Communication Strategy

2018-2023

STATISTICS BOTSWANA

Communication Strategy

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PREFACE

The Statistics Botswana (SB) Communication Strategy supports the Botswana Strategy for the Development of Statistics (BSDS) and the Statistics Botswana Strategic Plan. It details how SB will communicate with its internal and external stakeholders to effectively deliver on its mandate. The strategy identifies the National Statistical System (NSS) and the organization's key stakeholders; existing communication challenges; targeted key communication objectives and messages; and targeted approaches, initiatives, activities and channels. The communication strategy is composite in nature, comprising of distinct but interrelated communication plans: Internal Communication Plan, Advocacy Plan, External Stakeholder Engagement Plan, Data and Information Dissemination Strategy and an Information, Education & Communication (IEC) Program.

In this document, communication is defined as all forms of exchange between people or parties both internally and externally, which is designed to ensure that SB successfully delivers on its mandate. It assumes an optimal involvement of and support from key stakeholders to support delivery of the organization's mandate. Communication in this sense is an integral part of managing and, as such, has three main elements:

i) The exchange of information and education on statistical matters to support informed and interactive policy formulation, planning and decision making, as well as monitoring, evaluation and reporting;

ii) Building trust, relationships and networks internally and externally, that may be sustained over time and serve multiple purposes when other issues arise;

iii) Strengthening the image of SB as the lead agency in the provision of quality official statistics and related services in the country.

The Fundamental Principles of Official Statistics and the organization's strategic foundations guide SB's communication and thus, the Statistics Botswana Communication Strategy. Thus communication to all stakeholders shall be done in such a manner that it guarantees transparency, accessibility, independence and understanding.

I extend my gratitude to Partnership in Statistics for Development in the 21st Century (PARIS21) for the technical support rendered in the development of this strategy. I also appreciate the different stakeholders who willingfully gave input towards the formulation of this strategy.

Burton Mguni
STATISTICIAN GENERAL
February 2019

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[1] Fundamental Principles of Official Statistics, 68th Session of the United Nations General Assembly, 29 January 2014

1. STATISTICS BOTSWANA STRATEGIC PLAN AND COMMUNICATION STRATEGY OBJECTIVES

To ensure the success of the Statistics Botswana Strategic Plan, and consequently the BSDS, it is pertinent to articulate a strategy for delivering guided, coherent and comprehensive coordination, planning, and implementation of communication objectives.

Statistics Botswana Strategy Map
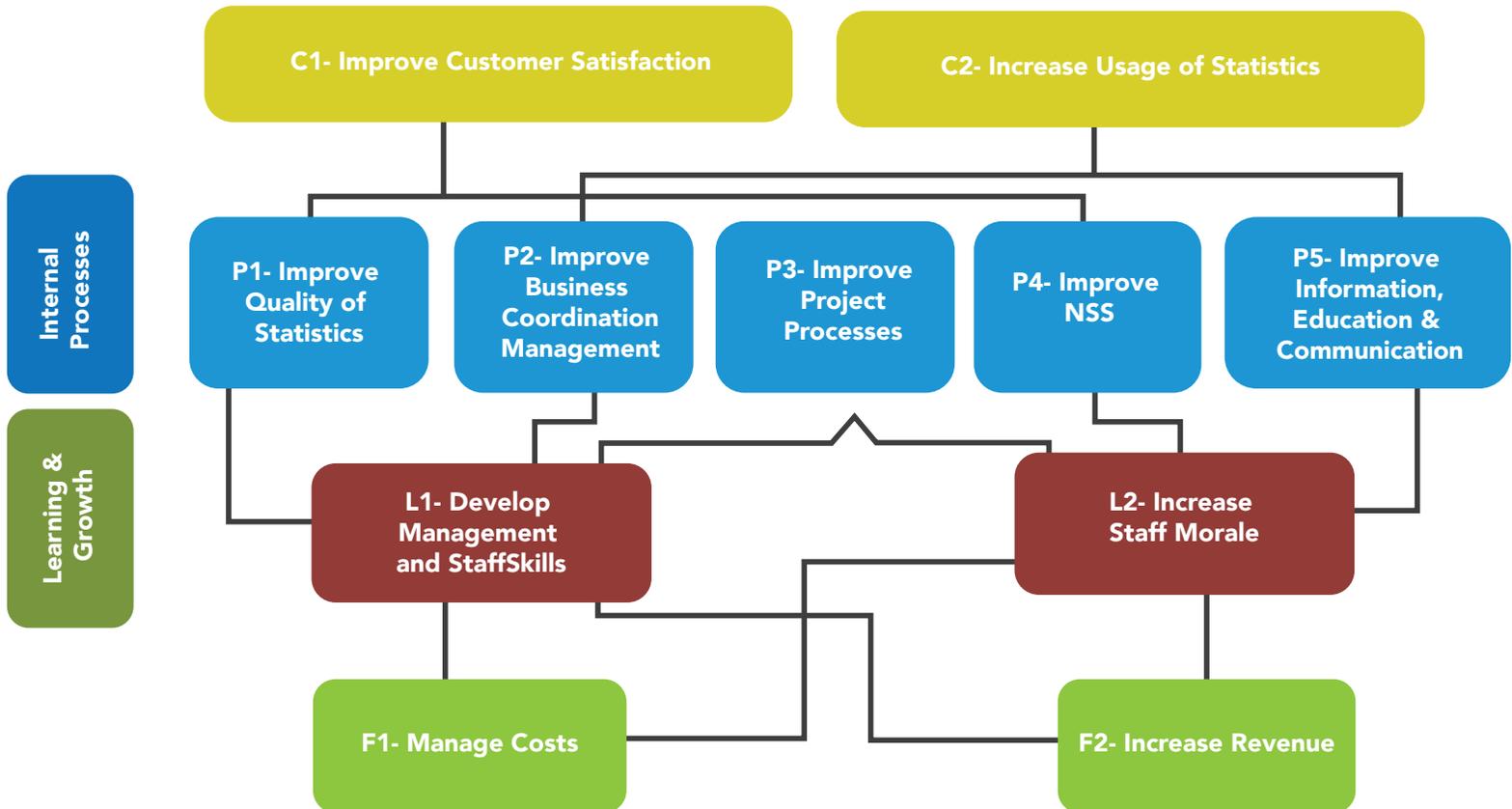
2. COMMUNICATION STRATEGY GOAL AND OBJECTIVES

2.1 COMMUNICATION STRATEGY GOAL

The communication strategy goals are aligned to the Statistics Botswana Strategic Plan goals. The overall goal of the communication strategy is to improve internal and external communication to support the successful implementation of the BSDS and the Statistics Botswana Strategic Plan.

