws">fmulitalo@mwcsd.gov.ws</a>
PASSC Member – CEO MCIT	Fualau Talatalaga Mata’u	26117	<a href="mailto:t.matau@mcit.gov.ws">t.matau@mcit.gov.ws</a>
PASSC Member – CEO MESC	Afamasaga Karoline Fuata’i	64600	<a href="mailto:k.fuatai@mesc.gov.ws">k.fuatai@mesc.gov.ws</a>
PASSC Member – CEO SBS	Aliimuamua Malaefono Taaloga	62000	<a href="mailto:malaefono.taua@sbs.gov.ws">malaefono.taua@sbs.gov.ws</a>
PASSC Member – NUS Vice Chancellor	Aiono Alec Ekeroma	20072	<a href="mailto:vicechancellor@nus.edu.ws">vicechancellor@nus.edu.ws</a>
PASSC Member - President Chamber of Commerce	Jennifer Marion Ula-Fruean (represented by Chief Executive Officer)	31090	<a href="mailto:ceo@samoachamber.ws">ceo@samoachamber.ws</a>
PASSC Member - President SUNGO	Taua Faamoemoe Tala (represented by Chief Executive Officer)	24322	<a href="mailto:ceo@sungo.ws">ceo@sungo.ws</a>

Public Administration Sector Coordination Division	Osana Julie Liki Tracy Warren Theresa Fitisone	22123 / 22124 ext. 11	<a href="mailto:pasc@psc.gov.ws">pasc@psc.gov.ws</a>
--	--	-----------------------------	--



## BIBLIOGRAPHY

---

KVA Consult Ltd (2012) Public Administration Sector Plan 2007 – 2011: Final Review Report. Apia: Samoa Public Service Commission Office.

Government of Samoa (2014) Public Administration Sector Plan 2013/14 – 2017/18. Apia: Samoa Public Service Commission Office

Communications Planning: *Getting the Right Messages Across the Right Way*. (n.d) Retrieved from <http://www.mindtools.com/CommSkill/CommunicationsPlanning.htm>

Greenmedia Toolshed: *Target Your Audience* (n.d) Retrieved from <http://www.greenmediatoolshed.org/training/TargetAudienceMessage/TargetYourAudience.adp>

Project Management Docs: *Tips for an Effective Management Plan* (n.d.) Retrieved from <http://www.projectmanagementdocs.com/blog/tips-for-an-effective-communications-management-plan.html>

Report: Assessment of the State of the Samoa Public Service – March 2019: Apia: Samoa Public Service Commission Office

Report: Evaluation of the Public Administration Sector Plan (PASP) (2013 – 2018) – April 2019, Apia: Samoa Public Service Commission

Survey Report: Summary of the Communication Strategy Survey 2021 – conducted online by the Public Administration Sector Coordination Division in May, 2021

SWOT Analysis Results from the Quality Circle Exercise for the Public Service Commission Office – Apia Samoa. (Conducted in May, 2021)

