NATIONAL ENVIRONMENT SECTOR COMMUNICATIONS STRATEGY
2022 – 2026

"WORKING WITH YOU FOR A SUSTAINABLE & RESILIENT SAMOA"

MINISTRY OF NATURAL RESOURCES AND ENVIRONMENT

NATIONAL ENVIRONMENT SECTOR COMMUNICATIONS STRATEGY 2022 – 2026

"WORKING WITH YOU FOR A SUSTAINABLE & RESILIENT SAMOA"

CONTENTS

LIST OF ACRONYMS

ABS	Access to Benefit Sharing
CBS	Capacity Building Section
CI	Conservation International
CSD	Corporate Services Division
CSO	Civil Society Organisation
DKIF	Data, Knowledge and Information Facility
DEC	Division of Environment and Conservation
ESCD	Environment Sector Coordination Division
FESA	Fire and Emergency Services Authority
GEF	Global Environment Facility
ISP	Internet Service Provider
ITD	Information and Technology Division
MAF	Ministry of Agriculture and Fisheries

MCIL	Ministry of Commerce, Industry and Labour
MCIT	Ministry of Communications and Information Technology
MESC	Ministry of Education, Sports and Culture
MFAT	Ministry of Foreign Affairs and Trade
MNRE	Ministry of Natural Resources and Environment
MOF	Ministry of Finance
MOH	Ministry of Health
MOPP	Ministry of Police and Prisons
MWCSD	Ministry of Women, Community and Social Development
NESP	National Environment Sector Plan
NESSC	National Environment Sector Steering Committee
NGO	Non-Governmental Organisation

NOLA	**Nuanua o le Alofa**
NUS	**National University of Samoa**
PSC	**Public Service Commission**
PWD	**People with Disability**
PPP	**Public Private Partnership**
SDS	**Strategy for the Development of Samoa**
SOP	**Standard Operating Procedure**
SQA	**Samoa Qualifications Authority**
SPREP	**Secretariat of the Pacific Regional Environment Programme**
SUNGO	**SamoaUmbrellaforNon-GovernmentalOrganisations**
SWOT	**Strengths, Weaknesses, Opportunities and Threats**
UNDP	**United Nations Development Programme**
UNEP	**United Nations Environment Programme**

1. CONTEXT
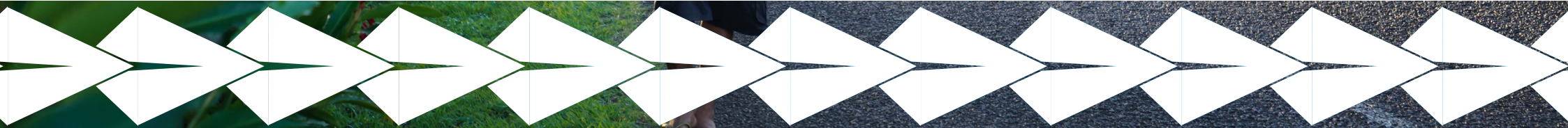
1.1   SECTOR OVERVIEW

The Environment Sector is one of 14 Sectors established by the Government of Samoa to coordinate the implementation of its national development agenda. The sector is responsible for coordinating efforts towards the realisation of Key Outcomes 13 and 14 on "enhanced environmental sustainability and climate and disaster resilience" in the Strategy for the Development of Samoa (SDS). These efforts are defined in the National Environment Sector Plan (NESP) 2017 – 2021 under four key thematic areas involving natural resources and environment, built environment, climate change and disaster risk management, and environmental governance (see Figure 1).

The Ministry of Natural Resources and Environment (MNRE), as the lead implementing agency of the sector, is responsible for coordinating the planning, development, implementation, monitoring and reporting of the NESP, under the guidance of the National Environment Sector Steering Committee (NESSC). The NESSC comprises more than 30 members including 19 government agencies, Samoa's Chamber of Commerce, Samoa Umbrella for Non-Governmental Organisations (SUNGO), the National University of Samoa (NUS), the University of the South Pacific (USP) and the sector's regional and international partners being the Secretariat of the Pacific Regional Environment Programme (SPREP), United Nations Environment Programme (UNEP), United Nations Development Programme (UNDP) and Conservational International (CI).

NATIONAL ENVIRONMENT SECTOR PLAN 2017-2021

STRATEGIC FRAMEWORK

NATURAL RESOURCES

1.1 Sustainable management and development of water resources improved

1.2 Sustainable management and development of forests improved

1.3a Sustainable management and development of lands improved

1.3b Spatial information and technical services to support sustainable land developments improved

1.4 Protection and conservation of terrestrial biological diversity strengthened

1.5 Sustainable management and development of oceans improved

1.- Sustainable Management and Development of Natural Resources and Environment Improved

BUILT ENVIRONMENT

2.1 Sustainable management of solid waste improved

2.2 Sound management of chemicals and hazardous waste improved

2.3 Management of wastewater improved

2.4 Low carbon developments through energy efficiency and renewable energy improved

2.5 Sustainable development planning and environmental monitoring improved

2.- More Sustainable and Resilient Built Environment

3.1 Integration of climate change across all sectors improved

3.2 Public leadership, coordination, development and implementation of activities for disaster risk management improved

3.3 Meteorological, atmospheric and geo-scientific information and data improved

3.- Climate Change and Disaster Risk Management mainstreamed in all sectors

4.- Effective enabling environment

4.1 Sector governance and cross-sectoral coordination strengthened

CLIMATE CHANGE AND DISASTERS

GOVERNANCE

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MINISTRY OF ENVIRONMENT AND NATURAL RESOURCES

The sector covers a diverse range of implementing agencies whose roles and responsibilities contribute to the achievement of key outcomes 13 and 14. Implementing agencies include public sector agencies, state-owned enterprises, private sector enterprises, academic institutions and civil society groups. Sector engagement with implementing agencies and development partners are facilitated through quarterly NESSC meetings and bilaterally through project planning, development, implementation and monitoring. There are no separate coordination mechanisms for sector engagement other than the NESSC. Existing coordination mechanisms are used to facilitate monitoring and reporting through MOF planning and budgeting processes, regional and international reporting under various multilateral environmental agreements as well as project technical meetings.