Adequate organisational capacity
Measure= Performance against set targets for people, finance and infrastructure

Provision of quality official statistics
Measure= Customer satisfaction
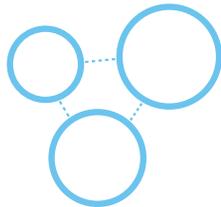
An effective National Statistics System
Measure=Statistics Capacity Building Indicator (Also sectors having budget, staff and capacity to produce quality statistics)

Increased usage of official statistics
Measure= Increase in number of requests, citations, downloads etc.

2.2. COMMUNICATION STRATEGY OBJECTIVES

The Communication Strategy Objectives are aligned to the Statistics Botswana Strategic Plan Objectives.

OBJECTIVE 1

C1 — **Improve customer satisfaction**

L2 — **Increase Staff Morale**

To improve internal communication by facilitating information sharing across the various levels in the organization, and utilising tools and channels that enhance internal communication.

Aim: SB aims to improve internal communication thereby achieving better employee engagement which will consequently lead to improved external communication.

OBJECTIVE 2

C2 — **Increase usage of statistics**

C1 — **Improve customer satisfaction**

To improve stakeholder relations & engagement through improved customer service and better dissemination of statistical information, products and services.

Aim: SB aims to improve customer service and service delivery by effectively implementing its Service Charter and service standards, and by engaging more strategically with stakeholders. Dissemination mechanisms will be enhanced to improve customer satisfaction.

OBJECTIVE 3

P4 — **Improve NSS Coordination**

F2 — **Increase revenue**

C2 — **Increase usage of statistics**

To improve advocacy for increased use of and investment in statistics across the NSS.

Aim: The aim is to use advocacy as a tool to garner support for successful coordination of the NSS and SB's overall mandate.

OBJECTIVE 4
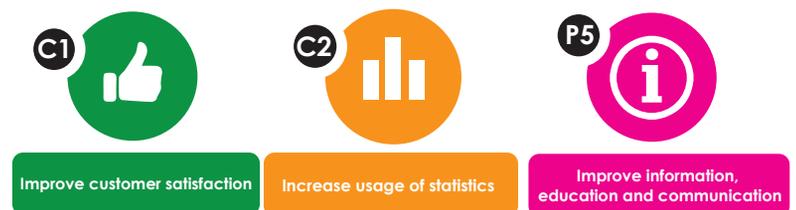
C1 — **Improve customer satisfaction**

C2 — **Increase usage of statistics**

P5 — **Improve information, education and communication**

To improve external communication through a multi-pronged effort involving leadership, PR, media relations, marketing and a public education programme.

Aim: The aim is to raise awareness about the organization, its mandate, products and services. This will lead to increased knowledge about statistics, and consequently increased usage of statistics.

3. COMMUNICATION STRATEGY THEMATIC AREAS

The following thematic issues emerged as the broad areas on which the SB communication strategy hinges.
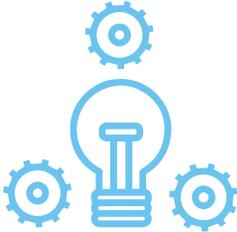
1. Proactive Delivery of Mandate

SB seeks to be perceived as proactively delivering on its mandate as the pre-eminent custodian and provider of Botswana official statistics. Key stakeholders identified the need for SB to provide more demand-driven statistical outputs, which are uniquely packaged to meet the needs of specific stakeholder groups. Such a perception will increase the credibility of the organization. In the context of communication, this aspect of leadership speaks to overall organizational positioning.
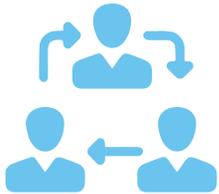
2. Participative Leadership Communication

Leadership communication is topical with thought leaders and strategic communication advisors globally. Leadership communication is critical for an organization's effective communication as it impacts internal communication and extends to impact external relations and corporate image. In response to the challenges brought to light by internal stakeholders, SB seeks to strengthen leadership communication, making it more participative. This will improve the bottom-top and top-bottom flow of information, an existing gap that was identified by internal stakeholders.

3. Internal Communication

Welch and Jackson define internal communication as a process between an organization's strategic leaders and managers and its internal stakeholders designed to promote commitment to the organization, a sense of belonging to it, awareness of its changing environment and understanding of its evolving aims. Internal stakeholders recommended that SB improves internal communication. Literature asserts that internal stakeholders are a crucial conduit through which an organization reaches external stakeholders (Welch & Jackson, 2007:183).

4. Internal Capacity for Strategic Communication

The launch of the BSDS and the Statistics Botswana Strategic Plan, along with emerging stakeholder needs have increased the scope of the organization's communication function. Through this strategy, SB will develop and/or acquire the requisite skills, support and infrastructure to achieve the objectives set out for its communication function, and also to become agile and responsive to communication needs as they evolve.

5. Advocacy for an effective NSS

Advocacy remains one of the crucial communication areas for SB. There is need to advocate for the increased use of and investment in statistics across the NSS. Advocacy to create a more effective NSS by increasing the awareness of the roles of each stakeholder and creating linkages among communication officers within NSS is required. A strategic approach to leadership and statistics experts' visibility is also crucial.

6. Stakeholder Relations & Engagement

Effective management of relationships with stakeholders will allow SB to positively influence stakeholder perceptions and actions towards the organization and its outputs and services. Effective stakeholder engagement will allow SB to create value for its customers. Through this communication strategy SB will address the gaps established in stakeholder relations and engagement.

7. External Communication

SB endeavours to create, control and maintain a positive corporate image. This communication strategy prescribes that the organization express its external communication through public relations, media relations, marketing (brand positioning and management; and products, services and projects publicity), and dissemination in order to proactively present a favourable image and control the narrative around SB products and services.

