



جهاز التخطيط والإحصاء
Planning and Statistics Authority

STATISTICAL COMMUNICATION STRATEGY

**STATISTICAL COMMUNICATION
STRATEGY**

Planning and Statistics Authority

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Forward



The world has recently witnessed a remarkable increase in terms of quantity and quality in the request for statistical data and information. The Planning and Statistics Authority (PSA) had a huge share of such requests due to the prominent position that the State of Qatar enjoys in the international system and the essential role it plays at the regional and global levels. The remarkable progress Information and Communication Technologies has also accelerated the request for comprehensive, timely, reliable and flexible statistical information. At the national level, the continuous enhancement of the development path in the country also needs more accurate, comprehensive and timely statistics to support decision and policy making, monitoring of progress and evaluation of impacts and performance.

The continuous response to these increasing demands in quantity and quality, especially the statistics required to meet the requirements of drawing up development plans in the country and following up on the progress made to achieve Qatar National Vision 2030, requires that the PSA finds a mechanism that enables it to continue developing its work sustainably, and to keep abreast of relevant developments inside and outside the country simultaneously. Therefore, the PSA had to prepare a national strategy for statistical communication, which is the first of its kind at the level of countries in the region as the PSA is the central statistical agency that regulates statistics.

In preparing this strategy, the Planning and Statistics Authority has adopted international standards, mainly: the participation and contribution of key actors in the statistical and information work, including users and producers of statistical data and information, in order to build a real partnership that ensures the adoption of the strategy by those concerned, benefiting from expertise and experiences, and synergizing efforts to advance this vital sector.

In conclusion, we are confident that this strategy will represent a qualitative addition in the continuous endeavor to develop the statistical system and work in general. We are also confident that the results of achieving the objectives of this strategy will be tangible in the system and its working mechanisms. Finally, we would like to thank everyone who contributed to the preparation and design of this strategy.

Dr. Saleh M. Al Nabit

President of the Planning and Statistics Authority

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Preamble

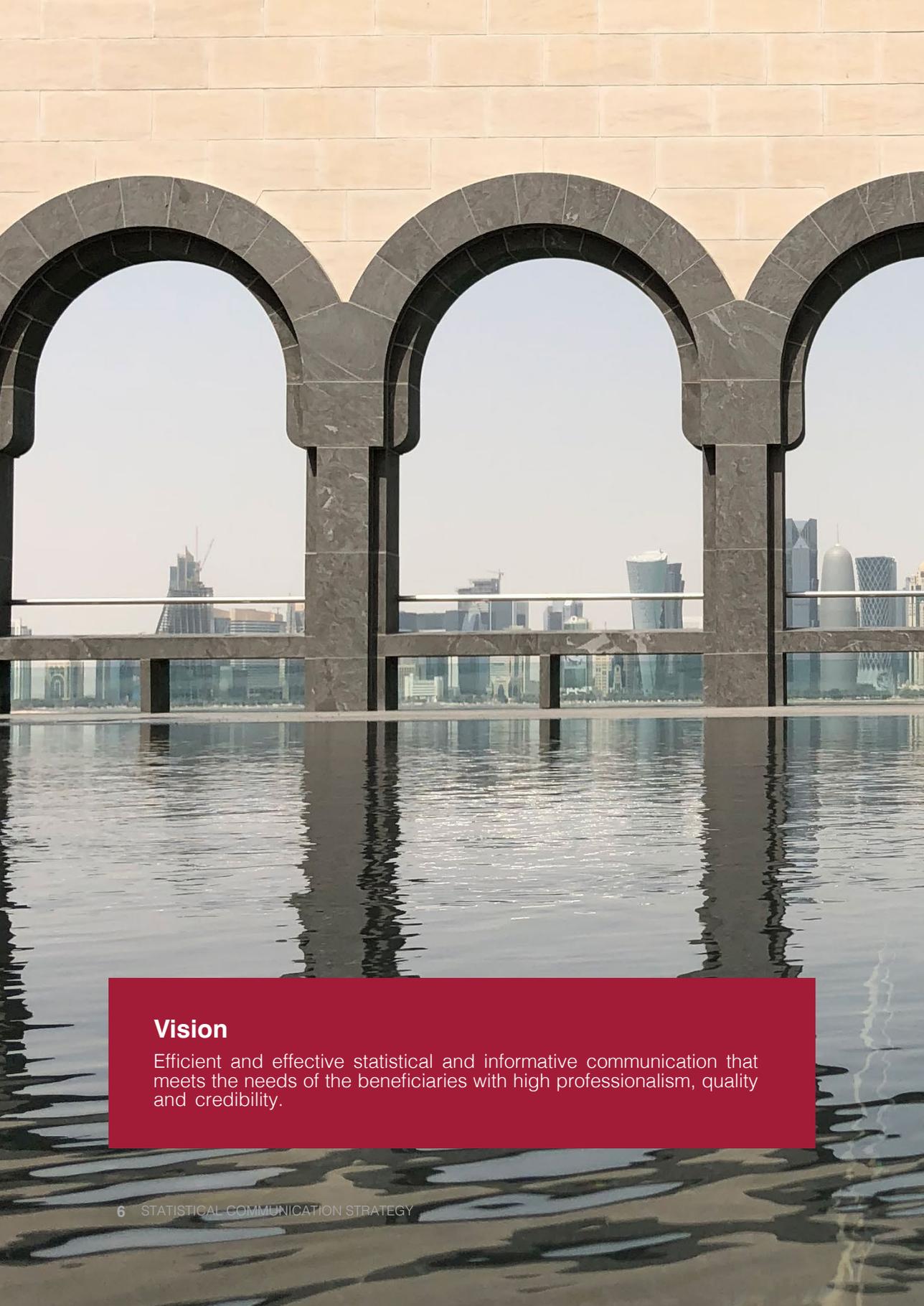
The interest in statistical communication and interaction is not something new in the statistics sector, as this sector is used to carry out many communication activities in this field. Some of these activities are temporary, such as those related to major statistical operations, e.g. the General Census of Population, Housing and Establishments, which are characterized by focusing on awareness through extensive use of the media. Other activities are permanent and continuous, such as the periodic statistical work, which mainly aims to communicate data and information to users, and mostly depends on newspapers and the Internet.