1.2   CURRENT SITUATION

There is no overarching framework in place to coordinate, manage and guide communication efforts within the MNRE and across the sector. Projects have traditionally provided the resources towards short-term communication capacities. From experience, the impact of project-funded and oriented investments has largely been localised, minimal and unsustainable.

The piecemeal manner in which past efforts have been implemented resulted in fragmented and ad hoc communication strategies, information silos, and inconsistent messages. With the absence of communication standards and protocols, there are no formal rules to govern communication processes, access and dissemination of environmental information.

Additionally, there is no focal point or division with a clear mandate to coordinate, centralise and manage the communication needs of MNRE. At present, the Corporate Services Division (CSD) of MNRE through its Capacity Building Section (CBS) is partially responsible for environment related awareness and educational programmes. The role of CBS has evolved since it was established under the Division of Environment and Conservation (DEC) to be responsible for environmental awareness and educational programs. Restructuring of MNRE saw the transfer of CBS to CSD and the expansion of its role to include promotional and awareness programmes. The execution of this role is constrained by the lack of staff and resources.

The Environment Sector Coordination Division (ESCD), established in 2014, is responsible for sector-wide communications in relation to the planning and development, implementation, monitoring and reporting of the National Environment Sector Plan. Of central importance to the robustness of governance arrangements for the sector is the effectiveness and efficiency of its communication platforms, systems and processes to support improvements in information and knowledge management.

The ICT division is responsible for managing the recently established Data, Knowledge and Information Facility (DKIF) aimed at centralising data and information management. Prior to the DKIF, a complete IT Audit was conducted in 2015 to assess the capacity of MNRE to manage its information assets such as databases, documents, policies and procedures. A key recommendation from that audit urged MNRE to develop an IT Strategy to strengthen the IT structure, infrastructure and systems.

◀ **Figure 1: The NESP Strategic Framework.**

1.3   CHALLENGES AND OPPORTUNITIES

Despite a strong media presence and increased number of publications produced over the years, a number of key challenges exist for MNRE and the sector. There is a need for MNRE to improve its internal and external communications. This requires clarity of communication roles and responsibilities, effective removal of communication bottlenecks constraining access to timely and accurate information, and consistency of environmental messages.

Opportunities exist to augment MNRE's capacity to develop and disseminate effective communication products, upgrade information and communication technology, develop communication standard operating practices and guidelines, build stronger networks and collaborative partnerships, and increase access to crucial environmental information. Additionally, there is also an opportunity for MNRE and the sector to be more inclusive in its communication approach by prioritising the use of the local language, mainstreaming gender and ensuring responsiveness of communication tools to persons with disabilities and most vulnerable groups. Results of the Sector Stakeholder SWOT Analysis are presented in Table 1.

STRENGTHS

- **Website is regularly updated**
- **Strong media presence**
- **Produces high quality publications**
- **Organises stakeholder meetings**
- **Key source of funding opportunities**
- **Responsible for many development projects**
- **Works with a wide range of communities, development partners and agencies**

WEAKNESSES

- **Internal and external communications**
- **Lack of a communication focal point makes it difficult for stakeholders to access information in a timely manner**
- **Lack of / delayed response to queries**
- **Lack of commitment to providing timely and reliable information**
- **Information available is out-dated**
- **Lack of understanding about the roles and responsibilities of staff members**
- **Lack of communication materials means stakeholders do not fully understand the work of MNRE, diminishing its capacity to leverage support from its partners**
- **Environmental messages largely project-driven which expire at the end of projects resulting in a failure to build long-term awareness campaigns**
- **Lack of communication standards and guidelines e.g. branding guidelines**

OPPORTUNITIES

- Produce and disseminate more communication products
- Update ICT technology (such as the website)
- More inclusive communication strategies (language translation, gender and persons with disabilities)
- Develop branding strategy / system
- Develop more SDG focussed communications
- Establish a Communications Unit with a designated focal point for sector and internal stakeholders.
- Increase awareness to address issues, concerns and conflict resolutions
- Increase information sharing with stakeholders
- Use practical communications tools such as a monthly newsletter for sector stakeholders including the public
- Stronger networking and collaboration
- Improved quality relationships
- Increased access to information

THREATS

- Use of unreliable and unofficial sources of information
- High turnover of personnel at MNRE
- Competing priorities amongst key stakeholders is a threat to the convening capacity and joint results expected from a strong joint sector strategy

## 1.4 INCLUSIVE COMMUNICATIONS, GENDER AND VULNERABLE GROUPS

Tailoring communication materials to meet the different needs of women and men, the elderly, persons living with disability (PWD) and youth is crucial. Measures are in place to mainstream gender and PWD considerations in disaster risk management and climate change policy and planning. The implementation of the Sector Communications Strategy aims to strengthen inclusive communications by increasing the design, production and dissemination of gender and PWD sensitive materials in the Samoan and English languages.   The involvement of the Ministry of Women, Community and Social Development (MWCSD), with the mandate to enhance women's empowerment, gender equality and social inclusion and non-governmental organisations (NGOs), such as Nuanua o le Alofa (NOLA), is crucial. Appropriate gender and social inclusion capacity building programmes targeting sector implementing agencies will strengthen inclusive communications.

