COMMUNICATION,ADVOCACY AND DISSEMINATION STRATEGY FOR THE BUREAU OF STATISTICS (BOS)

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Prepared for The UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)
Under the Project – "Lesotho Data for Sustainable Development Project

10th May, 2019

TABLE OF CONTENTS

Abbreviations and Acronyms

BOS   Bureau of Statistics

CDAS   Communication, Dissemination and Advocacy Strategy

EU   European Union

LDSDP   Lesotho Data for Sustainable Development Project

UNDP   United Nations Development Programme

UNFPA   United Nations Population Fund

M&E   Monitoring and Evaluation

MoDP   Ministry of Development Planning

MoF   Ministry of Finance

NSDP   National Strategic Development Plan

NSS   National Statistical System

NUL   National University of Lesotho

SA   South Africa

SWOT   Strengths, Weaknesses, Opportunities and Threats

UNICEF   United Nations International Children's Education Fund

WFP   World Food Programme

Acknowledgements

I would like to extend my heartfelt gratitude to the management of the United Nations Development Programme (UNDP), the European Union (EU) for funding the Lesotho Data for Sustainable Development Project aimed at assisting the Government of Lesotho to strengthen the capacity of the National Statistical and Monitoring and Evaluation Systems. Through this Project, the Ministry of Development Planning's (MoDP) has enhanced its capacity for collection, analysis and dissemination of development data. The departments of Bureau of Statistics (BOS) and the Monitoring and Evaluation (M&E) are main beneficiaries of the project. At the time of project completion, the National Statistical System (NSS) and other data collection entities will have been more strengthened to generate and utilize data, facilitate accountability for resources and advocacy for evidence-based planning and results.

We thank the Communication Expert engaged by UNDP, Ms. Nthati Moorosi, for developing this Strategy that is aimed at giving direction for effective communication with BOS stakeholders for data collection, analysis and use. The Management Team at the BOS has been very instrumental in the process of developing this document. My special gratitude goes to my team for creating time to give interviews where relevant and for participating in the situation analysis workshop that revealed our weaknesses, challenges, opportunities and threats and went further to suggest ways of addressing those through this Communication, Advocacy and Dissemination Strategy. Without the substantive support of the BOS's staff, both at headquarters and at the districts, this assignment would not have been easy to undertake.

The Project Manager, Ms. Tšoamathe Maseribane, the BOS Head of Production and Dissemination Unit, Ms. Nyefolo Seboka, the Head of Field Organization, Ms. Pauline Makopela-Bello and their teams, including the Data Capture Operator, Ms. Lieketso Ntšeli, the Project Driver, Mr. 'Moko Mohlotsane and other BOS drivers, thank you very much for your participation and support that saw the process moving ahead amidst all the encountered challenges.

I thank all stakeholders for dedicating time to listen to us and giving us valuable feedback that will go a long way to improve our core mandate by communicating more effectively.

We would like to extend our special gratitude to the stakeholders whom were consulted, including, community leaders of Leribe, Thaba-Tseka and Mohale's Hoek, the development partners, different Government Ministries, academic institutions, the Civil Society, the media, and other stakeholders consulted.

Special gratitude goes to the European Union First Secretary & Operations Manager, Mr. Jyrki Torni and the UNDP Resident Representative, Ms. Christy Ahenkora for their invaluable support and interest throughout the process of developing this Strategy. Their dedication demonstrated true leadership and the value they attach to Statistics. Thank you.

Preface

This Communication, Advocacy and Dissemination Strategy is developed for the Bureau of Statistics (BOS) through the support of the European Union (EU) and United Nations Development Programme (UNDP), under the Lesotho Data for Sustainable Development Project. It is aimed at improving the visibility of BOS, raising its profile and improving its communications with stakeholders, thereby aiding in the delivery of its mandate. It is meant to be used as a map to guide the efforts of BOS to raise awareness about its mandate as well as mobilise support towards a well-coordinated National Statistics System that is demand driven and culturally relevant.

Relevant, credible and timely data is critical for the processes of designing development programmes and policies as well as monitoring and evaluating the country's development. As such, strong National Statistical System (NSS) is key for designing national policies and managing results on socio-economic development. The BOS is responsible for coordinating, monitoring and supervising the NSS. It is mandated by the Government of Lesotho through the Statistical Act of 2001 to be the principal data collecting, processing, analysing and dissemination agency.

As part of the support to fulfil its mandate, BOS received funding from the EU and UNDP through a Project named, Lesotho Data Sustainable Development Project, to build institutional and technical capacity for monitoring and evaluation of development programs. The Project intends to strengthen national and sectoral capacities to generate and utilise data, facilitate accountability for resources and advocacy for evidence-based planning and results. These are to be achieved through implementation of three interlinked components; i) definition of systematic tools for measuring development programs, ii) promotion of data literacy and innovations for data dissemination and use, and; iii) strengthen institutional and technical capacities for effective coordination and sectoral engagement.

Among some of the achievements of the Project to date has been the Diagnosis assessment, which was meant to establish the gaps and challenges for BOS to fulfil its mandate in full. Through several stakeholder engagement forums, it was revealed that most potential users are not using BOS statistical products and services, mainly because of lack of awareness to their existence. Moreover, through a situation analysis exercise undertaken recently, a few stakeholders who know about BOS and understand its mandate, reported that they did not have confidence in the credibility of the statistics that is published by BOS. Among the reasons mentioned for doubting BOS' professionalism and credibility is the fact that they lack tools and capacity to handle the amount of surveys and reports required by the country.

It is against these findings that this Communication, Advocacy and Dissemination Strategy is developed. It is meant to chart a way for BOS to stay relevant and deliver on its mandate of disseminating credible statistics to users. The Strategy is designed to guide activities that are meant to re-profile the organization and restore stakeholders' confidence in it and ensure that it is visible, and its mandate known by all stakeholders. Once these targets have been achieved, BOS will see data suppliers give data freely and honestly and data users utilising available data to address developmental changes and inform strategic decision-making.

1.   Introduction

This Communication, Advocacy and Dissemination Strategy is a framework developed to guide the efforts of BOS overcome its challenges of not being adequately known and somewhat mistrusted by its stakeholders. It is to be used as a map that gives direction on activities that are meant to encourage all stakeholders; data providers and data users to participate in the processes of data collection and dissemination. It is very important that BOS works on enhancing its profile and image in order to stay relevant and continue to provide statistics that is reliable, timely and widely disseminated.

The development of this strategy followed a methodology that entailed certain processes intended to assure its quality, relevance and ownership. The first step was to analyse the situation and environment for BOS' communication. The situation analysis entailed reviewing relevant literature and consulting different stakeholders.

Most of the key documents reviewed were from the BOS, the Ministry of Development Planning as well as UNDP. They included the National Strategy for the Development of Statistics (NSDS) (2006/07 – 2015-2016); Report of the National Level Diagnosis Assessment; Cluster Level Data Gap Analysis Report and User Assessment Report.

For further and deeper understanding of the real issues that are behind BOS profile, limited access and use by stakeholders, consultations were conducted in sampled districts of Maseru, Leribe, Mohale's Hoek and Thaba-Tseka. Consulted stakeholders included the community leaders, some officials from Government ministries, Civil Society organization, the private sector, the Media and BOS staff. The consultations revealed some of the most crucial and culturally relevant information sharing initiatives stakeholders prefer. It also revealed approved local communities' protocol, perceptions and expectations on BOS as well as the type of media people are mostly exposed to.

This Strategy is based on a thoroughly analysed environment for effective communication between BOS and its stakeholders. A workshop was also held to undertake a self-review of BOS employees, checking how positioned the institution is for communication.

Through the workshop, BOS staff was involved in the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis exercise. The Strategy takes into consideration that BOS has some communications approaches that are already being used and with some being very effective while others need to be enhanced. Based on the findings of the situation analysis

exercise, this Strategy embodies different communication approaches and a detailed plan outlining the activities that are aimed at raising awareness to relevant stakeholders on BOS mandate and its products. It highlights a two-way communication process that can provide opportunities for feedback from stakeholders.

The Strategy analyses and classifies stakeholders. The classification of stakeholders makes it easy to design the right messages for the right audience and to choose the relevant channels. Broad messages about the mandate of the BOS, the importance of the national statistical system and the achievements of BOS in delivering on its mandate were developed as general guidance for the type of information that needs to be disseminated. The exercise of developing the messages was undertaken through a workshop with BOS staff, as they are responsible for disseminating those messages in future. Messages are written in both English and Sesotho for wider dissemination.