This strategy comes to enhance and develop these activities, given the importance they gain in raising the statistical awareness in society. This is necessary to ensure the success of the statistical work, whether with regard to the production of statistical data and information or with regard to its use. The statistical communication strategy is a key supporter of the statistical work in the country and the implementation of the PSA plan to develop statistics and build a strong statistical system that serves the objectives of Qatar's National Development Strategy. Accordingly, this document will review in detail how the PSA will communicate with the stakeholders and internal and external partners to effectively implement its management. The strategy will also specify PSA partners; current communication challenges; targeted key communication objectives and messages; and targeted approaches, initiatives, activities and channels.

In this document, communication is defined as all forms of coordination, integration and exchange of views between people or parties internally and externally. Communication is designed to ensure that the PSA successfully implements the strategy management. It assumes optimal participation and support from key partners for the implementation of this strategy.

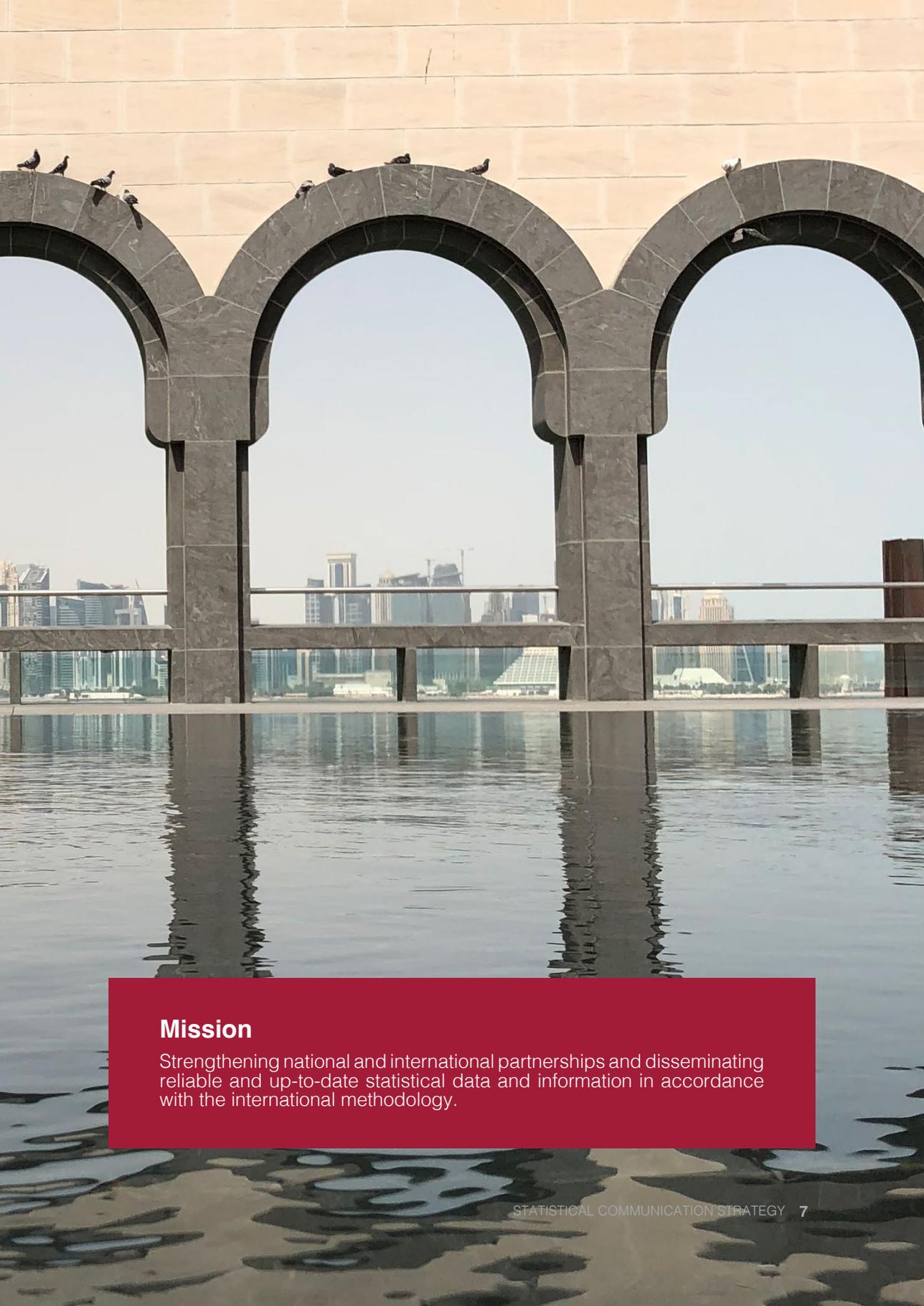
Communication in this sense is an integral part of efficient and effective management, which leads to achieving the following:

1. Exchange information, experiences and practices on statistical issues to support informed and interactive policy formulation, planning and decision-making, as well as monitoring, evaluation and reporting processes.
2. Build trust, relationships, and communication networks both internally and externally, which can last over time and serve multiple purposes when other issues arise.
3. Enhance the PSA image as the main and leading entity in providing high-quality official statistics and related services in the country.