2 ■■INTRODUCTION
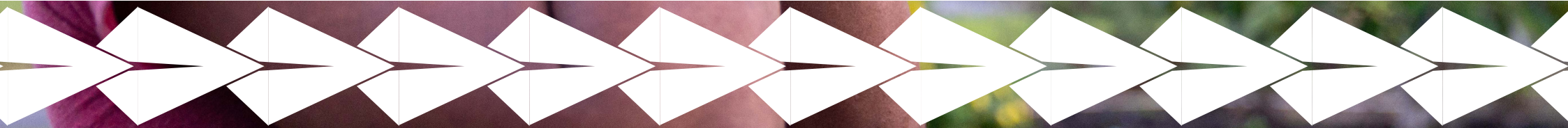
Effective communication strategies, systems and processes are critical to enhanced environmental sustainability, climate and disaster resilience. The ability to communicate effectively and efficiently at the individual and organisational level is essential for the delivery of programmes, projects and services. Implementation of the strategy will strengthen genuine and durable partnerships that are critical to realising national development goals, in particular, key outcomes 13 and 14 under the environment sector. This strategy builds on existing communication efforts, best practices and lessons learned from key existing projects, namely the IWRM R2R, EWACC, SMSMCL, IMPRESS and GCF projects .

2.1 PURPOSE OF THE STRATEGY

The main purpose of the strategy is to provide an overarching five-year communications framework for a more cohesive and coordinated platform to strengthen communications and knowledge management across the sector. The goal is to get the right information to the right people at the right time while fostering positive organisational, behavioural and environmental change. The strategy has been developed through an extensive consultative process involving the following methodologies:

- A desktop review of existing sector-related communication strategies;
- Individual consultations with technical focal points under MNRE;
- Stakeholder workshops targeting key implementing focal points within government, the private sector, non-governmental organisations and communities through existing community engagement programmes;
- A SWOT Analysis to identify communication strengths, weaknesses, opportunities and threats;
- A Knowledge, Attitude and Practise (KAP) survey targeting sector stakeholders; and
- Sector Validation workshops to finalise the communication strategic framework

2.2 DEFINING COMMUNICATION AND KEY ELEMENTS

Communication is defined as the activity of conveying and receiving of data and information using official communication channels via email, letter, telephone, radio, television, website and social media. It is the meaningful exchange of information between two or more people within one or more organisations including village communities. There are three main types of communication recognised in this strategy – verbal, non-verbal and visual communication.

Core communication elements identified in this strategy include:

- Communication materials and products;
- Communication tools and channels;
- Communication standards, procedures and workflows including protocols;
- Communication technology and systems;

- Data and Knowledge Management including traditional environmental knowledge;
- Advocacy and awareness campaigns; and
- Inclusive communication, engagement, coordination and partnerships.
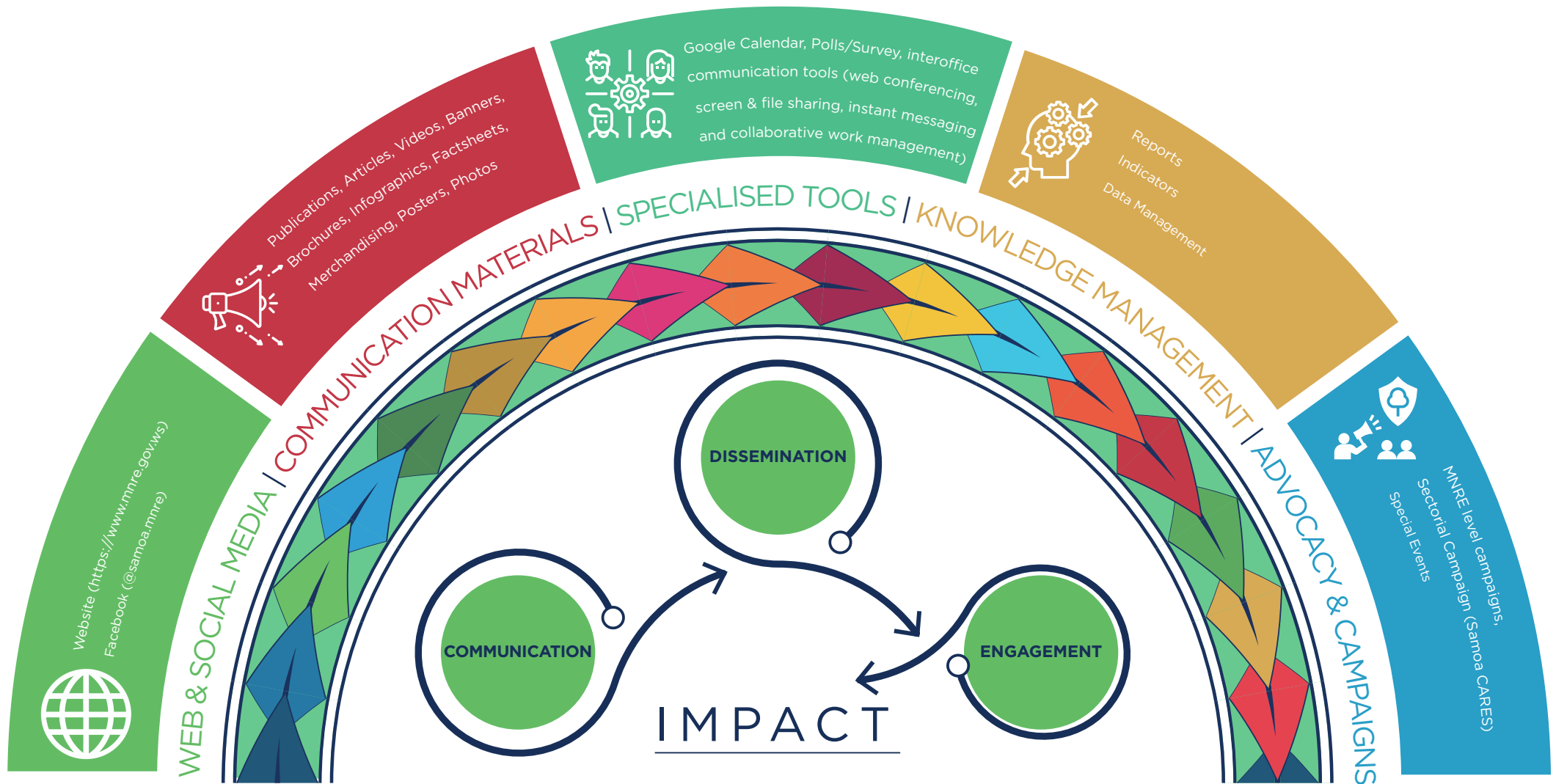
2.3 SCOPE OF THE STRATEGY