4. IMPLEMENTATION OF THE COMMUNICATION STRATEGY

Some activities will contribute to the achievement of multiple objectives and multiple stakeholders, as some messages may be relevant for multiple stakeholders. For the required impact, it is necessary to use a channel and material mix that is targeted towards a specific stakeholder group. This mix is based on the profile and behaviours of the target group. Implementation is thus organized by program/plan rather than by objective, thus creating an integrated strategy across channel, mediums, activities – and plans/programmes. These plans cover a five-year period, and can be adjusted annually to manage performance. Each plan presents the stakeholder group, strategic objectives, communication objectives, and timelines.

Internal Communication Plan

4.1 INTERNAL COMMUNICATION PLAN

SB aims to improve internal communication by improving information sharing across the various levels in the organization, and utilising tools and channels that enhance internal communication. A deliberate effort on building an open and trusting environment will also be made. SB acknowledges that the world of internal communication is rapidly evolving, and that it is increasingly becoming valuable to implement strategic internal communication in order to have engaged employees, who ultimately will have a positive impact on the performance of the organization.

Through the below activities, SB will thus endeavour to effectively communicate the organizational vision, mission and values to ensure all employees are aware of the strategic direction of SB. These activities will also improve internal brand awareness; and communicate new developments (e.g. new policies, decisions, etc.) within the organization and its external environment. The activities will also ensure that internal communication is defined and streamlined to facilitate information sharing from top to bottom and vice versa. Technological advances will be enhanced, for example, the use of the intranet and digital social/business platforms that can be accessed from anywhere. Change will be adequately communicated, ensuring employees are kept informed about plans that affect them.

Further to this, internal communication is recognised as a key driver of employee engagement and ultimately performance improvement. SB recognises the importance of closely linking the internal communication function to the organization's employee engagement rating and its overall performance.

4.1.1   INTERNAL COMMUNICATION MATRIX

| Strategic Objective(s)	Communication Objective(s)	Target Audience	How Measured	Baseline	Target	Strategic Initiative(s)	Timeline					Lead
							Y1	Y2	Y3	Y4	Y5	
Deliverable1: Develop & Implement Internal Communication Plan												
L2. Increase Staff Morale L1. Develop Management and Staff Skills	Objective 1: To improve internal communication by facilitating information sharing across the various levels in the organization, and utilising tools and channels that enhance internal communication	Executive Managers Staff	Internal Customer Satisfaction Score	TBD	TBD	1. Conduct Customer Satisfaction Survey	X		X		X	DSR/ DCS
			Internal Communication Score	40%	80%	2. Training management and staff on communication strategy and skills		X			X	
						3. Effect structural and/or operational changes to bring the marketing and communication function closer to the SG		X				
			Employee Engagement Score	37%	60%	4. Develop and Implement Internal Communication Charter		X			X	DSR
			% Increase in leadership score	TBD	TBD	5. Develop and Launch Intranet and Other digital Communication Platforms	X				X	DSR/ DCS
			No. of Events Conducted	TBD	TBD	6. Conduct interactive events between management and staff	X	X	X	X	X	DCS/ DSR

Stakeholder Engagement Plan

4.2. STAKEHOLDER ENGAGEMENT PLAN

SB will improve customer service and service delivery by effectively implementing its Service Charter and service standards. Stakeholders will be engaged to identify their needs and incorporate stakeholder feedback into service provision. The organization will provide up-to-date data, respond timely to data and information requests, anticipate stakeholder needs before results are released for surveys and other products; provide publicity support to the complete value chain for statistics production; and ensure that SB core values are applied and adhered to.

4.2.1 STAKEHOLDER ENGAGEMENT MATRIX

Strategic Objective(s)	Communication Objective(s)	Target Audience	How Measured	Baseline	Target	Strategic Initiative(s)	Timeline					Lead
							Y1	Y2	Y3	Y4	Y5	
Deliverable 2: Develop and Implement Stakeholder Engagement Plan												
C1. Improve Customer Satisfaction C2. Increase Usage of Statistics	Objective 2: To improve stakeholder relations & engagement through improved customer service and better dissemination of statistical information, products and services	Media	External Communication Score	60%	80%	7. Develop and implement media management Plan		X			X	DSR
		SB Staff All External Stakeholders	External Customer Satisfaction Score	40%	65%	8. Revise the crisis communication plan		x	X	x	X	DSR
			Service Charter Audit Score	TBD	TBD	9. Develop and implement capacity building program for provision of technical assistance on communication to the NSS		X				DSMIS/ DSR
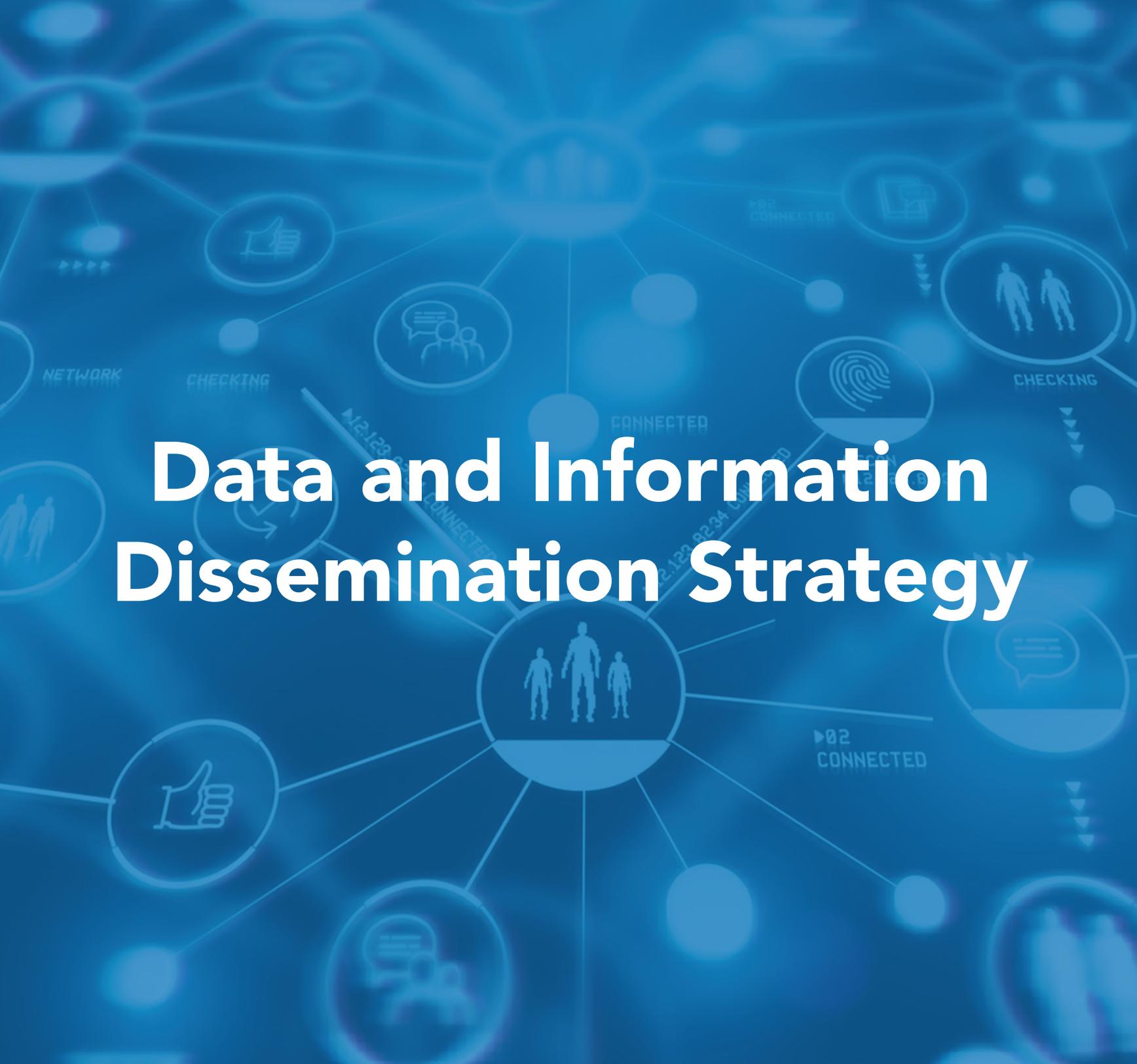
Data and Information Dissemination Strategy