Vision

Efficient and effective statistical and informative communication that meets the needs of the beneficiaries with high professionalism, quality and credibility.



Mission

Strengthening national and international partnerships and disseminating reliable and up-to-date statistical data and information in accordance with the international methodology.

Values

Commitment to the fixed values of statistical work in all statistical activities and with all partners and stakeholders, as follows:

Governance	Control and strengthen the relationship between the partners of the statistical system to ensure the production and dissemination of reliable statistical data in accordance with unified standards and policies.
Integration	Achieve coordination and unify efforts among the partners of the statistical system to ensure maximum benefit from all data and information collected in various agencies to save effort, time and cost, and to ensure that work is not duplicated in other agencies.
Continuous Development	Continue to develop and update statistical methodologies and practices to reach high levels of excellence and confidence.
Facilitation	Facilitate the methods, mechanisms and procedures for statistical technical support among all partners of the statistical system, in accordance with modern international standards and practices.
Effective Communication	Open all channels of communication to ensure that the needs of all partners and beneficiaries of statistical work are met.

The Context and Concepts of the Statistical Communication Strategy

In the context of the standards of this document, the following words and expressions shall have the meanings assigned to them:

- **The Strategy:**

In the context of this document, the strategy is defined as a long-term plan to reach several goals. It is a necessary skill to achieve accuracy, quality and speed in the field of statistical work and the exchange of statistical data and expertise between all components of the statistical system inside the country and abroad.

- **The PSA:**

It means the Planning and Statistics Authority, in its capacity as the official reference for official statistics in the country, and the technical supervisor and organizer of statistical work within the country. The PSA coordinates the work and operations of statistical communication between all statistical units and partners in the sectors and institutions of the state and abroad, in accordance with this strategy.

- **Statistical Work:**

It is a group of sub-processes/interrelated or interacting activities that transform inputs into statistical outputs in a specific institutional environment. It includes conducting a study, research, questionnaire, survey, census or any work related to statistical fields, regardless of whether it is performed in whole or in part.

- **Statistical System:**

It is a system of statistical institutions and units, internal laws and regulations, procedures and practices regulating statistical work, which operates in multiple national frameworks within the country, and in regional and international frameworks abroad. The system includes the Planning and Statistics Authority as the official reference for official statistics in the country, which is responsible for coordinating the work of this system, in addition to all statistical units in public and private entities, universities and research institutes.

- **Statistical Communication:**

It is an administrative process that provides an effective framework for all forms of coordination, integration and exchange of opinions and experiences within the framework of statistical operations, between persons and statistical units and institutions, in addition to other stakeholders of partners, beneficiaries and members of society, to build the reputation and statistical identity of the PSA.

- **Interim Goals:**

The interim goal is known in this strategy as the goal that is sought to be achieved in terms of quantity and quality in a specific and time-limited work stage for the strategy to achieve its main objectives. This interim goal at that stage comes first in the concerns of both employees and officials in their periodic meetings, where efforts are intensified, concerned employees are gathered and their various ranks are unified in order to achieve it properly according to the specified schedule.

- **Partners:**

It means all those concerned and interested in statistical work; namely: data producers and beneficiaries, universities and research institutes, international and regional organizations, media organizations, data users and members of society interested in statistics.

Importance of the Statistical Communication Strategy

This strategy is considered as a joint working mechanism between the Planning and Statistics Authority in its capacity as the official body entrusted with providing official statistics in the country, and all the statistical work partners inside the country and abroad. This strategy is also of great importance in achieving the effective communication required to serve the reports and follow-ups related to the statistical aspect of the national development strategy. The importance of this strategy is highlighted in the following:

- **Importance of the strategy as a statistical communication mechanism:**
 1. To work according to a specific and integrated mechanism to meet the continuous and increasing demand for statistical data of high accuracy and quality, which is comprehensive, reliable and timely.
 2. Taking advantage of the development in information and communication technologies to develop the statistical work system and exchange data and experiences with statistical work partners inside the country and abroad.
 3. Contributing to the continuous development of the PSA work to provide the data required by decision-makers to formulate policies and development plans.
 4. Achieving the effective participation and contribution of the main actors in the statistical and information work, including statistical data and information users and producers, and benefiting from their expertise and experience.

- **Importance of the statistical communication strategy in the framework of Senior positions:**
 1. Planning: opinions, suggestions and ideas are used when preparing future statistics plans.
 2. Organization: the communication makes the statistical organization more effective, as it is the artery that achieves coherence and harmony between the various units of the statistical system.
 3. Direction: through communicative activities, the behavior of employees is constantly influenced, motivated and directed to increase their effectiveness in completing the work and the efficiency required to embody the objectives of the strategy.

4. Monitoring: monitoring depends on the analysis of information and data on communication activities between members of the statistical system, which enables timely correction of deviations.
5. Coordination: through communication, coordination occurs between the various units of the statistical system to achieve the planned objectives.
6. Supporting the leadership process: this is done by directing, supervising and motivating statistical staff.

- **Importance of the strategy for building a statistical communication culture:**

Modern institutions pay great attention to the communication culture to be a daily behavior and practice for all members of the institution. The communication culture can be built between members of the same institution and between individuals in different institutions through training on the practice of institutional communication through:

1. Preparation on how to communicate well (writing topic points, preparing opinions, conducting dialogues on statistical topics)
2. Encouraging employees to express their thoughts and opinions regarding issues of interest to statistics.
3. Informing employees about everything that happens in the statistical system and providing information related to important topics.
4. Organizing regular individual and group meetings throughout the year.
5. Establishing an electronic platform that allows employees to present their thoughts and initiatives and responding to them (communicative interactions)
6. Using the appropriate means of communication for each communication activity.
7. Clarifying the powers and responsibilities of the employees in the institution so that this will be reflected positively on institutional communication.
8. Developing teamwork culture.