The Strategy defines the communication approaches that will be employed to engage different stakeholders in disseminating BOS mandate and its products. The three broad approaches that have been considered for disseminating messages are interpersonal communication, the use of multimedia and other technological platforms. It is important to note that, the channels identified in the Strategy are not only intended to disseminate information from BOS to stakeholders but are also intended to gather feedback from the stakeholders, including the communities, on how BOS can ensure that its statistical products remain culturally relevant for the development planning and monitoring of Lesotho's development.

Another important element of the Strategy is that it has a clear Monitoring and Evaluation (M&E) Framework. The Framework outlines how the success of the communications, advocacy and dissemination efforts will be determined. It has success indicators through which the effectiveness of the Strategy will be evaluated. Monitoring the implementation of the Strategy throughout its implementation phases enables identification of gaps and facilitates early re-strategizing where necessary.

The Strategy is appended by an implementation plan with indicative budget. The Plan also shows the suggested timeframe for undertaking different activities as well as the costed inputs required. It is important that the Ministry of Development Planning, through BOS, allocates adequate funds for implementation of this Strategy.

2. Objectives of the Communication Strategy

TThe Bureau of Statistics is the leader and champion of national official statistics. It is responsible for compiling, analysing and disseminating statistical data for purposes of evidence-based economic and social planning, research, policy and program formulation as well as monitoring and evaluation. It is an Agency mandated by law to provide accurate, credible, timely, reliable, culturally relevant and internationally comparable statistical data that is easily accessible. While the Agency has been running for over 50 years, most citizens still do know about it. Those who know about it and its mandate do not use its products and services. Some know it only as an organization responsible for Population and Housing Census. Most stakeholders attested to the fact that they do not have confidence in BOS as they doubt its capacity and professionalism. This is due to the fact that most stakeholders do not understand the role and mandate of BOS and processes and procedures of collecting data, analysing and disseminating it.

The strategy is therefore meant to guide BOS towards repositioning and re-branding itself to regain stakeholders' confidence. It is meant to improve the literacy of citizens about the importance of the national statistical system and BOS products. On the other hand, the Strategy points to best ways to restore user confidence in BOS so that they can use its statistical products. Also, the Strategy gives direction on how BOS can receive feedback from its stakeholders, thereby encouraging a two-way flow of information. Stakeholders' feedback is key for shaping the type and quality of statistical data collected, analysed and disseminated by BOS.

The following are the broad objectives of the communications strategy:

1.	Enhance the Profile of BOS and restore stakeholders' confidence
2.	Improve Stakeholders' literacy and knowledge about the National Statistical System and BOS' roles and responsibilities by raising awareness about its mandate, processes, activities and its products and creating platforms for two-way communication for feedback.
3.	Enhance communication within BOS

3. Principles for effective Communications by BOS

The principles outlined here are suggested as a result of stakeholder consultations and the feedback received, including the communities. When adhered to, these principles will improve BOS credibility and reputation. BOS already operates under the principles of using best methods, practices and tools, always ensuring quality and complying with the principle of confidentiality of information.

The following are principles that will improve the effectiveness of BOS communication:

Simplicity -	Messages should always be clear and unambiguous. Use of simple plain language in explaining complex statistical terms.
Local Language –	Ensure that important information is translated into Sesotho, including on the website where possible.
Transparency-	Be transparent about how data is collected and the timing of the release of reports. Share as much information as possible with internal stakeholders to encourage transparency, buy-in and ownership.
Accessibility-	Statistical reports are public goods and should be easily accessible to all.
Timeliness -	Always respond to information requests timeously. Ensure that stakeholders always know how long they will wait for information and adhere to that timeframe.

4. Target Audience/Stakeholders

The following is a list of stakeholders who are classified as data providers, data producers and data users who need to be communicated to.
They have been classified into three categories as guided by the situation analysis of the documents and stakeholder consultations;

Primary	Secondary	Tertiary stakeholders who use data for different data typology.
▶ Primary stakeholders are those who provide data and whom their participation in surveys is critical and are the main units of the research. They are people upon whose reaction (support, behaviour change, buy-in, etc) is the main indicator of success. It is important to note that some of the people under this group are still data users	▶ Secondary stakeholders on the other hand are those who can influence the intended reaction of the primary target stakeholders. Under this category, we still have data providers, data producers and data users.	▶ Tertiary stakeholders are those whose actions directly and indirectly aid or hinder the expected reaction of the primary stakeholders and the secondary stakeholders (for example social, financial, cultural and policy factors that create enabling environment to sustain desired reaction of targeted beneficiaries). (This is the category of stakeholders who are mostly seen as Data Users).

Following consultations made and the literature reviewed, it was established that the stakeholders for the BOS are as follows:

4.1 Primary Stakeholders
Under this category, the communities (including primary and high schools) are identified as the main group of people upon whose participation can be measured to review the success of BOS in its role to give credible data that can help the country's development. These are stakeholders who provide information that is collected, analysed and later disseminated.

4.2 Secondary Stakeholders
These are groups of stakeholders who are crucial for influencing the desired actions out of the primary stakeholders through several activities including advocacy, raising more awareness and disseminating more messages about BOS. For the communities to participate in statistical activities, the support of the secondary stakeholders is key.
These include, but are not limited to:

Local authorities (chiefs, councillors, and district administrators) are responsible for local governance and are the leaders of the communities. These are people given the responsibility of ensuring social development of the communities they serve. Some of these stakeholders provide BOS with secondary data coming from the primary stakeholders. If the local authorities understand BOS mandate and the importance of statistics in the development of the country, they stand a good chance of influencing the actions of the communities they lead – to participate during surveys and provide their true information and where relevant use BOS products.

▶ **The Politicians** – They have a following of electors in constituencies. They understand the development challenges of their constituencies. In Parliament, they represent the view of the communities. They are well positioned to influence the actions of the communities.

▶ **Government Ministries/Departments** – They formulate and implement policies in line with the legal mandates and powers conferred to them by the law. They use a lot of data for planning and monitoring development of the country.

▶ **Civil Society Organizations –** They are responsible for policy formulation, implementation, oversight and advocacy for policies that favour the constituencies they represent. They are the Non-Governmental Organizations (NGOs) (for example

The Lesotho Council of NGOs) and Community Based Organizations (CBOs). These stakeholders are already working with the communities and they can easily influence actions of the primary stakeholders.

▶ **The academia (National University of Lesotho, Lerotholi Polytechnic, National Health Training College, National Teachers Training College, Limkonkwing University of Technology)** – They undertake researches and surveys for academic purposes. Furthermore, they design the curricula and can easily influence the content so that statistical information and issues are known by all students and they can approach BOS to use its statistics where necessary.

▶ **The Private Sector (Businesses, financial institutions)** – The business owners and initiators need to understand the role of BOS and trust that statistics provided by BOS is credible and can be trusted for designing business initiatives. This group of stakeholders are also data users, as they need data for business planning and monitoring, including forecasting on the environment for different businesses.

▶ **The Media** – It is important to partner with the media so that it can assist in disseminating messages further to a wider audience that only the media can reach. Also, BOS needs to partner with the media and encourage it to use the statistical data in writing news, as this will improve on the professionalism of the institution. The role of media is not only that of disseminating information but it also includes playing the watchdog role of giving feedback to the public on the statistics that is being used in development and the timeliness of such. Media is a very important stakeholder whom BOS will need to involve and partner with for the success of its communication programmes. The targeted media houses will be from radio stations, television stations and print media including newspapers, magazines.

4.3 Tertiary Stakeholders

BOS is a Department within the Ministry of Development Planning. It has no control over its budget, operations and many other important issues. Always, certain stakeholders have to be on board and buy-in to the proposed initiatives and give approval. These are stakeholders at a very high level of decision-making and their decisions may have an impact on those initiatives.
The following are the stakeholders found at a tertiary level:

▶ **The Cabinet** – Has the responsibility of designing and directing Government programmes. They need credible data to plan for and monitor Country's development.

▶ **The Parliament** - They are legislators. In consultation with the electors (communities), they formulate laws. They also oversee the proper functioning of the executive arm of Government (the Cabinet). In Parliament, they represent the view of the communities and at the same time are decision-makers.

▶ **The Donors (E.g. EU, UNDP,UNFPA, UNICEF, WFP, etc)** – Lesotho will continue to need assistance of donors to implement some of BOS programmes to improve their standard of operation. It is therefore important that this group of donors is targeted with necessary messages to encourage further support for effective NSS.

▶ **Ministry of Finance** – it is given the responsibility of allocating budgets and being the custodian of funding for all capital projects the country engages in.

▶ **Ministry of Development Planning** – This is the parent Ministry for BOS. For all the planning and reporting the Ministry deals with in the country, there is a dire need for statistical data, including the raw one. It designs and reports on development plans for the Government based on the National Strategic Development Plan (NSDP) and the National Vision 2020.