4.3. DATA AND INFORMATION DISSEMINATION STRATEGY

There are many and varied perspectives of dissemination. In general, dissemination is associated with the spreading, scattering, circulation, dispersion, diffusing, rolling-out, storage, transfer of or the process of communicating information. Information referred to could be issues such as: speech, broadcasting voice/news, public exposure, publications, research, policy, directives, procedures, principles, ideas, opinions, awareness, lessons learnt, etc.

The organization will disseminate statistical information, products and services produced by SB and the National Statistical System (NSS) through the most relevant, appropriate and accessible channels and formats. A broad array of strategies to disseminate customer-oriented products and services will be employed. This includes regular user profiling exercises to keep abreast with the evolving needs of the various stakeholders; developing appropriate technology; adopting a differentiation approach to statistical data dissemination in response to the unique needs of the various stakeholder groups. Cost recovery measures are applied on selected products.

Statistics results shall be disseminated as hard copies, electronic publications and on a web-driven database. The statistical data shall be provided in multiple formats to meet the needs of various users. Improving dissemination and accessibility of statistics is core to users' satisfaction. Statistics Botswana will optimise the use of the portals, website, intranet, social media platforms, information resource centre, email, telephone, workshops and seminars including events and fairs, press releases, and newspapers. The organisation will also explore introducing new channels that increase accessibility by all.
This dissemination plan presents the different dissemination methods and principles that Statistics Botswana will employ to publish official statistical data and information, the overall objective being to increase the utility of statistics through usage.

4.3.1   DATA AND INFORMATION DISSEMINATION GUIDING PRINCIPLES

a. Statistics Botswana disseminates information to stakeholders in accordance with Statistics Act of 2009. The Statistics Botswana Data Dissemination Policy provides overall strategic guidance to the data dissemination plan;

b. Statistics Botswana will trademark and promote the "Seal" to increase recognisability and of the "Seal", increase awareness of official statistics, and improve the organization's reputation. The focus will be on raising awareness of official statistics and their quality and compliance with internationally accepted standards and methods.

c. Statistics Botswana ensures that the production of information is based on a continuing assessment of user needs and that all clients have equitable access;

d. Statistics Botswana publicly announces the planned dates of availability of its key indicators and information for public access;

e. Statistics Botswana provides information of broad interest to the public and to meet the needs of a large spectrum of users free of charge;

f. Cost recovery measures for provision of specialized information services in compliance with statistics Botswana pricing policy shall be applied;

g. Dissemination shall be in such a way that statistics results are simultaneously accessible to users. To make that possible, all users or interested parties shall be notified at the same time on the availability to access the information through the Statistics Botswana website;

h. The Statistics Botswana website www.statsbots.org.bw is the organization's principal dissemination channel. The organization also releases its information in varied formats designed to suit the needs of various users.

i. Statistics Botswana uses its Information Resource Centre to deposit copies of all Statistics Botswana products for access and for archiving in order to serve external users as well as its employees.

j. Statistics Botswana ensures that the dissemination and use of all its information conform to copyright laws.

k. All products available to the public are deposited to the three national depositories: the National Archives, Botswana National Library and the University of Botswana.

l. Mass mailings through e-mail for purposes of dissemination to user groups are carried on continuous basis.

m. Mass mailings through post mail are done for the purpose of disseminating publications to stakeholders as well as to the public, academic and special libraries.