The strategy encompasses sector-related communications within MNRE and externally to its sector stakeholders and partners. The communication ecosystem is shown in Figure 2.

2.4 EXPECTED RESULTS AND OUTCOMES

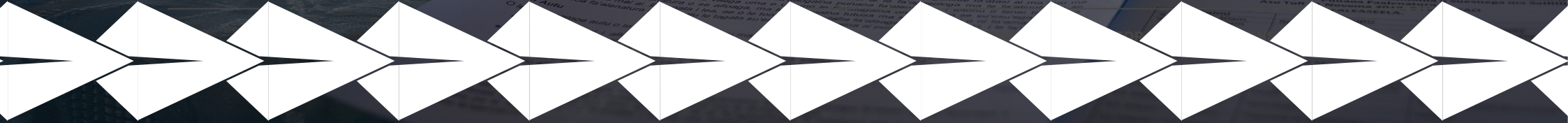Implementation of the strategy will produce the following results:

- Strengthened communications and knowledge management;
- Improved quality of publications, communication products, services and awareness;
- Increased access to updated information for improved decision-making;
- Improved reporting capacities at all levels;
- Effective communication standards and operating procedures ;

- Increased awareness of sector-wide programmes, projects, events and functions;
- Enhanced local community engagement processes;
- Clarity of communication needs, roles and responsibilities;
- Improved consistency of branded messages;
- New communications unit established and operational;
- Improved media engagement and relations; and
- Improved stakeholder engagement.

Figure2: Communication/Ecosystem Framework ▶

COMMUNICATION ECOSYSTEM/FRAMEWORK

Publications, Articles, Videos, Banners, Brochures, Infographics, Factsheets, Merchandising, Posters, Photos

Google Calendar, Polls/Survey, interoffice communication tools (web conferencing, screen & file sharing, instant messaging and collaborative work management)

Reports
Indicators
Data Management

Website (https://www.mnre.gov.ws)
Facebook (@samoa.mnre)

MNRE level campaigns,
Sectorial Campaign (Samoa CARES)
Special Events

WEB & SOCIAL MEDIA | COMMUNICATION MATERIALS | SPECIALISED TOOLS | KNOWLEDGE MANAGEMENT | ADVOCACY & CAMPAIGNS

COMMUNICATION

DISSEMINATION

ENGAGEMENT

IMPACT

MINISTRY OF
ENVIRONMENT AND
NATURAL RESOURCES

3. TARGET AUDIENCE, COMMUNICATION CHANNELS AND TOOLS

This section identifies the different roles of each target audience as well as the communications tools and channels to reach them. Each target audience is unique and requires various channels and tools to fully engage with them in order to function effectively within the NESP.

POLITICIANS

Roles and Communication Needs:

Politicians are the authority figures of the nation and act as the key decision makers and lawmakers. They decide how the nation's resources will be most efficiently allocated to provide the best possible outcome. Their work is guided by the goal of an improved life for all citizens through economic growth, a healthier physical environment, and improved social wellbeing. Their decision-making depends heavily on official, valid, reliable and detailed information.

Communication Channels and Tools:

Press releases, conferences, public events, newsletters, annual reports.

MINISTRY OF NATURAL RESOURCES AND ENVIRONMENT (MNRE)

Roles and Communication Needs:

Guided by the vision "Improved quality of life for all Samoans that is premised on sustainable development and management of the country's natural resources and environment", MNRE's various divisions work closely with communities and stakeholders to govern human interactions with all aspects of Samoa's environment. As the key implementing agency of the NESP, MNRE's communication needs include information and capacity building activities that will assist their personnel in the implementation of their work and to better contribute to supporting the implementation of the National Environment Sector Communications and Knowledge Management Strategy.

Communication Channels and Tools:

Capacity building activities, newsletters, communication materials (leaflets, brochures, factsheets, etc.), campaigns, coordination of meetings and dialogues, conferences, public events, training, webinars, websites, social media, annual reports, and internal communications.

GENERAL PUBLIC/ BENEFICIARIES:

Roles and Communication Needs:

This target audience is of upmost importance because many projects and activities aim to improve livelihoods by promoting sustainable development. This category includes all citizens of Samoa. Public opinion is an important part of decision-making and this makes public satisfaction crucial in the success of the NESP. This target audience has the right to information on how the work of the Environment Sector is beneficial to them, their physical environment, the economy, and their social wellbeing.