5. Messages

The following are the key messages that BOS will be sharing through different communication platforms:

Message	Translated Message
Messages About BOS and its mandate	
BOS is a Government Department under the Ministry of Development Planning. It's role is to set up a system for national official statistics on economic, including human resources, and environmental areas in relation to the development needs of Lesotho; and official statistics for purposes of economic and social planning, public information and international cooperation, and for related matter.	Lekalana lena la Lipalo ke la Mmuso. Le oela tlas'a Lekala la Ntsetso-pele le Meralo ea Sechaba. Mosebetsi oa lona ke ho bokella lipalo tse thusang naha ho rala ntšetso-pele ea sechaba le ho e hlaholoba hore e ntse e phethahatsoa ka moo e reriloeng.
BOS works closely with other Government Ministries, Departments and Agencies to produce quality statistics that is required for policy formulation, development programming as well as monitoring and evaluation of such programmes.	Lekalana lena la Lipalo ke la 'Muso. Le oela tlas'a Lekala la Ntsetso-pele ea Meralo. Mosebetsi oa lona ke ho bokella lipalo tse thusang naha ho rala ntšetso-pele ea sechaba le ho e hlahloba hore e ntse e phethahatsoa ka moo e reriloeng.
BOS coordinates the National Statistics System (NSS) and produces accurate, timely reliable, culturally relevant and internationally comparable statistical data for evidence-based planning, decision-making, research policy, program formulation and monitoring and evaluation to satisfy the needs of users and producers.	Lekalana le laola litaba tsoohle tse amanang le lipalo ka har'a naha. Le hlahisa lipalo tse nepahetseng ka nako e lebeletsoeng. Lipalo tsa Lefapha lena ke tsa boleng ba machaba mme li ka sebelisoa ho etsa meralo ea naha le ho bopa melaoana e tsamaisang litaba tsa ntlafatso. Ha lipalo li tsoile ka nako ebile li nepahetse, ho ba bonolo ho hlahloba tema e entsoeng ke naha le mafapha a eona phethahatsong ea meralo ea ntlafatso.
BOS provides a central information service. It promotes cooperation of all users and data providers at national and international level to avoid duplication of efforts and ensures optimization of scares resources.	BOS ke eona e hokahanyang mafapha ohle le makhotla a ikemetseng a etsang liphuputso boemong ba naha le machabeng ele ho qoba pheta-pheto ea mosebetsi ke mafapha a fapaneng. Ho hokahana hona ho boloka chelete ea sechaba.
BOS is responsible for establishing, harmonizing and standardizing definitions, classifications and statistical methods used in the production and dissemination of official statistics to ensure uniformity in quality, adequacy of coverage and reliability of statistical information.	Lekalana la Lipalo ke lona le thusang Makala le makhotla a ikemetseng ka tlhaloso tse nepahetseng tsa lintlha tsa lipalo, le mekhoa e amohelehang ea ho batla lipalo le ho li hlalosa e le ho qoba hore e mong le emong a iketsetse ka moo a batlang ka ha hoo ho ka ferekanya sechaba le basebelisi ba bang ba lipalo. Hona ho thusa hore lipalo ha li tsoa, e be tse lumellanoeng mme tse nepahetseng tseo boleng ba tsona bo hlahlobiloeng ebile bo khotsofatsa.
BOS is responsible for statistical training, in collaboration with the National University of Lesotho and other relevant educational institutions.	Lekalana le sebetsa le Sekolo se Seholo sa Sechaba (NUL) le likolo tse ling tse kholo ka har'a naha ho rupela batho boohle ba sebetsanang le lipalo molemong oa ho hlahisa lipalo tsa boleng bo amohelehang.
BOS has nine (9) divisions: 1. Agriculture and Food Security; 2. Population Statistics; 3. Environment and Energy Statistics; 4. Socio-Economic Statistics; 5. National Accounts and Enterprise Statistics; 6. Foreign Trade and Price Statistics; 7. Survey Methodology and Cartography; 8. Field Organization; 9. Information and Communication Technology.	Lekalana le bopiloe ka mafaphana a robong (9): 1. Lipalo tsa Temo le kanetso ea Lijo 2. Lipalo tsa sechaba 3. Lipalo tsa Tikoloho le Matla 4. Lipalo tsa Moruo le Ntlafatso ea Sechaba 5. Lipalo tsa Boemo ba Moruo oa Naha 6. Lipalo tsa Khoebo le Khoebisano le linaha tse kantle le sekhahla sa theko ea thepa le lits'ebeletso 7. Lefapha la Meralo ea Liphuputso 8. Lefapha la Pokello ea Lipalo Sechabeng 9. Lefapha la marangrang le Likhokahanyo

Messages

Message	Translated Message
Messages About BOS Key Activities	
BOS successfully conducted 2016 Population and Housing Census using CAPI (Computer Assistant Personal interview) and we were able to produce preliminary results within six months. The Census assessed the situation of Basotho by sex, age, race, education, ethnicity, migratory status, disability and geographic location and other characteristics. This is an important source for providing disaggregated data needed for the measurement of progress of the 2030 Agenda for Sustainable Development. This Survey is conducted every 10 years and used the latest technology for accuracy and timely release of the Report.	Lekalana le sebelitse ka katleho e kholo ka Palo Ea Sechaba ea 2016 ka ts'ebeliso ea marangrang a morao-rao e entseng hore sephetho sa be se tsoile ka nako ea likhoeli tse ts'eletseng (6) e semg ka nako ea selemo joalo ka kamehla. Palo ena ea Sechaba e fana ka ts'obotsi ea naha ea moruo oa sechaba ho shejoa banna le basali, ba 'mala le ba libaka ka ho fapana, le ba nang le bokooa. Sephetho sena se thusa naha ho itlhatlhoba na se ntse se hatela-pele joang ho phethahatsa merelo ea lipehelo tsa ntlafatso tsa mengoaha e tlang ea 2030.
BOS successfully conducted Integrated Labour Force Survey. This will help the country understand unemployment, employment and underemployment and will provide information for indicators of sustainable development goals that are related to employment issues.	Re bokelletse lipalo tse amanang le bosebetsi le khiro ka har'a naha. Liphuputso tsena li tla fana ka ts'obotsi ea sechaba se nang le mesebetsi le se se nang eona.
BOS successfully conducted the 2017 Household Energy Consumption Survey and Sector Energy Consumption Survey to understand direct energy use and people's attitudes and behavioral practice of households towards more efficient use of energy.	BOS e bokelletse lipalo tse hlahlobang ts'ebeliso ea matla malapeng ele ho bona hore naha ka kakaretso e sebelisa matla a makae. Mosebetsi ona o boetse o hlahloba kutluisiso le litloaelo tsa sechaba ka ts'ebeliso e ntle 'me e bolokang ea matla.
BOS releases Consumer Price Index (CPI) on the 20th of every month. The CPI is an indicator that shows changes in the cost of buying a fixed bundle of consumer goods and services as determined for the base period. This is an important report that computes the annual inflation rate.	Khoeli le khoeli ka la 20, re nts'a lipalo tsa boleng ba Thekiso le sekhahla sa thepa le lits'ebeletso ka har'a naha.
BOS successfully conducted Household Budget Survey (HBS) / Continuous Multi-purpose survey (CMS), which is a national survey focusing on household expenditure on goods and services, giving a picture of living conditions of the people.	Re bokella lipalo tsa litekanyo tsa ts'ebeliso ea lichelete malapeng le ho bona hore na sechaba se phela ka bokae letsats le letsatsi.
BOS publishes National Accounts Report on a quarterly and annual basis. This is a broad measurement of a nation's overall economic activity. It is the monetary value of all finished goods and services produced within a country's borders in a specific time period.	Re bokella lipalo tsa tse bonts'ang boemo ba moruo kahara naha.
Sample Campaign messages for BOS	
With our Statistics, the Lesotho you know, becomes the Lesotho you understand.	Ka Lipalo tseo re li hlahisang, Lesotho leo u le tsebang, e ba Lesotho leo u le utloisisang.
Evidence is key in tackling poverty and growing the economy of this country...get your facts right from us.	Bopaki ba lipalo bo bohlokoa meralong ea nts'etso-pele ea sechaba...re na le lipalo tseo u li hlokang ho etsa bopaki
Do you know how many residents this country has and where they are found in big numbers and why?! We have all the answers. Visit us for credible statistics!	Na ua tseba na baahi ba naha ee ba ba kae, ba fumaneha libakeng li fe haholo, hobaneng? Re na le likarabo tsohle. Fumana lipalo ho BOS

6. Recommended Communications Approaches

6.1 Broad Strategies for Achieving Communications Objectives

1.Enhance the Profile of BOS and restore stakeholders' confidence

▶ Enhance the public relations role within BOS by ensuring that BOS is visible and participates in all the development forums
▶ Partner with the media to profile BOS
▶ Ensure the BOS is accessible in office and on digital platforms.
▶ Improve the corporate identity of BOS by re-branding
▶ Improve stakeholder engagement for feedback, enhancement of BOS reputation and image

2. Improve Stakeholders' knowledge of BOS' roles and responsibilities by raising awareness about its mandate, processes, activities and its products.