4.3.2 DATA AND INFORMATION DISSEMINATION MATRIX

Strategic Objective(s)	Communication Objective(s)	Target Audience	How Measured	Baseline	Target	Strategic Initiative(s)	Timeline					Lead
							Y1	Y2	Y3	Y4	Y5	
Deliverable 3: Data and Information Dissemination Strategy												
C1. Improve Customer Satisfaction C2. Increase Usage of Statistics	Objective 2: To improve stakeholder relations & engagement through improved customer service and better dissemination of statistical information, products and services	All Primary and Secondary Stakeholders	% Increase in the number of website visits	20,806	5%	10. Produce and Trademark the SB Seal		x				DSR
			% Increase in the number of website downloads	24,897	5%	11. Promote the SB Seal to increase recognisability of official statistics		x	x	x	x	
			% Increase in the number of data portals views	190,978	5%	12. Promote data website to increase usage	x	x	x	x	x	
			% Increase in the number of data portals downloads	20, 000	5%	13. Promote data portals to increase usage		x	x	x	x	
			% Increase in level of awareness of statistical information, including policies and strategies	TBD	TBD	14. Simplify statistical products through simple language, translations, infographics, data analytics and other data visualisation techniques	x	x	x	x	x	

| Strategic Objective(s)	Communication Objective(s)	Target Audience	How Measured	Baseline	Target	Strategic Initiative(s)	Timeline					Lead
							Y1	Y2	Y3	Y4	Y5	
Deliverable 3: Data and Information Dissemination Strategy												
C1. Improve Customer Satisfaction C2. Increase Usage of Statistics	Objective 2: To improve stakeholder relations & engagement through improved customer service and better dissemination of statistical information, products and services	General Public Secondary Stakeholders Media	Date by which content production function is established	TBD	TBD	15. Establish a content development function to enable efficient production of IEC in the long-term: Acquire printers and binders, photography and videography equipment, radio advert production equipment	x					DSR/DCS
						16. Conduct user needs assessment to determine packaging and dissemination needs	x					DSR
		Ministries (as planners and producers) Politicians General Public (Chiefs/Civil Society) Parastatals	No. of activities conducted	TBD	TBD	17. Develop & Implement a Targeted Dissemination Outreach programme (NSS , Universities , Parastatals, Private Sector, Kgotla, Councils, Selected National & regional fairs)	x	x	x	x		DSR
		All Primary and Secondary Stakeholders	% Increase in no. of citations	130	10%	18. Improve and increase dissemination channels in keeping with technological advancements-Stats App; Geo Spatial Presentation of Data-Map Portals			x	x	x	

Advocacy Plan

4.4. ADVOCACY PLAN

This communication strategy provides guidance on how statistical advocacy should be done. The main strategies include, advocacy for the review of the Statistics Act of 2009 to support SB's mandate, improve the communication capacity of leadership to become successful advocates for SB at national high level forums. It also includes lobbying for increased budget allocation for statistics across the NSS, and advocating for increased resources and infrastructure for the development of statistics. Advocacy is critical for the success of the BSDS. SB espouses to use communication, particularly IEC, as a tool for advocacy to create a more effective NSS, increase awareness of roles of each stakeholder within the NSS and create linkages among communication officers within the NSS.

4.4.1 ADVOCACY PLAN MATRIX

Strategic Objective(s)	Communication Objective(s)	Target Audience	How Measured	Baseline	Target	Strategic Initiative(s)	Timeline					Lead
							Y1	Y2	Y3	Y4	Y5	
Deliverable 4: Advocacy Plan												
C1. Improve Customer Satisfaction C2. Increase Usage of Statistics P3. Improve NSS Coordination	Objective 3: To improve advocacy for increased use of and investment in statistics across the NSS	Ministers Ministries PS-MFED	% Increase in revenue	TBD	TBD	19. Advocate for certain % of budget allocated to ministry for statistics		x				Executive/ DSR
		Ministers	No. of Sectors enrolling into the BSDS	7	20	20. Lobby for mainstreaming of statistics within the NSS	x	x	x	x	x	
			No. of MOUs signed	7	15	21. Provide reports through presentations and detailed reports at Budget Pitso, Budget Speech, National level summits, Constituency meetings and Cabinet forums (quarterly) to give feedback/progress on Statistics Matters	x	x	x	x	x	
		SB Board Minister- MFED PS-MFED PS to the President				22. Advocate for establishment of PS forum (through the PS-MFED's office) on statistics matters with SG for sectors in BSDS		x				