Statistical Communication Strategy Objectives

The objectives of the statistical communication strategy are in line with the main objectives of building the statistical system in the country. The most important of these objectives is improving the internal and external communication to support the creation of an efficient and effective statistical and information system that meets the needs of beneficiaries with professionalism and high quality and enjoys high credibility and confidence.

The strategy aims to achieve a number of main objectives by achieving interim goals through strategic plans specific to each category, including the PSA employees, statistical work partners, beneficiaries and community members.

- **Main objectives of the statistical communication strategy:**

1. Raising the level of internal communication between all job levels in the PSA.
2. Developing the PSA statistical cadres.
3. Increasing the use of statistical data.
4. Enhancing the quality of statistical data.
5. Increasing reliance on administrative records as a main source of official statistics.
6. Developing the digital Infrastructure.
7. Establishing the culture of communication, cooperation and transparency.
8. Raising the effectiveness of the statistical system and reducing the gap between its components.
9. Enhancing statistical knowledge and community awareness of the importance of statistics.
10. Establishing a culture of communication and transparency with the community.
11. Strengthening strategic partnerships between the PSA and the components of society.
12. Communicating national development data and indicators to all regional and international reports.
13. Completing the statistical data and indicators required by regional and international organizations.
14. Applying the latest statistical practices and modern techniques recommended by international organizations.

- **Expected results from achieving the objectives of the statistical communication strategy:**
 1. Contributing to transparency enhancement within the statistical institution and communicating appropriate information to decision makers in a timely manner.
 2. Providing all fields and means of communication between the members of the statistical system.
 3. Creating a suitable internal environment for cooperation and knowledge exchange among employees.
 4. Disseminating and promoting the statistics vision, mission, objectives and values among employees as well as external environment.
 5. Enabling employees to present their thoughts and suggestions regarding the issues of developing the statistics.
 6. Providing access to knowledge for all administrative levels and working to achieve a good understanding thereof.
 7. Instilling the culture of the institution and making the worker respect and adapt to the values and principles prevailing therein, and be disciplined when performing his/her duties.
 8. Correcting misinformation and confronting rumors about statistics to provide a stable work environment.
 9. Improving relations between employees and management by keeping communication channels open at all times.
 10. Preparing the statistical staff for any change in the organization or work methods and providing them with the necessary information in this regard, as well as clarifying the objectives and dispelling concerns.
 11. Facilitating the flow of information to all levels.
 12. Meeting the needs of the statistical data beneficiaries and users, as well as the needs of statistics producers to meet their requirements with the required quality in a timely manner.
 13. Promoting the competitive advantage in statistical work.
 14. Enhancing confidence in official statistics in the statistical system units in the country.
 15. The participation of all members of the statistical system in the country in the development of statistical work.

Basic Principles & Elements of Success of the Strategy

For this strategy to be successful and to ensure the achievement of its objectives, it is necessary to establish basic principles and elements towards achieving those objectives, and to ensure integration and coordination between the partners in the statistical system.

- **Basic principles that must be provided:**

1. **Organizational Structure:** There shall be an organizational structure for the statistical communication strategy to ensure efficient and effective communication so as to achieve the strategy's objectives.
2. **Continuity:** Statistical communication shall be continual, as per long-term dimensions and planned objectives.
3. **Transparency:** The message or information must be transparent and clear. Otherwise, the statistical communication will not achieve its goals, and may even result in negative results.
4. **Consistency:** Ensuring that there is complete harmony among the members of the statistical system in order to achieve the objectives of statistical communication and that of the strategy.
5. **Realism:** Information and consultations must be realistic, because unrealistic communication distorts the goals.
6. **Diversified forms of communication:** the use of various means and forms of communication in order for the targeted statistical process to be effective and comprehensive.
7. **Integration between statistical system partner agencies:** a process that leads to linking the agencies at several levels on the basis that each party provides the other with the elements it needs to enhance the process of coordination, alliances, partnerships, and the exchange of roles and resources.
8. **Coordination between statistical system partner agencies:** a leadership process that achieves horizontal and vertical communication management inside and outside the agencies in order to seek efficiency, positive interaction and integration, and to build the statistical system with a collective vision. For integration among the partners, the following conditions must be met:
 - Shared commitment
 - Agreement in goals
 - Communication

- **Key Elements of Successful Strategy**

1. Clear definition of the strategy and its scope; to be simple, easy and uncomplicated.
2. Nonstop communication based on cooperation, trust and transparency.
3. Development of the communication process at all levels of partnership, while complementing the professional relationship with the practical relationship for the exchange of experiences.
4. Communication should seek the improvement of the statistical action in the country.
5. Communication in decision-making responsibilities to give confidence and appreciation.
6. The strategy should serve the objectives of all partners.
7. Technology shall be used to manage the communication strategy.
8. Evaluation by measuring performance indicators.
9. The objectives of Statistical Communication Strategy shall be aligned with the objectives of the National Statistical System and the United Nations Fundamental Principles of Official Statistics (UNFPOS).



Provision of high-quality statistics
Measurement = Customer satisfaction



A culture of communication, cooperation and transparency
Measurement = Performance against goals set for collaboration and data sharing



Increased use of official statistics
Measurement = An increase in the number of data requests, electronic views, and downloads



An effective and integrated National Statistical System
Measurement = Statistical Capacity Building Index

Thematic Areas of the Statistical Communication Strategy

The following thematic issues emerged as the broad areas upon which the communication strategy depends.