Communication Channels and Tools

Campaigns, newspapers, TV/radio, social media, websites, village consultations.

NON-GOVERNMENT ORGANISATIONS

Roles and Communication Needs:

Acts as the interface between government and local communities in planning, supporting and implementing assistance. Similar to Community Based Grant Schemes, this target audience requires information on project plans, progress achievements, good practices, lessons learnt, and community investment opportunities – as well as gaps and basic environmental concepts, information and courses.

Communication Channels and Tools:

Newsletters, communication materials, campaigns, annual reports, press releases, email updates, conferences, public events, face-to-face meetings, websites, social media and media training

PRIVATE SECTOR

Roles and Communication Needs:

Samoa Chamber of Commerce is the umbrella organisation for the business community and represents the Private Sector interests in sector planning and developments. It also works closely with the sectors to promote opportunities for Public-Private Partnerships (PPP). Furthermore, they are the key source for resource procurement within the environmental sector. This target audience requires information about sector plans and opportunities to promote Public and Private Partnerships.

Communication Channels and Tools:

PPP Initiatives, campaigns, newsletters and public events/conferences, social media.

DONORS AND DEVELOPMENT PARTNERS

Roles and Communication Needs:

Provides funding for project implementation to achieve the NESP strategic goals. This target audience requires visibility and information about the Environment Sector as well as project reports, project successes, lessons learnt, and good practices.

Communication Channels and Tools:

Press releases, conferences, public events, face-to-face meetings, websites, social media, newsletters, promotional materials, annual reports.

ACADEMIA

Roles and Communication Needs:

Provides qualifications and skills through primary, secondary and tertiary level programmes. Furthermore, this target audience works to fulfill their academic curriculum requirements which contribute to the up-scaling of the nation's educational level. The communication needs within this target audience include education material, user-friendly environmental information, and access to technical support.

Communication Channels and Tools:

Campaigns, newsletters, press releases, public events, conferences, email updates, websites, progress reports, social media posts, media training, social media.

MEDIA

Roles and Communication Needs:

Expands awareness of the sector and provides timely updates to the public. Communication needs include information about the Environmental Sector and how it affects the people of Samoa. Media also require access to key stakeholders for interviews and workshops on effective environmental reporting.

Communication Channels and Tools:

Workshops on environment reporting, site visits, social media, websites, mobile applications (e.g. weather apps), daily weather bulletins

COMMUNITY-BASED GRANT SCHEMES

Roles and Communication Needs:

Provides funding opportunities to engage local communities and strengthen leadership of CSOs in realising the NESP through community-based initiatives. Also provides monitoring and evaluation reporting for learning and best practices. Communication needs include information on project plans, progress achievements, good practices, lessons learnt, and community investment opportunities.

Communication Channels and Tools:

Newsletters, communication materials (leaflets, brochures, factsheet, etc.), campaigns, coordination of meetings and dialogues, conferences, public events, training, webinars, websites, social media, annual reports, and internal communications.

VULNERABLE GROUPS:

Roles and Communication Needs:

Vulnerable groups play a role in decision-making. This target audience needs to be well-informed about the benefits of sustainable development and how they can best contribute. The means of information dissemination used by members of vulnerable groups may sometimes be tailored for special needs (e.g. Braille, sign language, etc.).

Communication Channels and Tools:

Specialised equipment and tools, skilled interpreters, social media posts, websites, TV/radio.

GOVERNMENT MINISTRIES AND PUBLIC BODIES

Roles and Communication Needs:

Work to govern parameters for everyday activities of citizens, create and enforce national policies and laws, and work towards prosperity with regards to the nation's economic, social and environmental development. In order for these functions to work, there is a need for valid, reliable and detailed information regarding all matters of the state.

Communication Channels and Tools:

Newsletters, communication materials (leaflets, brochures, factsheet, etc.), campaigns, coordination of meetings and dialogues, conferences, public events, training, webinars, websites, social media, annual reports, and internal communications.

RESEARCHERS:

Roles and Communication Needs:

Conduct research to identify and support national development priorities, identify and fill information gaps, and for research interest. This includes academic research (tertiary qualifications), scientific research, bio-prospecting and Access and Benefit Sharing (ABS). Communication needs of researchers are for valid and reliable data, access to natural resources to conduct studies, and information on local policies and procedures.

Communication Channels and Tools:

Consultations, official archives, annual reports, spatial information, one-on-one meetings, conferences, websites, ABS documentation (e.g. Bio-cultural Community Protocol, Traditional Knowledge Guidelines), e-mail circulation.

CONSULTANTS:

Roles and Communication Needs:

Offer advice and expertise to organisations and government bodies to help improve performance in terms of operations, management, structures and strategy. Their counsel is used to help attain goals and solve problems faced by their employers. In order for this target audience to succeed in their roles, they require extensive information on the projects they will be working on, the outcomes they are expected to provide, and documentation of past projects for lessons learnt and best practices in moving forward.

Communication Channels and Tools:

Face-to-face meetings, emails, database platforms, communication materials, conferences, webinars, websites, social media, information hubs, newsletters, archives.