▶ Communicate statistics, analysis and research to stakeholders
▶ Disseminate credible, accurate reliable data timeously
▶ Communicate statistics in a way that will improve people's confidence to BOS
▶ Use simple and understandable language to describe statistical issues
▶ Use mass media, including social media, and interpersonal communications to create dialogue and to receive feedback from stakeholders.
▶ Form strategic partnerships with the media to raise awareness about BOS and to encourage the use of BOS products and services.
▶

3. Enhance internal communication with BOS

▶ Improve internal information sharing platforms in order to ensure that employees can play the role of being brand ambassadors for BOS
▶ Clarify the role of different divisions within BOS, including communications and ensure all internal stakeholders understand the demarcation of their own roles
▶ Develop information material and tools that help BOS staff to understand their organization better and overall objective of NSS

▶ Arrange more refresher trainings for internal staff and invest in team building

6.2 Specific Communications Approaches

The Strategy covers the internal and external communication approaches to be used by BOS to communicate messages about the BOS to different stakeholders. The Strategy addresses both the internal and external communication generated by the Bureau in communicating with its staff (internal communication) and with its stakeholders (external stakeholders). BOS success in implementing the Strategy is centred around effective internal communication. Internal stakeholders; senior management and staff members of all levels, are the brand ambassadors of the organization. They are the ones who need to know the mandate of the BOS fully, as well as its programmes and activities so as to spread the same messages in different fora where they communicate with external stakeholders.

Internal Communication is an integral part of communicating statistical issues internally within the organization and with its parent Ministry. Effective internal communication is one of the key enablers of staff engagement towards achieving a common goal. Key to the success of an organization is communication from within. In order to effectively engage in two-way symmetrical information sharing, communicating internally is essential. Without good two-way internal communication, BOS will not succeed in communicating with external stakeholders. When internal stakeholders are well-informed about the activities of BOS horizontally and vertically, they become spoke persons and promoters of the organization, thereby impacting it positively.

External Communication, on the other hand, focuses on the communication of BOS with stakeholders outside the organization. These include Government Ministries and Departments; the public, development partners, the private sector, the civil society, community organizations, local authorities as well as the media. The stakeholders have thus been categorized into three groups, namely; primary, secondary and tertiary stakeholders, based on the role they play in the successful delivery of BOS mandate. The stakeholders are also seen as belonging to either or all three different categories, namely, data users, data providers and data producers. Classifying stakeholders helps to ensure that messages and approaches are well-targeted and are appropriate for the different stakeholders.

6.2.1 Approaches for Internal Communications

Target Group
All staff members, in the central office as well as in the districts as well as the mother Ministry of Development Planning.

▶ Management of the Ministry of Development Planning
▶ Senior Management of BOS
▶ Statisticians at Headquarters
▶ District Statisticians
▶ All Other Employees

The models of communication to be used internally will be electronic, print media and face-to-face communication, also known as interpersonal communication. Communication within BOS and with the Ministry of Development Planning is vital for increased knowledge and understanding of the organization's activities.

The following strategies are seen as vital for communicating internally with BOS staff members and those within the relevant Ministry.

Electronic communication – information is delivered and accessed electronically through computers and telephones.

▶ **Intranet:** This is a computer network that uses Internet protocol technology to share information, operational systems, or computing services within an organization. The term is used in contrast to internet, a network between organizations, and instead refers to a network within an organization.

  The following are the strategies to be employed to communicate:

  ◆ Currently, the Ministry of Development Planning does not have an intranet and will need to invest in setting it up for easy internal communication. It is therefore recommended that BOS should invest in developing an intranet to be used as a tool that facilitates communication among staff members to improve the data sharing capability and overall management of knowledge base. If put in place, it will be one of the most effective platforms for internal communication.

  ◆ The intranet has controlled access and is to be used to communicate relevant information to employees on all the activities of BOS and other relevant issues; for example, new projects, commissioning of surveys, upcoming events and surveys, reports release dates, sharing of important reports, announcements on meetings, new appointments and other related issues.

▶ **An Email:** An internet-based effective platform for internal communication within the organization and externally. An email is part of the strategy to enhance communication amongst BOS staff and relevant internal partners including the Ministry of Development Planning.

The following are strategies to be used to communicate:

◆ BOS to invest in a server that will host all its emails. Currently the formal Government domain is not working and people have resorted to using their own private emails. The starting point is to have a server that will host the BOS employees emails. All employees will have organization email addresses with a common domain. This will enhance the image of the organization and will make communicating through emails reliable and effective. This will also make it easy for other stakeholders to communicated with BOS at a safe platform that is not easily attached by cyber virus/ hacking.
◆ BOS will formulate group emails by function, roles and hierarchy for easy targeted communication.
◆ The Email will be a platform for sharing information including educational and communication (IEC) material, such as newsletters, brochures, as well as reports.

▶ **Telephone:** An effective telephone system is also important to enhance internal communication. Telephone communication can be between two or various employees when teleconferencing is used. BOS has offices at the headquarters (on two sites in Maseru) and at the districts.

To ensure that telephones are effective for communication, BOS needs to:

◆ Ensure that all offices have landline telephones with speakers installed to allow other modes of group communication. There is a need to install telephones with speakers in the districts to enable teleconferencing. With teleconferencing facility, statisticians throughout the country can have frequent scheduled communication with headquarters or among themselves without having to travel to a central place. This will enhance sharing information with ease. Teleconferencing facility can enhance communication by having updates and other issues discussed verbally over the phone amongst staff members. It is important that BOS invests in linking all internal lines through the use of a speed dial. This is a function available on many telephone systems allowing users to place a call by pressing a reduced

number of keys. It can be set up for all internal lines.

◆ Have a call centre or a reception that is manned or automated to be directed to other lines when the receptionist is not available to ensure that telephones are answered at all times. Having a telephone that is answered at all times will boost the image of BOS as stakeholders will view it as professional and reliable.

Information Education and Communication Material - Messages can also be effectively delivered through use of printed and electronic information, education and communication material among internal stakeholders.

▶ Printed Material – The most relevant information and communication material for internal communication within BOS and the parent Ministry is printed documents that can be produced periodically and shared with all. BOS and most of the Government ministries have limited access to internet. As such, communication through the internet is usually not very effective and turns to exclude some members of the stakeholders.

To augment communication that goes through internet-based networks, BOS will:
◆ Produce printed materials and disseminate them to internal stakeholders. These can be in a form of internal flyers and posters that are produced with low costs.
◆ Produce monthly/quarterly newsletter that will contain internal news, including for example, capacity building stories, sharing of latest reports, launching of new projects and progress thereof, and human resource issues. The newsletter to be produced should be kept short, interesting and easy to read. To broaden circulation of the newsletter, it can be sent to internal stakeholders using an email.

▶ Interpersonal Communication – This is another very effective form of internal communication as it provides immediate feedback between the sender and the receiver/s of the message.

The following activities will be enhanced for effective communication among BOS staff:

◆ **Team meetings** are very effective for sharing information on statistical issues. BOS and the parent Ministry can enhance the use of the forum of meetings to inform staff members and other internal stakeholders about the statistical surveys and reports being released. It is important that all staff members are capacitated to be brand ambassadors

of the organization and are able to send appropriate messages where relevant. Efforts have to be made to ensure that all staff understands what other divisions within BOS are doing such that they can comfortably become spoke persons when they interact with external stakeholders.
◆ Other face-to-face forums that can be used internally include seminars, conferences, site visits, consultation sessions and round table discussions on various issues of statistics.
◆ **Refresher workshops and training sessions** that are planned for the year should also be used as the right platforms to share information on the progress of all programmes of the organization.

6.3 Approached for External Communication

External Communication refers to messages that are communicated to BOS external stakeholders at the three levels of primary, secondary and tertiary. In general terms, the strategy will rely on the use of Multimedia (mass media, small media, and internet) and Interpersonal Communication to share information with stakeholders. Each of these methods is useful for communicating different types of information to different stakeholders. For example, mass media such as Television (TV) advertisements is quite effective for delivering simple messages or small bits of information to stakeholders in urban areas who have access to television. In Lesotho, just like most of the African countries, mass media on its own cannot be effective for disseminating messages due to the fact that there is a huge number of stakeholders who have no access to any form of it. Messages become more effective if augmented by interpersonal communications, which can reinforce messages delivered through multimedia channels by providing detailed information tailored to specific individuals.