1. **Acknowledging PSA leadership of the statistical system:**

PSA seeks to be recognized as the official source for official statistics in Qatar. Such a perception will increase the credibility of the country's statistical system. Then, within the context of statistical communication, it shall represent the statistical leadership in the statistical system and the strategy of statistical communication.



2. **Communication between Statistical System Officials:**

The communication between statistical officials in the country is critical for the effective communication of the statistical system since it affects the internal communication and extends to the external relations and partnerships. PSA seeks to enhance leadership communication to be more participatory, which will improve the flow of information between partners.



3. **Internal Communication:**

PSA constantly seeks to improve the internal communication between PSA departments and sections, as it is a critical channel through which PSA reaches external partners.



4. **Advocating for an Effective Statistical System**

The process of cooperation and coordination remains one of the key areas of communication in PSA. There is a need for continuous cooperation and coordination, as well as investment in statistics across the statistical system. It is required to work collectively with partners so as to activate the statistical system by increasing awareness of the roles of each entity and creating strong links between officials within the statistical system.



5. **Relationships and Partnerships:**

Effective management of relationships with the statistical system partners will have a positive impact on the partners' perceptions and actions towards the statistical action, outputs and services.



6. **External Communication:**

PSA seeks to create and maintain an ideal statistical picture of the country through continuous communication with all external parties.

Statistical Communication Strategy Plans

Some activities will contribute to the achievement of multiple goals and multiple partners in the Statistical Communication Strategy, where some activities are related to many partners to achieve the desired impact. Accordingly, the implementation must be organized according to the activity/plan, thus creating an integrated communication strategy across channels, media, activities and operational plans programs. These plans cover a period of five years and can be updated periodically based on performance measures. Each plan presents the group of partners, strategic goals and timelines.

The Statistical Communication Strategy implementation plans have been divided into four main plans:

1. Internal Strategic Communication Plan:

To work according to a specific Through this Internal Strategic Communication Plan, PSA seeks to develop internal communication processes across all functional levels in the statistical entities, by improving information sharing across the various levels in the these entities, using tools and channels that enhance internal communication, and raising the level of an open and reliable environment to become increasingly valuable in order to involve employees who will ultimately have a positive impact on the entity's performance.

- **Target Groups in Internal Strategic Communication Plan:**

1. Directors.
2. Heads of Sections.
3. Experts.
4. Staff.

- **Main Goals of Internal Strategic Communication Plan:**

1. Raising the level of internal communication across all functional levels of the entity.
2. Developing the statistical cadres in the entity.

- **Interim Objectives of Internal Strategic Communication Plan:**
 1. Real and continuous involvement of all statistical staff in the development of statistics.
 2. Consolidating the culture of the importance of the role of each employee in the entity.
 3. Facilitating the exchange of information across the different levels in the entity.
 4. Raising the performance of the statistical staff in the entities.
 5. Mainstreaming the use of modern communication technologies in all the entities' work.

- **Methods and Mechanisms for Measuring Goals Achievement:**
 1. Employee satisfaction questionnaire about the level of statistical communication within the entity.
 2. Indicators, suggestions and initiatives that reach the officials in the entity.
 3. Internal focal points.
 4. Evaluation of staff performance and achievement.
 5. Completion of statistical processes automation procedures.

- **Timetable to reach the target results:**

Strategic Goals	Strategy Interim Objectives	Timeline for Goal Achievement			
		2022	2023	2024	2025
Raising the level of internal communication across all functional levels of the entity	Real and continuous involvement of all statistical staff in the development of statistics.	●	●		
	Consolidating the culture of the importance of the role of each employee in the entity	●	●		
	Facilitating the exchange of information across the different levels in the entity	●	●		
Developing the statistical cadres in the entity.	Raising the performance of the statistical staff in the entity	●	●	●	●
	Mainstreaming the use of modern communication technologies in all the entity's work	●	●	●	

2. Plan of Strategic Communication with Partners:

PSA works through this plan of Strategic Communication with Partners to improve customer service and service delivery by effective implementation in line with the National Statistical Quality Framework. This aims to provide up-to-date data, respond to data requests in a timely manner, and find out partners' needs from surveys and censuses before starting to collect data. Partners are also involved to determine their needs and to integrate their requests and suggestions in service delivery.

- **Target Groups in Plan of Strategic Communication with Partners:**

1. All entities producing statistical data in the country.
2. All employees working in statistical units.

- **Main Goals of Plan of Strategic Communication with Partners**

1. Increased use of statistical data.
2. Enhanced quality of statistical data.
3. Increased reliance on administrative records as a main source of official statistics.
4. Developed digital infrastructure.
5. Establishing a culture of communication, cooperation and transparency.
6. Raising the effectiveness of Statistical System and filling the gap between its components.

- **Interim Objectives of Plan of Strategic Communication with Partners**

1. Enabling and activating the statistical system components in the country.
2. Achieving an electronic connection between PSA and the rest of the statistics-producing units in the country.
3. Mainstreaming the use of the latest statistical practices and modern techniques in all statistical work.
4. Opening all channels of communication between the Statistical System members in the country to raise its effectiveness and integration.

- **Methods and Mechanisms for Measuring Goals Achievement:**

1. Measuring the percentage of providing data and statistical indicators required by users and international organizations.
2. Measuring the progress in the commitment of the statistical units in the country to implement National Statistical Quality Framework.