Strategic Objective(s)	Communication Objective(s)	Target Audience	How Measured	Baseline	Target	Strategic Initiative(s)	Timeline					Lead
							Y1	Y2	Y3	Y4	Y5	
Deliverable 4: Advocacy Plan												
C1. Improve Customer Satisfaction C2. Increase Usage of Statistics P3. Improve NSS Coordination	Objective 3: To improve advocacy for increased use of and investment in statistics across the NSS	General Public Universities Students	External Customer Satisfaction Score	60%	80%	23. Leadership visibility in Corporate Social Responsibility Initiatives		x	x	x	x	DSR
		SB Board SB Executive Minister- MFED PS to the President Boards of other Parastatals				24. SB Board to conduct Minister's (MFED) briefings, hold Board forums, conduct meetings with other Board Chairs. The SB Board will participate in select local and international forums as determined from time to time and as guided by the Board Charter & Shareholder Compact.		x	x	x	x	Executive/ DSR
		MFED Ministries (PS) Parastatals (CEOs)				25. Build & Maintain strategic partnerships-local and international statistics associations, PS Forum, engagement with CEOs and Executives from other parastatals [Press releases, Ministry (MFED) Briefings, HE & VP Briefings, Events or forums e.g. Statistics Pitso, African Statistics Day, World Statistics Day, Professional Associations e.g. Botswana Statistical Association (BOSA), African Statistics Association (AFSA), International Statistics Institute (ISI), Lunch Meetings with PSs]		x	x	x	x	
		SB Staff SB Managers SB Executive				26. Align strategic decisions (at strategic and operational level) to support current national priorities NDP 11 National Monitoring & Evaluation System (NMES).	x	x	x	x	x	Executive
		SB Managers SB Board				27. Disseminate Board Charter & Shareholder Compact to relevant stakeholders		x				
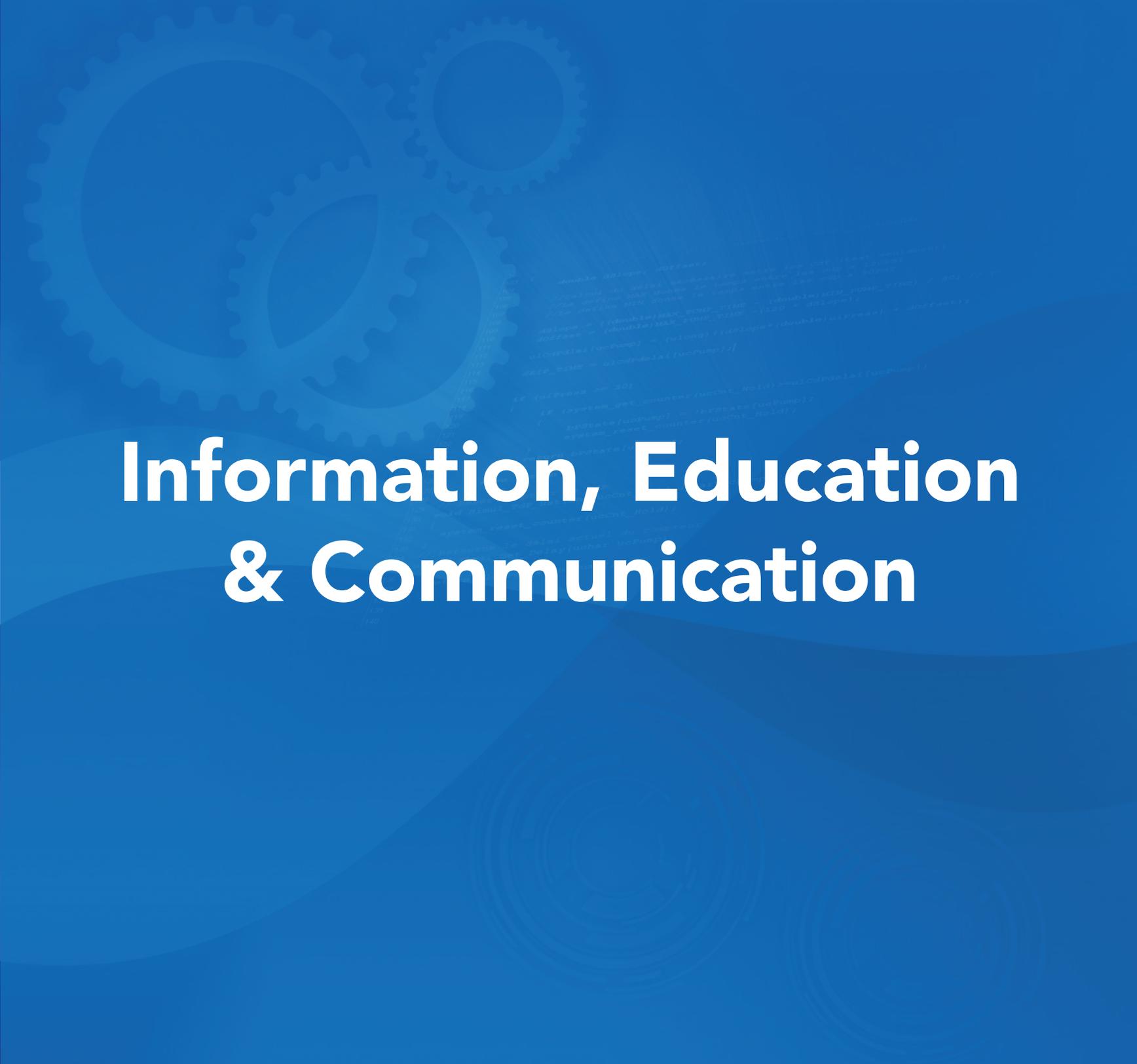
Information, Education & Communication

4.5. INFORMATION, EDUCATION, AND COMMUNICATION

SB plans to use communication, particularly IEC, as a tool for advocacy to create a more effective NSS, increase awareness of roles of each stakeholder within the NSS and create linkages among communication officers within the NSS. SB plans to build statistical understanding across its various target groups using IEC. This will be done through seminars and capacity building with targeted stakeholders and provision of selected information on statistics for specific target groups through the appropriate communication channels.

SB aims to employ multiple strategies to improve its external communication. In response to stakeholder needs, leadership visibility in external communication will become more prominent; the organization will be positioned as an accountable, credible and open organization.

This will be achieved through public relations, media relations, marketing (brand positioning and management; and products, services and projects publicity), and dissemination in order to present a favourable image.

Implementation of an Information, Education and Communication (IEC) programme will not only achieve all of these results but will also raise awareness within the general public and encourage individuals and businesses to take part in statistics production by providing data, thereby increasing response rates.

4.5.1 INFORMATION, EDUCATION, AND COMMUNICATION MATRIX

Strategic Objective(s)	Communication Objective(s)	Target Audience	How Measured	Baseline	Target	Strategic Initiative(s)	Timeline					Lead
							Y1	Y2	Y3	Y4	Y5	
C1. Improve Customer Satisfaction C2. Increase Usage of Statistics P5. Improve Information, Education, Communication	Objective 4: To improve external communication through a multi-pronged effort involving leadership, PR, media relations, marketing and a public education programme.	All Primary and Secondary Stakeholders	Brand Audit Score	TBD	TBD	28. Conduct Brand Audit	x					DSR
			External Communication Score	60%	80%	29. Increase brand visibility through advertising, promotional material, interactive branding and use of billboards-people(attire), mobile trailers, branded marketing vehicle, and stationery or digital outdoor billboards.	x	x	x	x		
			External Customer Satisfaction Score	40%	65%	30. Re-visit brand-for improved positioning, possible refresh/re-brand		x				
			% Increase in level of awareness of statistical information, including policies and strategies	TBD	TBD	31. Procure Staff Uniform		x				
			Date by which mass media campaign developed	TBD	TBD	32. Develop and Implement Annual themed awareness raising campaigns (SB, Mandate, Products & Services or identified/ relevant key messages) through mass media, mid-media, communication and digital media	x	x	x	x		
		Media General Public Private Sector	Date by which digital marketing program developed	TBD	TBD	33. Develop and Implement Annual Digital Marketing Programs (Mobile phone promotions, Outdoor display advertising, Sponsored social media promotions, Influencer Marketing, Email-Direct Marketing, Search Engine Optimization for website, social media)	x	x	x	x		
		General Public Parastatals Politicians Ministries Private Sector	Date by which community mobilisation pogram developed	TBD	TBD	34. Community Mobilization Programme (Kgotla meetings, Roadshows/Activations, Open Days/Pitso's, National & District Fairs, Scheduled Courtesy Visits to Business Establishments to support Business surveys, Promotional material to support business surveys and outreach activities)	x	x	x	x		
		All Primary and Secondary Stakeholders Students	Date by which IEC Program developed	TBD	TBD	35. Develop and Implement Annual themed IEC campaigns (Print information material (brochures, posters, flyers); Social Media Content; Seminars & Workshops; Student Competitions (Secondary Schools); Sponsorship of Top Achievers in Statistics Awards (University); SB external newsletter)	x	x	x	x		