To widen reach, it is recommended that both mass media and interpersonal communication should be used to share statistical information with external stakeholders. Used together, these methods form an integrated, multi-channel approach. Messages delivered by one channel will be reinforced by complementary messages from other channels. The following section describes the suggested channels of communication for BOS.

6.3.1 Interpersonal communications

(Meetings, workshops, training sessions, public gatherings)
Interpersonal communications, also known as face-to-face communication, will be used as a platform to discuss statistical

issues. These will be platforms through which information can be shared with stakeholders and allow immediate feedback.

Interventions using interpersonal communications will be undertaken through the following:

Meetings – the following are approaches to be used to take advantage of the meetings forum for effective communication:

◆ Scheduled Periodic Meetings with data producers - BOS to schedule periodic stakeholder meetings (at least quarterly) with data producer stakeholders to share relevant information including surveys reports and new projects and programmes. The stakeholder engagements revealed that most of stakeholders, who fall under the category of data producers, prefer to have meetings with BOS to discuss data collection tools and other related statistical issues including new trends and technologies that are meant to improve their work. They also want to meet so that they can share calendar of surveys and release dates for on-going data collection activities. Regular scheduled meetings with data producers will give BOS a platform to influence the quality of data that will be of acceptable international standards similar to the one produced by BOS.

◆ Presence in national forums – Where BOS is invited, it should ensure that it attends and participates. Most of the stakeholders complain that BOS does not attend meetings when they are invited. This needs to be rectified by always ensuring that BOS is represented by the relevant officer of the appropriate level. It should be a deliberate and targeted effort that when BOS is given a chance to speak, it always takes advantage of the forum and share its profile briefly.

◆ Stakeholders Database – BOS to compile list of stakeholders and their contact details and group them according to their role for easy targeted communication. This will make it easy to invite the relevant stakeholders for workshops and meetings and share relevant information when necessary.

Workshops – BOS holds workshops and/or detailed training sessions whenever need arises for skills development for different stakeholders. Some of those workshops are aimed at building the capacity of different stakeholders on various statistical issues. Most of them are geared towards designing data collection tools, setting indicators and networking with stakeholders.

To ensure that BOS gets communication mileage out of the workshops, the organizations should:

◆ Always have a standard corporate power point presentation on a corporate template, with slides that contain information about the profile of BOS and its recent work and achievements.

◆ Communicate a calendar of workshops ahead of time so that attendance is always good and relevant information to be shared is prepared well on time.

◆ Where relevant, always share news release about the upcoming workshops for wider publicity.

Public Gatherings – These are common in communicating especially to communities in the villages. It is a method of communication that is preferred by most community members and their leaders. For BOS to gain support and participation of communities in the surveys, it usually partners with the Area Chiefs to convene the public gatherings to share information regarding the upcoming surveys. It is important that this communication platform is always used effectively to boost the profile of BOS

The following are activities that can be done to and be a standing standard to enhance the image of the organization:

◆ Always publicise the public gatherings on radio to mobilise for good attendance

◆ The adverts on radio should always have a brief profile of BOS to enlighten stakeholders about the organization

◆ On the day of the public gathering, BOS should brand the site with banners and where possible, wear corporate clothing

◆ When BOS is given a chance to speak, it should always use the platform to sell the organization and educate the communities about the organization briefly and share some of the key achievements of the organization. This will raise awareness and boost the reputation of the organization.

▶ Celebration of Relevant Important International Days

◆ BOS to improve on the celebration for African Statistics Day and have the celebration in all the districts

◆ Hold a Statistics Symposium/Road Show/ Conference to share all the work on BOS with different stakeholders. Make it a platform that can allow stakeholders to give feedback and constructively criticise BOS.

◆ In celebrating the African Statistics Day, it is important that the Country's leadership is also engaged, It is therefore recommended that BOS should organise a High Level Statistics Gala Dinner, to be attended by the Cabinet members, the Senators as well as Development partners and leaders of the private sector. At that forum, BOS to share high-level National Statistics and the Theme of the Day.

6.3.2 Multimedia Communication

Both mass media and small media (TV, radio, billboards, print, newspapers, magazines, SMS, social media, website, internet-based platforms) are to be used to build awareness, increase statistical literacy and knowledge and evoke interest amongst Basotho to demand and use BOS statistical data.

The following session highlights the strategic ways of enhancing the use of different media channels for the benefit of BOS re-profiling and sharing of information:

Television - Lesotho's only TV station, Lesotho Television, is accessible throughout the country through DSTV. There is a very small percentage of people who access the channel though aerials. Connecting through aerials limits access only to urban areas up to the urban Mohale's Hoek district in the South of the country and only up to Leribe in the North. Moreover, Lesotho television broadcast local content for a few hours. Most people watch South African channels much more than they do the local TV station. That means using television to send messages cannot be sufficient and may need to be complimented by other communication channels. However,

The following are some of the strategies to be used to ensure that BOS benefits from the television channel:

◆ BOS should always have streaming messages on the screen during the reading of news and share snippets of national statistics in both English and Sesotho.
◆ After news, BOS should have a short written message sharing snippets of national statistics that can hold on the screen for about five seconds.
◆ BOS to use community calendar to share upcoming surveys and report releases
◆ BOS should have a standing programme at least once a week to share information about its work, achievements and plans, named "Know Your Statistics".
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Radio – Lesotho has three types of radio stations; namely: (i) Public/Government Radio Station (Radio Lesotho and Ultimate FM); (ii) Commercial Radio Stations (PC FM, Harvest FM, MoAfrica FM, Tsenolo FM, Molisa Ea Molemo, MXXL FM, 357FM, Voice of God FM); Community Radio Stations (Jesu Ke Karabo FM, Mofumahali Maria FM, Evangeli Lesotho Radio, Mafeteng Radio, Thaba-Tseka Radio). Among all of them, Radio Lesotho has the widest coverage of over 98% of the country. Second

to Radio Lesotho is MoAfrica FM with about 70% coverage. It is not yet established how much the coverage is for Molisa Ea Molemo, but it is widely listened to, even in the rural areas. The other radio stations broadcast within a very limited radius of their locations. The classification of radio stations by coverage should guide BOS in selecting the right radio station for different messages to be sent out. The other stations can be used for urban audiences of the selected areas where relevant.

The following are some of the radio communication strategies than can give BOS the best communication returns:
◆ BOS should issue a media release frequently, to share information regarding ongoing surveys and reports published. This will strategically form an agenda for radio programmes, including news.
◆ The News Release should have a standard template that contain a paragraph on the profile of BOS so that the media can quote it and raise awareness about the organization.
◆ Where possible, BOS should take advantage of free programmes from Government Radio stations for a standing programme named "Know Your Statistics" weekly to share relevant information with stakeholders. On selected days, such programmes can be phone-in programmes to allow feedback.

Print Media (Mass Media and Small Media) - Printed communication products have a lasting lifetime compared to messages that are sent through other channels including radio and television. They can be archived as reference for future use. The printed material range from newspaper advertorials, brochures, flyers, newsletters, posters, booklets, etc. BOS should be smart in selecting the type of printed material that will address its communication objective. It should be careful to get the attention of the intended audience as most people no longer read printed material. Mostly, reading information electronically has overtaken paper. To catch people's attention with paper requires smart mechanisms.

The following are the strategies that can be used to enhance the communication benefits of printed material:

◆ Use small and catchy messages, which at times can be accompanied by pictures, as opposed to long wordy texts. It is therefore recommended that short and informative printed material be developed to share information about BOS.
◆ **Sesotho Advertorials through Sesotho Newspapers for rural communities** – BOS should buy a space in a newspaper to place an advertorial. Advertorial is a piece of information an organization wants to publish to sell the organization's profile or share some great

news. Feedback from stakeholder revealed that most people do not read mainstream newspapers generally. Among the communities, a few who read prefer Sesotho newspapers such as Moeletsi oa Basotho, Leselinyana la Sechaba and Mosotho. BOS should write advertorials in Sesotho and disseminate them through the Sesotho newspapers.

◆ **Advertorials through English newspapers** – For messages that are meant for urban literate stakeholders, BOS should use the four top-read newspapers, being; Public Eye, Lesotho Times, the Post and Informative Newspaper.

◆ **Brochures** – BOS should develop a short brochure or booklet that gives a summary of official statistics, named "Did You Know". This should be a very short publication printed into a small z-brochure/booklet with all key indicators of the country. It should be written in simple language that people can easily relate with. The same booklet should also be in Sesotho. An example of a simple language can be - change "Child Mortality Rate" to "number of children's deaths". The name of this publication will surely catch people's attention. This is the title that will make people curious to find out what is contained in the document.