- **Timetable to reach the target results:**

Strategic Goals	Strategy Interim Objectives	Timeline for Goal Achievement			
		2022	2023	2024	2025
Increased use of statistical data	Enabling and activating the statistical system components in the country	●	●	●	●
Enhanced quality of statistical data	Achieving an electronic connection between PSA and the rest of the statistics-producing units in the country.	●	●	●	●
Increased reliance on administrative records as a main source of official statistics					
Developed digital infrastructure	Mainstreaming the use of the latest statistical practices and modern techniques in all statistical work	●	●	●	
Establishing a culture of communication, cooperation and transparency	Opening all channels of communication between the Statistical System members in the country to raise its effectiveness and integration	●	●		
Raising the effectiveness of Statistical System and filling the gap between its components					

3. Awareness Strategic Communication Plan:

This plan provides objectives and guidelines on how to conduct statistical awareness. The plan includes a call to contribute to raising awareness and spreading the statistical culture in the community given the presence of some weakness in the statistical awareness of some members of the community about the importance of the country's statistical work, including the concerns of some users in analyzing numbers from non-specialists and not referring to the main sources in some cases.

- **Target Groups in Awareness Strategic Communication Plan**

1. All segments of society.
2. Public and private entities.
3. Various media.
4. Universities and research institutes.

- **Main Goals of Awareness Strategic Communication Plan**
 1. Enhanced statistical knowledge and community awareness of the importance of statistics.
 2. A culture of communication and transparency with the community.
 3. Strengthened strategic partnerships between the entity and society components.

- **Interim Objectives of Awareness Strategic Communication Plan**
 1. Improved advocacy to increase collaboration with the entity.
 2. Raising statistical awareness in the community.
 3. Engaging statistical data users in statistical work.
 4. Meeting all users' needs for statistical data.

- **Methods and Mechanisms for Measuring Goals Achievement:**
 1. Accurate monitoring of the satisfaction of targeted statistical data users through questionnaires implemented every two years.
 2. Measuring participation rates in workshops of statistical data producers and users that PSA implements annually.
 3. Measuring statistical websites traffic.

- **Timetable to reach the target results:**

Strategic Goals	Strategy Interim Objectives	Timeline for Goal Achievement			
		2022	2023	2024	2025
Enhanced statistical knowledge and community awareness of the importance of statistics	Improved advocacy to increase collaboration with the entity	●	●		
	Raising statistical awareness in the community	●	●	●	
A culture of communication and transparency with the community	Engaging statistical data users in statistical work.	●	●		
Strengthened strategic partnerships between the entity and society components	Meeting all users' needs for statistical data	●	●	●	●

4. Strategic Communication plan with International Organizations:

PSA constantly seeks to communicate with regional and international organizations to keep abreast of statistical and technological developments at the international level in order to take advantage of them to deliver our products to all users in an accurate, high quality, accessible and usable manner. Moreover, PSA is relentlessly seeking to communicate development data and indicators that reflect the state's progress in various fields to all regional and international organizations.

- **Target Groups in Plan of Strategic Communication with International Organizations:**
 1. Regional and international organizations.
 2. All functional levels in the entity and public relations.
 3. Concerned authorities in Qatar that have direct contact with such organizations.
 4. Staff of the Qatari diplomatic corps.

- **Main Goals of Plan of Strategic Communication with International Organizations:**
 1. Communicating national development data and indicators to all regional and international reports.
 2. Completing the required statistical data and indicators from regional and international organizations.
 3. Applying the latest statistical practices and modern techniques recommended by international organizations.

- **Interim Objectives of Plan of Strategic Communication with International Organizations:**
 1. Improved level of external communication with regional and international organizations at all levels to include the entity's senior officials, directors, heads of sections and public relations.
 2. Coordination with the concerned authorities in Qatar to build strong and continuous relations with regional and international organizations.

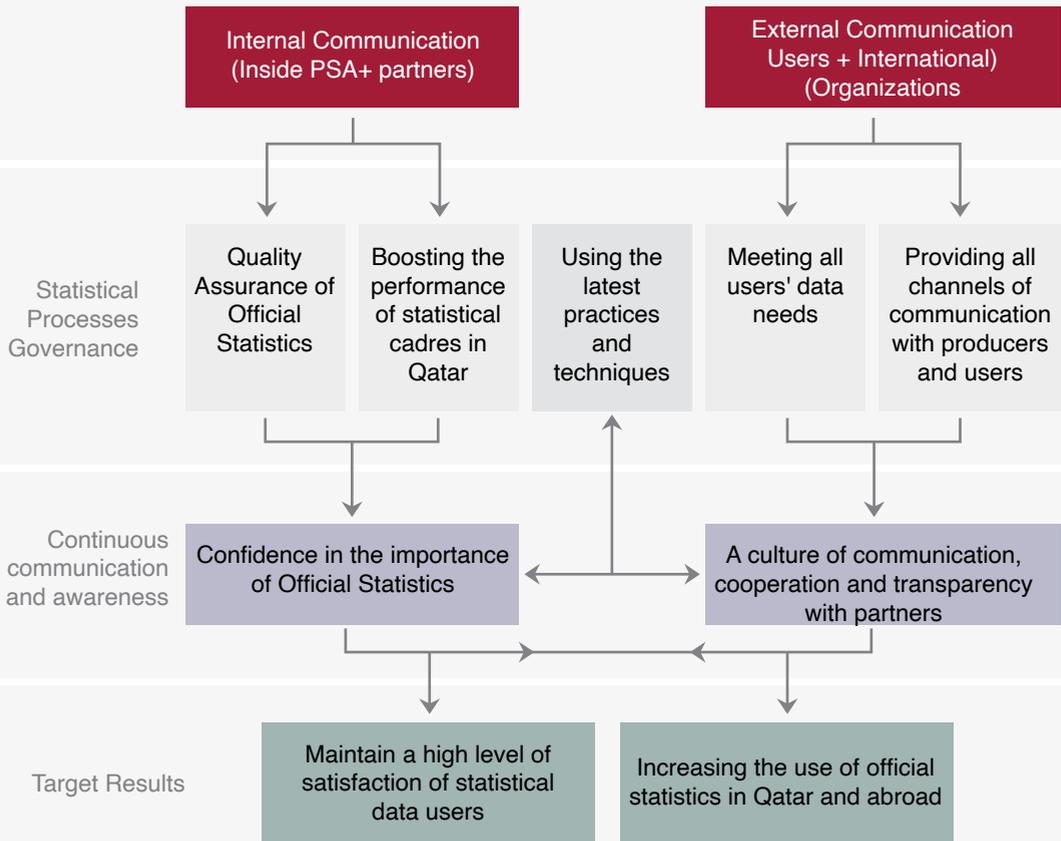
- **Methods and Mechanisms for Measuring Goals Achievement:**
 1. Measuring the completion percentage of country indicators in international reports.
 2. The percentage of modification on inaccurate state indicators in the organizations' reports.
 3. Engaging the organizations in the statistical activities implemented by PSA and other entities.
 4. Keeping the state's statistics in line with the latest international practices and modern technologies.