Figure3: National Environment Sector Plan ▶

NATIONAL ENVIRONMENT SECTOR PLAN 2017-2021

INSTITUTIONAL FRAMEWORK

GOVERNMENT MINISTRIES

MAF	Sustainable Agriculture Sustainable Fisheries
MCIL	Industries & Production Green Jobs
MCIT	Disaster Risk Management E-Waste
MESC	Curriculum Advocacy
MFAT	International Negotiations Trade MEA's Governance
MNRE	Climate & Disaster Resilience Sustainable Built Environment Environment & Natural Resources Governance
MOF	Energy Sector/Public Finance Management/Climate Resilience Coordination/Sector Planning
MOH	Environmental Health, Health Surveillance/Healthcare Waste
MPE	Governance Public Private Partnerships
MPMC	Cabinet Governance
MWCSD	Community Resilience Gender & Disability Community Governance Green Jobs
MWTI	National Building Code Infrastructure
OAG	Governance Procurement & Contract
POLICE	Law Enforcement
PSC	Human Resource Development Governance

PRIVATE SECTOR

COC	Public Private Partnerships Outsource

PUBLIC BODIES

EPC	Renewable Energy
FESA	Disaster Management
LTA	Transport
SBS	Environmental Statistics National Census
SROS	Research Renewable Energy
STA	Resilient Built Environment Sustainable Tourism
STEC	Renewable Energy

NON-GOVERNMENTAL ORGANISATIONS

ADRA	Climate & Disaster Resilience
METI	Environment & Natural Resources Advocacy
OLSSI	Environment & Natural Resources Advocacy
SCS	Environment & Natural Resources Research
SRC	Climate & Disaster Resilience Water & Sanitation
SUNGO	Governance Advocacy

ACADEMIC INSTITUTIONS

NUS	Research
USP	Research

COMMUNITY BASED GRANTS SCHEMES

CSSP	CSO Small Grants Scheme
SGP	Small Grants Scheme

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MINISTRY OF ENVIRONMENT AND NATURAL RESOURCES

4 SECTOR COMMUNICATIONS STRATEGY
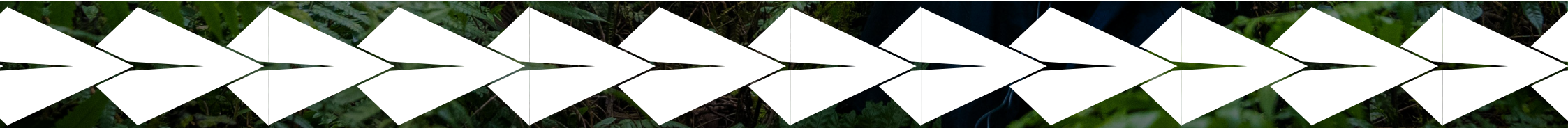
The Sector Communications Strategy consists of three key objectives and 28 actions to be implemented over five years. The objectives are to (1) build the communications capacity of MNRE; (2) improve the quality of environment awareness programmes and campaigns; and (3) strengthen sector-wide communication and coordination.

Objective 1:

Strengthen the communication and knowledge management capacity of MNRE through the development and implementation of relevant policies and institutional arrangements to support and sustain capacity development.

1.1 Establish a well-resourced communications focal point under MNRE with a clear structure, roles and responsibilities;

1.2 Develop a Data Use Policy;

1.3 Develop an Information Technology Strategy;

1.4 Develop publications policy and procedures;

1.5 Establish a Communications taskforce;

1.6 Upgrade information and communication technology and systems;

1.7 Develop branding guidelines;

1.8 Develop Standard Operating Procedures (SOP) to guide communication processes for normal operations and emergency situations in line with national disaster communication protocols;

1.9 Undertake regular stakeholder communication and information needs assessments and evaluations;

1.10 Undertake communication and KM training; and

1.11 Install, configure and update back-up communication and information systems.

Objective 2:

Improve and sustain the effectiveness of MNRE's advocacy role through its environmental awareness campaigns and outreach initiatives

2.1 Implement communication branding guidelines;

2.2 Implement communications SOP;

2.3 Develop user-friendly and inclusive communication designs and prints of materials, products, platforms and profiles;

2.4 Establish and sustain stronger communication and environmental reporting networks and training with the media;

2.5 Establish an environment resource centre with links to existing online resource centres and archives;

2.6 Explore and develop innovative and creative communication platforms, approaches and methods to increase access and dissemination of environmental data and information;

2.7 Ensure the validity, reliability, accuracy, simplicity and consistency of data and information disseminated;

2.8 Promote environmental messages through public figures / champions;

2.9 Evaluate impact of environmental awareness platforms, outreach programmes and communication products, materials and platforms.

Objective 3:

Strengthen sector-wide communication and coordination

3.1 Communication Taskforce to manage the coordination including approval of awareness campaigns and products (as per TOR);

3.2 Create an annual national environment calendar of events;

3.3 Coordinate and implement national environmental awareness and outreach campaigns, programmes e.g., the National Environment Week;

3.4 Promote cost-effective and user-friendly communication platforms (i.e. Zoom, Skype, MS Teams, etc.);

3.5 Strengthen partnerships and engagement on communications and knowledge management initiatives with relevant stakeholders at all levels;

3.6 Promote communication best practices in line with principles of transparency and accountability;

3.7 Promote the integration of traditional environmental knowledge; and

3.8 Encourage and promote the sharing of lessons learned.

5 GUIDING PRINCIPLES

Communications:

- **are governed by values of respect for others - vatapuia, integrity and honesty.**

- **are inclusive and meet the needs of all stakeholders including vulnerable groups, people with disability, women, children and elderly.**