◆ **Wall Calendars** – For communities, what is singled-out as being an effective communication material is a wall calendar that gets to be hanged on the walls of people's homes. The publication will be used to share the mandate of BOS and key national indicators. The design should use local pictures that people can relate to and have several messages on BOS and its mandate as well as national statistics. People treasure wall calendars and use them as wall décor items. It is recommended that they be printed in colour, showing photos that communities can relate with and be presented with short messages in English and Sesotho.

◆ **Booklets of District Profiles** - BOS should develop a publication that will have statistical profiles of the 10 districts of Lesotho. These will then be shared with all stakeholders. They will be in Sesotho and English.

▶ **Short Message Service (SMS)** - this is an economical way of communicating instantly with wider members of the society – all people with cell phones. During situation analysis, it was discovered that both local telecommunication networks; Vodacom and Econet have almost similar coverage throughout the country. Using both networks, the SMS can be entailed on the call back option and it will take only 24 hours for a client's message to reach intended beneficiaries.

The following is the key strategies to be used to communicate through this forum:

◆ Messages on major reports being published - BOS should share information when analysis is finalised and ready to be shared. Information to be shared can be major statistical findings and the announcement of feedback sessions as well.

◆ Messages about big surveys – BOS should ensure that information about key events is shared through this platform because it covers the whole country's populations (Census, Household Survey, etc.).

▶ **Website** – BOS has a website hosted separately from the Government one. BOS website contains information about the organization and the different publications it compiles.

The following are strategies that will make the website a more effective communication tool:

◆ Share more information on the website, particularly the reports. Try and mirror information on the Portal and ensure it has more information.

◆ Simplify Statistics language and make it very simple. Release report summaries on website immediately after release

◆ Include a link of "what's new on home page to share information of upcoming events including surveys and launch of new projects.

◆ Update Release Calendar regularly on the website so that people can check the release dates of the reports.

◆ Use the website to link internal "Info email" where people can request information and ensure timely response.

◆ Share a short procedure on the website regarding processes that need to be followed in undertaking independent surveys.

▶ **Social Media** –In this day and age when print media has been overtaken by electronic media, BOS cannot ignore the power of social media. It is regarded as the most used channel of communication, especially among the youth. BOS already has a Facebook Page and should be updated regularly.

The following are the strategies recommended for maximum use of social media communication:

◆ **Facebook** – BOS should engage a specialising Company that focuses on updating the Facebook Page and responding to public questions and suggestions. The Facebook is to be used to share current information on the work that BOS is doing

and some if its achievements. The organization has to share information about the field work activities and what the objective of the studies undertaken. Through Facebook, the Organization website link will be created so that people can be directed to more information.

◆ **Social Media Campaigns** -Run campaigns on different topics of national statistics and SDG to create awareness and debate on issues of sustainable development.

◆ **Linked-In** – BOS to have presence on LinkedIn. This is a platform seen as a more professional and formal social media where BOS can interact with stakeholders and share snippets of national statistics where relevant

◆ **Survey Bulletin** –Create a link named Survey Bulletin where BOS can share survey plans and release calendar showing clear objectives of such studies ahead of time.

◆ **Snapshot Data** –Improve the content of the Snapshot data on the website and ensure that it contains basic data and is on Homepage.

6.4 Strategies for Stakeholder Engagement

It is important that BOS acts strategically to address different needs of its stakeholders so that it can achieve its mandate through the support and participation of its different stakeholders. The following strategies are meant to improve BOS image and relations with its key stakeholders, who will advance its mandate.

6.4.1. Engaging the Media

Media is one of the most important channel of communication that BOS relies on to advance its mandate of raising awareness about its role and the work it does in the country. Through reviewing news and other media reports, it is evident that most journalists and media personnel do not use statistics in their analysis and sometimes they use wrong figures. This section focuses of strategies that will be used to support the media to deliver on their watchdog function effectively.

The following are some of the strategies that BOS will implement to address the media needs:

◆ **Media Training** – BOS should design a programme that will be used to educate the media about the importance of the National Statistical System, the BOS mandate as well as development frameworks.. The trainings should be carried out annually over a period of six months and grant recognised certificates upon completion. This can be done in partnership

with National University's programme of Mass Media offered at the Institute of Extra Mural Studies or any other relevant university in Africa.

◆ **Media Awards** – Introduce awards to recognise excellent and evidence-based reporting on SDGs and other development frameworks.

◆ **Quarterly Media Conferences** - Issue a calendar of scheduled quarterly media conference where BOS can share the latest activities and achievements, as well as upcoming surveys and released reports. This way media will be fully informed about the work of BOS.

◆ Outreach to Editors – Schedule breakfast sessions with editors of all media houses to share all the plans regarding media to get their buy in and support as they are the decision-makers in their institutions.

◆ Media Releases - For the other sector of the society, press releases will be shared with all media houses to share news from time to time.

◆ Sustainable Development Media Kit - BOS should develop Sustainable Development Media Kit to help media to report development issues appropriately and be able to play the watchdog role of monitoring development progress in this country.

6.4.2 Engaging the Civil Society

This is a group that undertakes many researches and surveys to support their programming needs for evidence based monitoring and evaluation.

The following are strategies to engage them and keep them informed about the work of BOS

◆ Stakeholder Subscriptions for information - Request stakeholders to subscribe to an online bulletin that shares statistical information of BOS. The newsletter will then be send only to the subscribers.

◆ Accommodating disabilities - Ensure that reports are uploaded in pdf format to accommodate visually impaired stakeholders

◆ Survey Manuals - Develop a short manual for undertaking surveys and sell it as a printed hard copy to civil society organizations.

6.4.3. Engaging Development Partners

Development Partners represent part of the stakeholders who need to have reliable data for their programming and reporting. They need to have an excellent working relationship with BOS to be able to achieve their goals.

The following are the strategies to be used to improve the relationship of BOS and Development Partners:

- ◆ **Aid Coordination Forum platform** - BOS to share information to the AID Coordination Forum that is usually housed within the Ministry of Development Planning. Need to have slots in the meetings to share information on upcoming surveys, reports, projects and snippets of statistics.
- ◆ **Investment Committee forum** - Use sectoral Investment Committee to share information as well.
- ◆ **Help Desk** - Share the name of contact person for ad hoc data requests.
- ◆ **Online Statistics Bulletin** - Request development partners to subscribe to Statistics Bulletin and share with the subscribers.
- ◆ **Share information through the UNDAF** - request a slot in the UNDAF meetings to share information through the already established setup.

6.4.4 Engaging academic Institutions

The Academic institutions need data for the researches and debates, which is part of their culture. It is therefore important that BOS targets the institutions and engage them in a way that will improve the relations. BOS needs to take into consideration the following:

- ▶ **BOS Corner libraries** - Have BOS corner in respective libraries for different academic institutions
- ▶ **Students awards** - Give awards to best students in Statistics at NUL
- ▶ **High School curriculum** - Find a way of advocating for inclusion of statistics in the curriculum of high schools.
- ▶ **Students Statistics Club** - Request students to form Statistics Club and engage the club through scheduled meetings to share information on upcoming surveys and released reports
- ▶ **Students Desk** - Dedicate an officer who will be a contact

person within BOS who sits on students desk to provide information promptly.

- ▶ **Students intern jobs** - Engage students to develop an Application to get statistics by location
- ▶ **Students Intern Jobs** – Engage students on intern jobs and use the resources to push backlogs. For example, use students to assist BOS to do electronic filing for sustainability of documents and ensure that all reports are filed.

6.4.5 Engaging the Government Ministries

- ▶ **Share Information with Inter-ministerial Committee** – Share information through their scheduled meetings.
- ▶ **NSDP Coordination Committee** - Outreach to coordination committee for NSDP and share information on BOS mandate and functions
- ▶ Have an information sharing **mailing list** where Government Officers can sign-up to receive updates – similar to CPI data on WFP received by signed members.

6.4.6 Improving the image of BOS

- ▶ **Improved Corporate Identity** – BOS to design all material that will improve its visibility and corporate identity. These include wall b banners, tea drop banners, business cards, car stickers, pull up banners, office signages, wall banners and corporate clothing.

6.5. Media Channel and Stakeholder Matching

The following Table shows the Advantages and Disadvantages of media channels and their suitability for relevant audiences.