• **Timetable to reach the target results:**

Strategic Goals	Strategy Interim Objectives	Timeline for Goal Achievement			
		2022	2023	2024	2025
Communicating national development data and indicators to all regional and international reports.	Improved level of external communication with regional and international organizations at all levels to include PSA's senior officials, directors, heads of sections and public relations.	●	●	●	
Completing the required statistical data and indicators from regional and international organizations.	Coordination with the concerned authorities in Qatar to build strong and continuous relations with regional and international organizations	●	●	●	●
Applying the latest statistical practices and modern techniques recommended by international organizations					

General Structure of Statistical Communication

For the sake of ensuring the success of the Statistical Communication Strategy plans, they must be formulated in such a way as to provide a structure and scheme for the implementation of targeted, consistent and comprehensive communication goals.



Partners in the Statistical Communication Strategy

Partners mean all stakeholders who are interested and concerned with statistical work, and they are as follows:

Partners	What do they want from us?	What do we want from them?
Statistical Data Producers	Statistical data	Statistical data by specialization
	Technical support and statistical training	Commitment to the Statistical Quality Framework
	Continuous coordination to develop work	Electronic connection for data exchange
Society & Data Users	Statistical data and information by type of need	Contribution to the adoption and support of PSA initiatives within the scope of their competence
	Metadata of statistics	Sharing opinions and suggestions for the development of statistical work
Universities & Research Institutes	Contribution to the identification of research areas	Cooperation with PSA in its survey and research work
	Provision of information and statistics	Participation in surveys and statistical censuses
	Contribution in statistical and research analysis	Making suggestions for the development of statistical work
International & Regional Organizations	Data and indicators by specific dates.	Provision of reference platforms for the results of statistical projects and publications
	Implementation of international surveys	Correct dissemination of data and indicators for the State of Qatar
	Active participation in international and regional meetings and workshops	Providing PSA with the latest statistical practices and modern technologies
Media Organizations	Recent statistical data	Supporting PSA with international experts in some statistical aspects.
	Inviting them to workshops and meetings	Continuing and increasing participation and media coverage
		Transparency and positivity
		Media coverage of statistical activities in various media

References:

1. Emiri Decree No. (70) of 2018 Establishing the Planning and Statistics Authority.
2. Law No. (2) of 2011 on Official Statistics.
3. United Nations, General Assembly, Fundamental Principles of National Official Statistics – January 29, 2014.
4. National Strategies for the Development of Statistics by PARIS21
5. Strategic Communications Framework for Statistical Institutions issued by the United Nations Economic Commission for Europe.
6. National Framework for Official Statistics Quality.

Questionnaire to assess agencies' performance compatibility with the objectives and requirements of the Statistical Communication Strategy.

The Statistical Communication Strategy is a fundamental support for the statistical work conducted in the country and for the implementation of PSA's plan to develop statistics and build a strong statistical system that serves national development plans and strategies. This questionnaire comes as a comprehensive and systematic review and evaluation tool for the practices and activities carried out by the agency in all aspects of statistical communication. The aim of the questionnaire is to identify the strengths and weaknesses (and risks) in those practices and activities, and thus identify possible improvement measures, and then following them up by developing and implementing a plan to improve and develop such activities, given their importance in raising statistical awareness in society, which is necessary to ensure the success of statistical work, whether in relation to the production or use of statistical data and information.

Rating	1 Strongly Disagree
	2 Disagree
	3 Neutral
	4 Agree
	5 Strongly Agree

First: Internal Strategic Communication Plan

Strategic Goals	Strategy's Interim Goals	Requirement	Evaluation	Remarks	
Raising internal communication level among all functional levels in the agency	Real and ongoing engagement of all statistics employees for the development of statistics	Employees engagement in the preparation of work plans and mechanisms and their strategic objectives, which achieve the agency's strategy, vision and mission.			
		Improvement and development measures based on feedback from employees by various sources such as (meetings, complaints and suggestions, employee satisfaction surveys)			
		Coordination between the employees of the agency's departments to improve the quality and effectiveness of the completed projects			
	Establishing a culture of the importance of each employee's role in the agency	Communication by facilitating the exchange of information across different levels	Departments' periodic (monthly / quarterly / annually) meetings to inform employees of the latest developments		
			Employees' empowerment in terms of delegating powers and providing necessary tools and information for employees to carry out the tasks assigned to them		
			Use of all methods and channels of communication with employees on a regular basis to identify their needs and requirements and make them available		
			The agency's employees' knowledge of their tasks, their understanding of work requirements and their ability to complete the required tasks		
			Giving the opportunity for internal representation among departments and external representation of the institution among employees, each according to their specialization		
			Encouraging and supporting employees to present creative ideas and participate in continuous development and improvement processes		
	Developing the agency's statistical cadres	Raising the performance of the statistical staff	Application of work mechanisms to encourage employees to exchange knowledge and information and achieve the principle of effective dialogue and communication within the agency in all its departments and units		
			Training workshops are regularly held in all statistical fields		
		Widespread use of modern technologies in all statistical work	Raising the performance of the statistical staff	Implementation of a criterion-based system to periodically evaluate the employees performance, and transparently share the evaluation's results with employees	
Provision of an appropriate number of computers and modern technical systems; ensuring that all employees and stakeholders have timely access to the correct information to complete work and tasks					
Provision of shared electronic means for exchange of statistical data and information within the agency					
Examination of the standards and methods of locally and internationally successful statistical institutions similar to the work of the agency with regard to the use of modern technologies					