Strategic Objective(s)	Communication Objective(s)	Target Audience	How Measured	Baseline	Target	Strategic Initiative(s)	Timeline					Lead
							Y1	Y2	Y3	Y4	Y5	
Deliverable 5: IEC Program												
C1. Improve Customer Satisfaction C2. Increase Usage of Statistics P5. Improve Information, Education, Communication	Objective 4: To improve external communication through a multi-pronged effort involving leadership, PR, media relations, marketing and a public education programme.	Private Sector General Public Universities Parastatals	No. of events attended	TBD	TBD	36. Corporate PR Representation/ Visibility(Purchase Tables/Tickets for select corporate and networking events; Stalls/Booths at select networking events; Sponsorship of select high mileage events and activities)		x	x	x	x	DSR
		General Public Politicians	No. of events conducted	1	1	37. Corporate Social Responsibility (Increase scale of CSR program; Leadership visibility in CSR activities; Increase media coverage for CSR activities)	x	x	x	x	x	
		Private Sector Parastatals Ministries	Date by which plan developed and implemented	TBD	TBD	38. Develop and Implement Publicity Plan for Business Surveys		x	x	x	x	
		General Public Politicians	Date by which plan developed and implemented	TBD	TBD	39. Develop and Implement Publicity Plan for 2021 Population & Housing Census Cartography	x	x				
		All Primary and Secondary Stakeholders Students	Date by which plan developed and implemented	TBD	TBD	40. Develop and Implement Publicity Plan for 2021 Population & Housing Census			x	x		

5. BUDGET

The development of the communication strategy is an initiative that is fully funded under the 2015 - 2020 SB strategic plan. It is assumed that development and recurrent funds will continue to be received from the Government of the Republic of Botswana to support statistics advocacy initiatives planned under this strategy. As such, annual budgets aligned to annual plans will be requested on an annual basis to support the strategy activities.

6. RISK MANAGEMENT

Factors that may adversely affect successful implementation of the Statistics Botswana Communication Strategy were assessed and determined as presented in Annex 6 of the main strategy document.

Core to mitigation is a risk management plan that encompasses:

a. reinforcing human resource capacity;
b. communication staff recognized as strategic advisors and enablers for organizational success
c. building skill sets at key positions within the communication function;
d. talent management and possibly outsourcing work to a communication agency;
e. adequate budget allocation to support implementation of the various components of the communication strategy;
f. obtaining buy-in from internal stakeholders;
g. increasing SB's communications agility i.e. ability to respond quickly in a crisis;
h. adequate anticipation of and swift response to emerging issues and opportunities;
i. utilising the organizational restructuring process as an opportunity to enhance position, right size and right skill the communication function; and
j. ownership of the communication strategy; and empowerment of all employees who play a role in the communication function.

7. MONITORING, EVALUATION AND STRATEGY REVIEW PROCESS

This communication strategy is developed as an initiative under the Statistics Botswana Strategic Plan. The communication strategy and related performance measures will be monitored and evaluated as part of the Strategic Plan's monitoring and evaluation process. The communication strategy will be reviewed alongside the Strategic Plan.

Annex 1: KEY CONCEPTS

Concept	Definition
Advocacy	The act of giving support to a course, and persuading those with POWER to act in support of the cause at national and international levels. Effective advocacy requires a deliberate strategy, with advocacy initiatives that are incorporated into the executive office and across all directorates.
External Stakeholder Engagement	The process by which an organization involves people who may be affected by the decisions it makes or who can influence the implementation of its decisions. They may support or oppose the decisions, be influential in the organization or within the community in which it operates, hold relevant official positions or be affected in the long term. This stakeholder engagement is different from communications processes that seek to issue a message or influence groups to agree with a decision that is already made.
IEC	Information, education and communication (IEC) combines strategies, approaches and methods that enable individuals, family, groups, organizations and communities to play active roles in achieving planned communication objectives. The objectives of an IEC program are usually to identify, build and promote specific behaviours that are desirable.
Marketing	The art of choosing target audiences and increasing the use of statistics, through producing, disseminating and communicating world-class statistical outputs. It is anchored around 4 principles: Product P (World-class statistical outputs; target specific, user-friendly) Price P (Sales price-product and target specific) Place P (Dissemination, access) Promotion P (Publicity, IEC)
National Statistical System	This comprises a legal framework, institutional and organizational arrangements for collection, management and dissemination of official statistics in the country. Its main components are data users, data producers data suppliers, and research and training institutions.

Annex : SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Resource availability-financial, infrastructure • Legislation supports our role in communicating statistics/ dissemination • Strong relations with media, receptiveness, volume of coverage, positivity of coverage • Function dedicated to corporate communication • Board-level buy-into communication strategy (BSDS recommends development of communication strategy) • Adequate engagement between statistics experts and communication team • Dissemination team able to re-package statistics (infographics); have the best re-packaged statistics	• Internally there is poor staff relations and externally SB is not consistently professional • Marketing & communication Function sits further away from the Secretary General • Communication being lumped together with NSS leads to communication being overshadowed • The planned Knowledge management function may if linked to communication may undermine both activities • Lack of intranet and limited use of social media; no policy on use of social media • Poor brand appeal: Brand graphics not appealing, and reflect that SB has not transformed, but is rather still a part of government • Weak staff capacity on communication skills, and few opportunities for training and capacity building • Limited publicity for SB, its products and mandate, including limited reach outside towns and cities • Limited internal feedback mechanisms • SB not educating stakeholders about SB and its outputs; this leads to stakeholders linking SB products to other producers e.g. CPI, Bank of Botswana
THREATS	OPPORTUNITIES
• Scepticism from stakeholders about the way data is disseminated or communicated • Possibility of other organizations poaching SB communication experts • Lack of trust-exposes SB. Forces the communication unit to work more to overcome situations where international bodies produce and disseminate statistics before SB • Use of other sources of statistics by international organizations in the absence of SB official statistics; becomes a threat as it raises questions about SB's efficiency • Stakeholders are seeing other entities as the producers of some indicators • Rise of non-official data provided by other sources e.g. mobile telephone companies, retail sector, etc.; SB will need to develop language to distinguish official statistics from emerging data • International Rankings done at global level impact SB's image: rankings are linked/associated to SB even though ranking is done on a national basis and not just on NSO	• Stakeholder trust: Professionals believe in SB results • Availability of structures that can be used to communicate/ advocate for SB • Re-branding opportunity as a result of negative feedback from stakeholders about the SB brand graphics • Possibility of expanding community outreach across the country • Ability to access donor support (TA) for communication and advocacy activities due to SDGs and other initiatives • Role as coordinator of the NSS gives SB opportunity to improve communication within the NSS, and about the NSS • Being the official custodians of data gives SB credibility, therefore enhancing brand position