Media Channels	Advantages	Disadvantages	Relevant Audience
Television	Messages are enhanced by visuals	There is only one television station in the country broadcasting for a few hours per day. It is accessible throughout the country through DSTV. Through an aerial, it reaches up to Mohale's Hoek in the South of the country and up to Leribe in the North.	People who live in the urban and peri-urban areas with access to electricity.
Radio 1. Government Radio Stations: Radio Lesotho and Ultimate Radio). 2. Commercial Radio Stations: MoAfrika FM, Molisa e Molemo FM, PC FM, Harvest FM, TK FM, Tsenolo Fm; MXXL Radio and Molisa ea Molemo 3. Community Radio Stations: Catholic Radio Jesu Ke Karabo fm; Mafeteng Community Radio Station	Radio Lesotho is a national broadcaster and provides coverage of almost 98%. It is followed by a commercial radio station, Moafrika with 70% coverage. Ultimate Fm, a national radio station targeted for the youth has 60% coverage. The other radio commercial and community stations like PC FM, TK FM, Jesu ke Karabo and Mofumahali Maria reach stand around 30% and is mostly accessible in Maseru. Mafeteng Community Radio Station is still accessed only around the town. There are only two radio stations that have access of over 80%; being Radio Lesotho and MoAfrica FM.	The radio that is accessible to 98% of the country is mostly listened to by the people who live in the rural areas of Lesotho. People who live in Maseru have more options of radio stations and tend to listen to other radio stations. In using radio stations, it is important to consider using the key ones under each category (national/public, commercial, community).	Rural communities for Radio Lesotho (Radio Lesotho and MoAfrika FM). Use of popular commercial radio stations for people who live in Maseru and the urban areas of Berea and Mafeteng (Molisa ea Molemo, Tsenolo FM, Harvest FM, PC FM) and one community radio station (Mofumahali Maria Radio).
Print Media: Government Newspapers: Lentsoe la Basotho/Lesotho Today Commercial Newspapers: Informative, Lesotho Times, Public Eye[1] ; The Post, Community Newspapers: Moeletsi oa Basotho, Leselinyana la Lesotho	The written messages can easily be kept for future reference. Lesotho is one of the countries with the highest literacy (82%) . Using newspapers to circulate messages is highly beneficial to those who can read and write. The two community newspapers are written in Sesotho and can reach even people who do not understand English language.	Newspapers that are widely circulated are written in English. The Sesotho newspapers are circulated in Maseru and other urban towns due to financial constraints. Sesotho newspapers are also available for targeting stakeholders who cannot read English.	Use Public Eye and Lesotho Times when targeting audiences who can read English language, especially those who live in urban centers. Sesotho newspapers; Moeletsi oa Basotho, Lentsoe La Basotho and Mosotho can be used to communicate to audiences in the rural areas of Lesotho.
Internet: Website, social networks, e-mails, etc.	Disseminating messages through the internet is highly beneficial in this era when people can access messages through their cell phones. BOS website needs to be updated with current information and be revamped to make is more user-friendly. BOS needs to improve its presence on social media to capture young people who like this communication platform.	Most people in Lesotho do not have access to computers. A few who have computers have a limited access to internet. However, most own cell phones. Using web-based approaches of communicating statistical issues need to be aligned with the fact that most people will use their phones to access such messages.	Stakeholders throughout the country who own cell phones and those residing outside the country. Local audiences, especially young people in the urban centers of the country are also targeted with web0based messages.
Internal Publications: Brochures, leaflets, booklets, posters, etc.	These documents can be kept for future reference. If written in simple language, in both English and Sesotho languages, they can reach and raise awareness about the Projects.	Limited access – due to financial constraints; it is sometime difficult to print enough publications to be circulated to all stakeholders. Disseminating messages through publications can therefore be limiting.	These documents can be written in a simple format and language appropriate for the target audience. They can be used for all stakeholders.

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[1]According to MISA Lesotho, Lesotho Times Newspaper and Public Eye Newspaper are circulated throughout the country and in some areas of South Africa.

Media Channel and Stakeholder Matching . Monitoring and Evaluation (M&E) Framework

Media Channels	Advantages	Disadvantages	Relevant Audience
Use of Short Message Service (SMS): Using sms through Vodacom and Telecom Lesotho	Using sms is helpful for transmitting very targeted and short messages to a number of people. Transmission of SMS can be broadcast to target a certain geographic area, just as much as it can target the subscribers of a certain networks, depending on the preference of the client who can choose either of the two service providers. SMS messages are precise and can reach a lot of people, given the rate at which Basotho, even in the remotest of places, possess cellular phones.	Some areas do not have network coverage. Some targeted stakeholders may not have cell phones.	For members of the community. However, sms carried a very short message and can be appropriate for disseminating announcements or persuasion messages.
Social Media	Social Media is the most popular way of sharing information in Lesotho with Facebook leading in fellowship and subscription. It shares information instantly and freely and yet it has a huge impact of reaching multiple stakeholders at the same time.	It is costly to access information on social media. One needs to load date bundles to be able to access the information. As a result, some people are not able to access internet completely due to lack of money for data. Social media is perceived to be for younger people. It is important that messages are constructed with that in mind. Social media information is not regarded as formal. It will be difficult for stakeholders to quote information they received on Facebook. It is seen as informal. It is therefore important that BOS augments information they share on Facebook with the more credible one on other platforms such as website and written documents. Social media platforms need to be manned and be updated timeously. Otherwise people lose confidence in them and do not trust the page as a reliable source of information.	Younger People People from the urban areas Literate people who have buying power to have internet

7. Monitoring and Evaluation (M&E) Framework

It is important to check periodically whether the objectives set within the Communications, Advocacy and Dissemination Strategy are being achieved. Monitoring and evaluation is about measuring the results of communications so that necessary adjustments can be made to the strategy during implementation process. The Following is a table indicating how implementation of the Strategy and Plan will be monitored and evaluated.

MONITORING AND EVALUATION FRAMEWORK FOR THE COMMUNICATION AND DISSEMINATION STRATEGY					
Objective	Activities	Sub-Activities	Inputs	Timeframe	Success Indicators
Enhance the Profile of BOS and restore stakeholders' confidence	**Enhance the public relations role within BOS by ensuring that BOS is visible and present in all the development forums**	Participate in external events - e.g. Population Day celebration, AIDS Day, and other important International Days and always issue a statement with relevant statistics and publicize on website.	Press releases and Transport	Within June 2019 – June 2020	Shared Press releases for all International Days, Relevant statistics shared on website
		Conduct special radio Programmes (on different radio stations) to disseminate statistics of the Day being celebrated	Radio Programme Scripts	Within June 2019 – June 2020	Number of Radio Programmes based on Days being celebrated
		Conduct special TV Programmes to disseminate statistics of the Day being celebrated	TV Scripts	Within June 2019 – June 2020	Record of the TV programmes aired based on Days being celebrated
	Partner with the media to profile BOS	Hold Training Sessions for the media - "Statistics for Sustainable Development Course" that issues certificates	Venue, Stationery, Training Manual, Media Training Kits Stationery and Tools	Within June 2019 – June 2020	Graduations for media personnel within 4 months
		Profiling Event – Graduations: Raise profile through graduation of the first class (Max 30 people)	Venue, certificates, media kits, refreshments	Within June 2019 – June 2020	Graduation Ceremony for journalists
		Hold Media Awards Ceremony	Incentives for Adjudication Panel, Trophies for the best Journalist, Venue, refreshments, entertainment	Within 24 months from June 2019	Awards awarded
		Hold Quarterly News Conferences	Venue, Media Advise, refreshments	Within June 2019 – June 2020	4 News Releases and 4 News Conferences p/a
		Hold an Outreach Breakfast Programme with Editors	Venue, Breakfast	Within June 2019 – June 2020	One Breakfast Meeting per year
		Develop and Print a Sustainable Development Media Kit	Graphic Designer, Printing	Within June 2019 – June 2020	100 copies of Media Kit printed and distributed to journalists
	Enhance Corporate Identity of BOS	Design and print corporate identity material - Banners, Business Cards, Office Signage; Car Branding and corporate Clothing	Graphic Designer, Printing	Within June 2019 – June 2021	Wall Banner, Pull Up banners, Tear Drop Banners, Sign Posts for offices in Maseru and in the districts

Monitoring and Evaluation (M&E) Framework

MONITORING AND EVALUATION FRAMEWORK FOR THE COMMUNICATION AND DISSEMINATION STRATEGY					
Objective	**Activities**	**Sub-Activities**	**Inputs**	**Timeframe**	**Success Indicators**
Enhance the Profile of BOS and restore stakehold-ers' confidence	**Improve accessibility in office**	Produce gazebos with BOS messages	Messages, Photos, Graphic Designer, Printing	Within June 2019 – June 2021	2 gazebos bearing English and Sesotho messages
		Produce branded T-shirts with BOS messages	T-shirts, messages, logo, printing/em-broidery	Within June 2019 – June 2021	Branded T-shirts produced
		Produce branded Caps with mes-sages	Caps, messages, logo, printing/em-broidery	Within June 2019 – June 2021	Branded Caps produced and distributed
		Produce Branded Body Warmers with BOS Messages and Logo	Internal Committee	Within June 2019 – June 2021	Survey Manual in Place and published on the website.
		Open a Help Desk (To also focus on helping students) with a dedicated receptionist who only answers phone calls and attends to visitors	Receptionist, Functioning landline telephone, Fur-niture and Stationary	Within June 2019 – June 2021	A manned reception with monthly reports
	Improve presence and accessibility on online platforms including social media	Improve the BOS website and publish Survey Bulletin, Snapshot Data and Data for Sustainable Development Project Fact Sheet	Survey Bulletin, Snap-shot Data and Project Fact Sheet	Within June 2019 – June 2021	All documents on the web-site and easily accessible
		Engage a Communications Company to manage social media platforms (on Facebook, Twitter and Linked-In).	Consulting Company	Within June 2019 – June 2021	Monthly reports on the number of page Visitors, Issues discussed, Number of likes, etc.