Second: Plan of Strategic Communication with Partners

Strategic Goals	Strategy's Interim Goals	Requirement	Evaluation	Remarks
Increased use of statistical data	Enabling and activating the components of the statistical system in the country	Coordination and alignment with other statistical producers about the consistency of the data produced		
		Application of specific and clear methodologies and procedures to ensure comprehensive coverage of the required statistical data locally and internationally, and to ensure its consistency with statistical products related to other institutions		
		Application of mechanisms to facilitate cooperation between the agency and all members of the National Statistical System to improve its performance		
		Joint databases for exchanging data with statistical administrative units in ministries and government agencies		
Enhanced quality of statistical data	Enhancing statistical data quality	Clarity of information, data, documents and evidence provided by the agency to partners		
		Availability of documents on measures taken to ensure quality at the agency		
		Provision of quality reports and making them available to all		
		Implementation of a Quality Assurance Plan: this means a system that describes work standards, formal obligations and a set of quality control procedures so as to prevent errors, and to evaluate quality indicators at all stages of the statistical process.		
Increased reliance on administrative records as a main source of official statistics	Electronic linkage between the agency and the rest of the statistics-producing units in the country	Documentation of administrative and technical procedures of administrative records use process in the event that they are used as a data source for any activity, work or statistical project in the agency		
		An electronic link with other agencies		
		Guiding mechanisms for the exchange of administrative records or other data among members of the National Statistical System.		
		Formal agreements for data exchange among statistical data-producing agencies in the country and the Planning and Statistics Authority.		
Development of digital infrastructure	Widespread use of the latest statistical practices and modern techniques in all statistical work	An appropriate IT mechanism and infrastructure, which is regularly updated and revised.		
		Regular review of the use of automated data processing techniques.		
		The use of standardized systems for statistical operations programs and procedures.		
		Manuals are developed for IT use as electronic means of data collection and exchange.		
Establishing the communication culture to raise the effectiveness of the statistical system and reduce the gap between its components	Opening all channels of communication between members of the statistical system in the country to raise its effectiveness and integration	The agency constantly takes the necessary measures to improve statistical processes and services provided to partners.		
		Periodic evaluation of effectiveness of the means of communication used by the Ministry with its partners.		
		Coordination between the agency and the rest of the members of the National Statistical System to standardize the use of statistical concepts, definitions and classifications, and work to update them on an ongoing basis.		

Third: Awareness Plan of Strategic Communication

Strategic Goals	Strategy's Interim Goals	Requirement	Evaluation	Remarks
Enhancing statistical knowledge and community awareness of the importance of statistics	Improved advocacy to increase cooperation with the agency	Covering all statistical activities and communicating the agency's message to public opinion		
		Media support for all local, regional and international conferences and seminars held in the agency		
		Technical support to agencies when carrying out statistical work and exchanging experiences in this field		
	Raised statistical awareness in the community	Evaluation of means applied by the Ministry to raise awareness of its role and services.		
		Provision of an approved plan in the agency to manage media relations.		
		Meeting the media requirements and needs.		
		Media contribution to coverage and dissemination of statistical products.		
Establishing a culture of communication and transparency with the community	Engaging statistical data users in statistical work	Satisfaction of users of statistical data and products produced by the agency is evaluated through questionnaires or any other available means.		
		Periodic discussions are held between the agency's senior management and the main users of the statistical entity's data and products		
		Coordination with other agencies when preparing statistics related to their field of work		
Strengthening strategic partnerships between the agency and the segments of society	Meeting all users' needs for statistical data	Implementation of mechanisms to identify users' needs and link data produced to their needs		
		Regular consultation between the agency and the rest of the official statistics producers and data providers in the country		
		Appropriate mechanisms to serve users' needs		
		Monitor users feedback and use it to feed work plans		

Fourth: Plan of Strategic Communication with International Organizations

Strategic Goals	Strategy's Interim Goals	Requirement	Evaluation	Remarks
Communicating national development data and indicators to all regional and international reports and completing the statistical data and indicators required by regional and international organizations	Improved level of external communication with regional and international organizations at all levels, including the highest officials, managers, heads of sections and public relations in the agency	Effective communication channels with international organizations (phone calls, emails, official letters)		
		Creation and publication of a publication calendar. This calendar distinguishes between different types of publications and their procedures such as press releases, statistical reports/special tables, and public bulletins.		
		Agency's coordination with organizations to meet their needs of statistics and consideration of their suggestions when developing new statistics		
Latest statistical practices and modern techniques recommended by international organizations	Coordination with the concerned authorities in the country to build strong and continuous relations with regional and international organizations	Liaison coordinators between the agency and the relevant regional or international organizations		
		The agency exchanges statistical experiences and benefits from technical support provided by regional and international organizations		
		Periodic workshops and meetings in cooperation with international organizations		