- **are based on facts, updated and verified.**

- **are open, timely and consistent.**

- **promote traditional environmental knowledge.**

- **promote knowledge sharing and learning.**

6 IMPLEMENTATION PLAN & ■ REQUIREMENTS RESOURCING
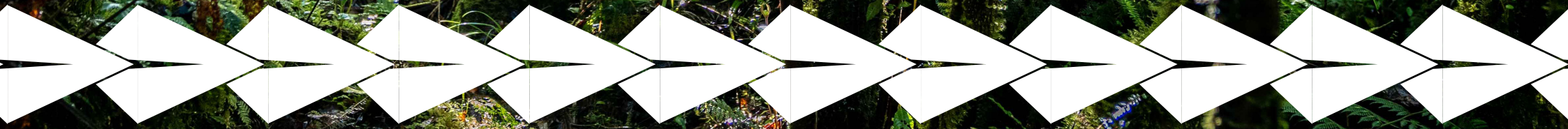
The strategy identifies 28 actions to achieve three key outcomes from 2022 to 2026. The following implementation plan outlines the activities, the proposed timeframe and budget and implementing agencies. Total resourcing needs required for implementation of the strategy is SAT$4,295,000.00.

OBJECTIVE 1	Strengthen the communication and knowledge management capacity of MNRE through the development and implementation of relevant policies and institutional arrangements to support and sustain capacity development.						

Activities	Year of Implementation					Budget	Responsibility
	Year 1 FY2021/22	Year 2 FY2022/23	Year 3 FY2023/24	Year 4 FY2024/25	Year 5 FY2025/26		
1.1 Establish a well-resourced communications focal point under MNRE with a clear structure, roles and responsibilities		■				1,100,000	MNRE, PSC, MOF
1.2 Develop Data Use Policy		■				30,000	MNRE
1.3 Develop an Information Technology Strategy		■				50,000	MNRE, MCIT
1.4 Develop publications policy and procedures		■				30,000	MNRE, NUS, SPREP
1.5 Establish a Communications taskforce	■					10,000	MNRE
1.6 Upgrade information and communication technology and systems		■		■		150,000	MNRE, MOF, SPREP, MCIT, ISPs
1.7 Develop branding guidelines		■				30,000	MNRE, MCIL
1.8 Develop Standard Operating Procedures (SOP) for communication processes for normal operations and emergency situations in line with national disaster communication protocols		■				30,000	MNRE, MCIT, FESA, MOPP, ISPs
1.9 Undertake regular stakeholder communication and information needs assessments and evaluations	■		■		■	30,000	MNRE
1.10 Undertake communication and KM trainings	■		■		■	30,000	MNRE, PSC, NUS, SQA, SPREP
1.11 Install, Configure and Update back-up communication and information systems	■		■		■	150,000	MNRE, MOF
SUB-TOTAL	$1,640,000.00						

Improve and sustain the effectiveness of MNRE's advocacy role through its environmental awareness campaigns and outreach initiatives

Activities	Year of Implementation					Budget	Responsibility
	Year 1 FY2021/22	Year 2 FY2022/23	Year 3 FY2023/24	Year 4 FY2024/25	Year 5 FY2025/26		
2.1 Implement communication branding guidelines		●	●	●	●	200,000	MNRE, GEF/ UNDP, SPREP
2.2 Implement communications SOP		●	●	●	●	100,000	MNRE, UNDP, SPREP, CI,
2.3 Develop user-friendly and inclusive communication designs and prints of materials, products, platforms and profiles	●	●	●	●	●	100,000	MNRE, MOF, MWCSD, NOLA
2.4 Establish and sustain stronger communication and environmental reporting networks and training with the media		●		●		40,000	MNRE, Media
2.5 Establish an environment resource centre with links to existing online resources and archives			●			500,000	MNRE, MOF, MESC, NUS, USP
2.6 Explore and develop innovative and creative communication platforms, approaches and methods to accessing and disseminating environmental information		●	●			50,000	MNRE, MOF, MCIT
2.7 Ensure the validity, reliability, accuracy, simplicity and consistency of data and information disseminated	●	●	●	●	●	10,000	MNRE
2.8 Promote environmental messages through public figures / champions			●	●		30,000	MNRE
2.9 Evaluate impact of environmental outreach programmes and communication products, materials and platforms (include midterm and terminal evaluation)			●		●	100,000	MNRE
SUB-TOTAL	$1,130,000.00						

Objective 3	Strengthen sector-wide communication and coordination						
	Year of Implementation					Budget	Responsibility
Activities	Year 1 FY2021/22	Year 2 FY2022/23	Year 3 FY2023/24	Year 4 FY2024/25	Year 5 FY2025/26		
3.1 Operationalise a Communications Taskforce	Set up					25,000	MNRE
3.2 Develop and update annual national environment calendar of events						0	MNRE
3.3 Coordinate and implement national environmental awareness and outreach campaigns (National Environment Week)						1,200,000	MNRE & Sector Stakeholders
3.4 Strengthen partnerships and engagement on communications and knowledge management initiatives with relevant stakeholders at all levels						100,000	MNRE, Sector Stakeholders and Development Partners
3.5 Promote communication best practices in line with principles of transparency and accountability						50,000	MNRE
3.6 Promote the integration of traditional environmental knowledge						100,000	MNRE, MESC, NUS
3.7 Encourage and promote the sharing of lessons learned						50,000	MNRE, Sector Stakeholders & Partners
SUB-TOTAL	$1,525,000.00						