Annex 3: KEY STAKEHOLDERS OF THE COMMUNICATION STRATEGY

SB's mandate and objectives cover all sectors and drivers of the Botswana economy. This broad mandate translates into a range of stakeholders that have an interest in effective delivery and provision of quality official statistics. Not all stakeholders are equal – some are primary, and more fundamentally linked to SB's success, while others are secondary.

Key stakeholders have been divided into primary stakeholders, or those who have a direct stake in the organization and its success and secondary stakeholders, or those who are very influential, especially in terms of reputation, organizational positioning and brand awareness, but whose stake is more representational than direct. The Manage Closely group essentially SB's primary stakeholders, while the secondary stakeholders are Keep Informed and Monitor groups, with the former taking priority over the latter.

Statistics Botswana Stakeholder Analysis Matrix

POWER

High

KEEP SATISFIED
Put enough work in these people to keep them satisfied, but no so much that they become bored with messages.

- Development Partners

MANAGE CLOSELY
Fully engage and make the greatest efforts to satisfy.

- Ministers
- Media
- Ministries (as planners and producers)
- Politicians
- SB Board
- SB Executive
- SB Managers
- SB Staff
- Parastatals (as planners and producers)
- Ministry of Finance and Economic Development
- Bank of Botswana

MONITOR
Monitor, but do not bore them with excessive communication.

- Regional Bodies
- Academics & Researchers
- Students/Professional
- Associations/Analysts/Universities
- Educators
- Other International Organizations

KEEP INFORMED
Keep adequately informed, talk to them to ensure that no major issues are arising. These people can often be very helpful.

- General Public (Chiefs, Civil Society)
- Other Statistical Organizations
- Embassies
- Private Sector (as producers/ users/entrepreneurs/investors/commercial banks)

Low   **INTEREST**   *High*

Annex 4: KEY MESSAGES

Key messages create cohesion, help define the organization's focus, and serve as the cornerstone for cohesive and coherent branding, positioning, advocacy, stakeholder engagements, marketing, and internal and external communications. They enable prioritization of efforts, ensure accuracy and consistency, and assist leadership, spokespersons and other employees to represent the organization favourably.

Key Messages Matrix

Stakeholder(s)	Key Message
· SB Executive · SB Managers · SB Staff	**1. How can SB use communication to improve performance?** **1st Tier Message** SB's performance as the provider of official statistics and related services to external stakeholders will benefit from strategic internal communication and information flow from top to bottom, and vice versa. **2nd Tier Message** Adaptations in a) management of internal communication and b) use of technology are necessary to change the internal communication landscape. **3rd Tier Message** Although strategic internal communication will be managed centrally, all SB employees are internal communicators, and external ambassadors for the organization.

Stakeholder(s)	Key Message
· Ministry of Finance · Regional Bodies · SB Board · Media	**2. How can SB be supported to achieve its mandate?** **1st Tier Message** For SB to fulfil is mandate, and adapt to meet emerging needs and maintain its position as the authority in official statistics, investment in statistics development within the entire NSS is required. **2nd Tier Message** Comprehensive communication structures, including representation and reporting lines, particularly at higher levels, should be reviewed to enable statistics support at the right levels.

Stakeholder(s)	Key Message
All Primary & Secondary Stakeholders	**3. What is SB and what does it do?** **1st Tier Message** SB is the only mandated producer and custodian of official statistics. You should see us as the trusted authority and first point of contact on numbers. **2nd Tier Message** SB is a new organization that was established through transforming the Central Statistics Office from a government department into a Parastatal.

Stakeholder(s)	Key Message
All Primary & Secondary Stakeholders	**4. Where and how can official statistics be accessed?** **1st Tier Message** Official Statistics for all sectors in various formats (excel sheets, access, PDF, etc.) can be accessed through the SB website, open data portals, information resource centre, by directly calling SB experts, through email requests to SB and in SB social media platforms. **2nd Tier Message** Official statistics are available to all stakeholders for free. **3rd Tier Message** SB experts are available to explain statistical products and services.

Stakeholder(s)	Key Message
· General public (Chiefs, civil society) · Private Sector as producers/ Users/ Entrepreneurs/ Investors/ · Commercial Banks · Businesses · Embassies · Ministries (producers) · Parastatals (as producers and users) · Media	**5. What does SB expect from stakeholders?** **1st Tier Message** All stakeholders are required by law to provide SB with data when requested. **2nd Tier Message** SB handles all data collected from its stakeholders with strict confidence **3rd Tier Message** SB provides education about statistics for increased participation in the production of statistics

Stakeholder(s)	Key Message
· Ministers · Media · Ministries (as planners & producers) · Politicians · Parastatals (as producers and users) · Ministry of Finance · Bank of Botswana · Private Sector as (As producers/Users/ Entrepreneurs/Investors/ Commercial Banks/ Businesses)	**6. What is the value of SB's work?** **1st Tier Message** SB provides sector-specific indicators that are both nationally representative and broken down by variables (e.g. location, age, economic activity, gender, disability etc.). This allows government to measure and assess the status of the country and ensure that no one is left behind.

Communication Strategy

2018-2023

Communication Strategy

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