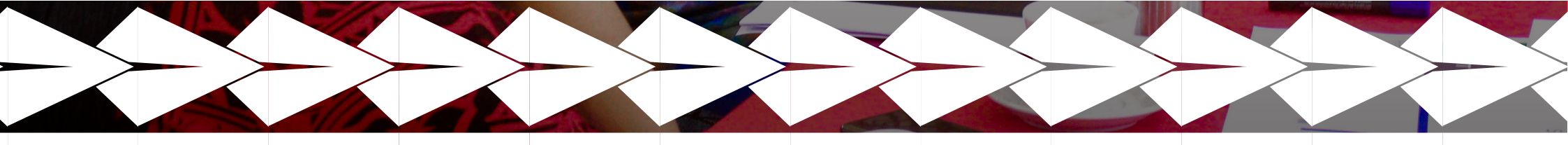**ENVIRONMENT SECTOR COMMUNICATION STRATEGY**

Validation workshop, 20th - 24th July 2020
Teaumasina Island Resort

7. MONITORING, EVALUATION AND REPORTING

The Monitoring and Evaluation Plan will track implementation of activities and the extent to which objectives of the strategy have been achieved annually until the end period. The M&E Plan will include:

1. Quarterly progress reports to the NESSC;

2. Annual review of the strategy as part of the NESP annual review process;

3. A mid-term review; and

4. An independent terminal evaluation.

In the absence of a communications focal point to oversee the implementation of the strategy, this responsibility will be shared between the Corporate Services Division, the Information and Technology Division and the Environment Sector Coordination Division, until a focal point is appointed.

Outcome Indicator: **Communication and knowledge management capacity strengthened**						
Indicator (Outputs)	**Year of Implementation**					**Means of Verification**
	Year 1 FY2021/22	**Year 2** FY2022/23	**Year 3** FY2023/24	**Year 4** FY2024/25	**Year 5** FY2025/26	
Communications Focal Point established and operational		�				**PSC Approval; MNRE Annual Report; NESSC Report**
Communications Taskforce established and operational	▓					**Minutes, Approved TOR Site visit reports**
Stakeholder communication and information needs assessments conducted	▓		▓		▓	**MNRE Annual Report NESSC Report**
Data Use and Sharing Policy developed and in operation	▓					**Data Use Policy, MNRE Annual Report, NESSC Report**
Publications Policy and Procedures developed and in operation		▓				**Publications Policy and Procedures, MNRE Annual Report, NESSC Report**
SOPs developed and in operation		▓				**Approved SOPs SOP Training materials and reports**
Branding Guidelines Developed and in operation		▓				**Branding Guidelines, Branded materials, products**
Communication and Information System upgraded in Years 2 and 5		▓			▓	**ICT Report, MNRE Annual Report, NESSC Report**
Regular systems back-up conducted	▓	▓	▓	▓	▓	**ICT Audit Report Backup and Recovery Checklist**
Annual specialised Training of the Trainers on CKM conducted	▓	▓	▓	▓	▓	**CKM Training Manuals CKM Training Reports**

Outcome Indicator: Quality and effectiveness of public awareness, advocacy and outreach initiatives improved and sustained

Indicator (Outputs)	Year of Implementation					Means of Verification
	Year 1 FY2021/22	Year 2 FY2022/23	Year 3 FY2023/24	Year 4 FY2024/25	Year 5 FY2025/26	
Branded communication mock-up designs developed		✓				Branded designs and printed materials
User-friendly and inclusive communication materials, products and platforms developed and disseminated	✓	✓	✓	✓	✓	MNRE Annual Reports, NESSC Reports, website visitors, materials in braille, translated materials social media likes and follows
Communication and environmental media network established and trainings conducted. 1 media training conducted annually	✓	✓	✓	✓	✓	Training reports, MNRE Annual reports Media coverage (newspapers/ video footages)
New Resource Centre established and in operation. Archive and online information linked, updated.			Set up			Resource Centre space/ building, MNRE Annual Reports, NESSC Reports
Innovative and creative communication platforms, approaches and methods explored, developed and disseminated		✓	✓	✓	✓	MNRE Annual Reports, NESSC Reports Communication platforms in use
Environmental messages using public figures / champions promoted and documented.		✓	✓	✓	✓	MNRE Annual Reports, NESSC Reports
Environmental outreach programmes and communication products, materials and platforms		✓	✓	✓	✓	Survey/Evaluation Reports, MNRE Annual Reports, NESSC Reports

Outcome Indicator: Communication and knowledge management capacity strengthened

Indicator (Outputs)	Year of Implementation					Means of Verification
	Year 1 FY2021/22	Year 2 FY2022/23	Year 3 FY2023/24	Year 4 FY2024/25	Year 5 FY2025/26	
Annual National Environment calendar of events ready by June	✓	✓	✓	✓	✓	MNRE annual report Printed Copies of Calendar of Events
Minimum of 5 National Environment Awareness Events conducted. Display booth set up	✓	Display booth ready	✓	✓	✓	Branded awareness / merchandise products, MNRE Annual Reports, NESSC Reports, Display booth
10,000 stakeholders participate every year	✓	✓	✓	✓	✓	MNRE Annual Report, Consultation Reports
Partnership MOUs/LOA/MOA in place	✓	✓	✓	✓	✓	MNRE Annual Reports, MOUs/ LOAs/MOAs
Number of trainings/workshops/meetings and awareness materials disseminated	✓	✓	✓	✓	✓	Training Reports, MNRE Annual Reports, NESSC Reports
Accredited Environmental Awareness training developed			✓			MNRE Annual Reports, SQA Annual Reports, NESSC Reports, Training Reports
TEK documented TEK awareness materials developed		✓	✓	✓	✓	TEK publication available TEK Awareness materials disseminated
Lessons Learned Documents and shared Action Plans developed	✓	✓	✓	✓	✓	ICT Audit Report MNRE Annual Reports, NESSC Reports

"WORKING WITH YOU FOR
A SUSTAINABLE & RESILIENT SAMOA"