MONITORING AND EVALUATION FRAMEWORK FOR THE COMMUNICATION AND DISSEMINATION STRATEGY					
Objective	**Activities**	**Sub-Activities**	**Inputs**	**Timeframe**	**Success Indicators**
Improve Stake-holders' literacy and knowledge about the Na-tional Statistical System and BOS' roles and respon-sibilities by raising awareness about its mandate, pro-cesses, activities and its products and creating plat-forms for two-way communication for feedback.	**Improve Stakeholder Engagement for reputation and image**	Develop and online news Bulletin that will be shared with subscribing stakeholders	Graphic Designer, News Writer/Compil-er & Photographer	Within June 2019 – June 2021	Monthly Bulletin and Num-ber of Subscribers
		Upload PDF Reports on website to accommodate visually impaired	Student Interns, fur-niture, computers	Within June 2019 – June 2021	All reports are uploaded onto the website in PDF format.
		Develop Short Survey Manuals to guide institutions on the procedure and publish it on the website	Internal Commit-tee, workshop and stationary	Within June 2019 – June 2021	Survey Manual in Place and published on the website.
		Use existing forums to share infor-mation and reports with develop-ment partners and Government (e.g. Aid Coordination, Sectoral Invest-ment Forum, UNDAF, Inter-ministeri-al Committee and NSDP Coordination Committee)	Standard Power Point Presentation	Within June 2019 – June 2021	Number of meetings at-tended, and presentations made
		Open Corner Libraries at Tertiary Institutions on Statistical Reports and Data	Printed Reports	Within June 2019 – June 2021	Number of students using the corner libraries
		Establish Students Statistics Clubs as a networking forum for students interested in statistics	Outreach Meeting venues and refresh-ments	Within June 2019 – June 2021	A register of student clubs established and minutes of their meetings

MONITORING AND EVALUATION FRAMEWORK FOR THE COMMUNICATION AND DISSEMINATION STRATEGY

Objective	Activities	Sub-Activities	Inputs	Timeframe	Success Indicators
Improve Stakeholders' literacy and knowledge about the National Statistical System and BOS' roles and responsibilities by raising awareness about its mandate, processes, activities and its products and creating platforms for two-way communication for feedback.	Use Mass Media to raise awareness about BOS	Conduct special radio Programmes named "Know Your Statistics" on free Radio Lesotho and other Radio Stations to disseminate messages about Statistics, Surveys and special events of BOS	Radio Scripts, radio slots	Monthly Within June 2019 – June 2021	4 radio programmes a month
		Conduct special television Programmes named "Know Your Statistics" on free slots of TV Lesotho and TV Calendar and Promotion on TV News to disseminate messages about Statistics, Surveys and special events of BOS	Scripts, Slots on TV Lesotho	Quarterly, Within June 2019 – June 2021	12 TV Programmes per Year; Weekly Message after TV News, Messages on Community Calendar on relevant Surveys
		Disseminate messages through advertorials on selected newspapers on different Topics of Statistics	Advertising Space on several newspapers	Half yearly Within June 2019 – June 2021	4 advertorial articles
		Disseminate messages through selected newspapers inserts	Space on several newspapers	Quarterly Within June 2019 – June 2021	2 inserts per year
		Use Short Message Service (SMS) of mobile phones to share information about upcoming surveys and released reports via sms on 2 platforms of Vodacom and Econet	At least 4 sms per annum	Annually Within June 2019 – June 2021	4 sms messages per annum
	Use various interpersonal strategies to raise awareness about BOS to different stakeholders and to get feedback on BOS products	Shedule Quarterly Meetings/Workshops with Data Producers to agree on tools and M&E Models and draw a calendar together	Venue, Refreshments	Within June 2019 – June 2021	4 Meetings per annum held and reports prepared
		Hold Public Gatherings to raise awareness among communities regarding upcoming statistical event and feedback on surveys.	Transport, perdiem	Every November starting from period within June 2019 – June 2021	at least 4 public gatherings per annum
		Celebrate Africa Statistics Day in all Districts - Community Commemoration including schools	Transport, refreshments	Every November starting from period within June 2019 – June 2021	10 district events with reports and photos
		Hold Africa Statistics Day Gala Dinner with Top Most Senior Gov. Officials and Development Partners	Venue, refreshments, presentations, Promotions	Every November starting from period within June 2019 – June 2021	1 Gala Dinner with a full report and photos
		Hold an Annual Statistics Event (Symposium/Road Show/Conference	Venue, refreshments, presentations, Promotions	Every November starting from period within June 2019 – June 2021	1 Big Corporate Event per annum

MONITORING AND EVALUATION FRAMEWORK FOR THE COMMUNICATION AND DISSEMINATION STRATEGY					
Objective	Activities	Sub-Activities	Inputs	Timeframe	Success Indicators
To enhance com-munication with internal stake-holders	Use internal media platforms to share information with employees and other internal stakeholders	Develop intranet as a communicating tool to share internal information	Information sources	Within June 2019 – June 2021	Intranet up and running
		Produce Internal New Bulletin to share internal news	Messages, News Writer, graphic designer	Within June 2019 – June 2021	12 issues of the bulletin per annum
		Produce internal Online manual for statisticians on NSS	Graphic Designer, Messages, photos	Within June 2019 – June 2021	Employees Manual on NSS
	Use various interpersonal strategies to engage internal stakeholders	Hold Quarterly meetings with all staff to share information on all sections of Statistics	Meeting Venue, Refreshments	Within June 2019 – June 2021	4 Meetings per annum and reports
		Organise Refresher Trainings for staff mixed with team building activities once a year	Venue, Team Building Props, Refreshments	Within June 2019 – June 2021	1 Refresher Training per Annum
	Use Emails Effectively for Internal Communications	Host emails on internal server to en-able internal communications	Email Server, domain	Within June 2019 – June 2021	Internal email domain up and groups
	Improve telecommunication for effective communication	Ensure all offices have telephones with teleconfencing facility	Telephone sets	Within June 2019 – June 2021	All Offices have working telephones

8. Communication and Dissemination Strategy Plan and Budget

Objective	Activities	Sub-Activities	Inputs	Time Frame	Success Indicators	Budget in Maloti
	Enhance the public relations role within BOS by ensuring that BOS is visible and present in all the development forums	Participate in external events - e.g. Population Day celebration, AIDS Day, and other important Internal Days and always provide issue a statement with relevant statistics and publicise on website.	Press releases and Transport	Within June 2019 – June 2021	Press releases for all International Days	0,00
		Conduct special radio Programmes (on different radio stations) to disseminate statistics of the Day being celebrated	Programme Scripts	Within June 2019 – June 2021	Number of Radio Programmes based on Days being celebrated	100,000.00
		Conduct special TV Programmes to disseminate statistics of the Day being celebrated	TV Scripts	Within June 2019 – June 2021	Number of TV programmes based on Days being celebrated	100,000.00
	Partner with the media to profile BOS	Hold Training Sessions for the media - "Statistics for Sustainable Development Course" that issues certificates	Venue	Within June 2019 – June 2021	Graduations for media personnel within 4 months	5,000.00
1.Enhance the Profile of BOS and restore stakeholders' confidence	Enhance Corporate Identity of BOS		Refreshments			48,000.00
			Stationery and Tools			6,000.00
		Profiling Event - Graduations	Venue	Within June 2019 – June 2021	Graduation Ceremony for journalists	9,000.00
		Raise profile through graduation of the first class (Max 30 people)	Certificates			3,000.00
			Refreshments			9,000.00
		Hold Media Awards Ceremony	Incentives for Adjudication Panel	Within June 2019 – June 2021		20,000.00
			Awards for Best Journalists			30,000.00
			Venue			1,000.00
			Refreshments			9,000.00
			Entertainment			4,000.00
		Hold Quarterly News Conferences	Venue	Within June 2019 – June 2021	4 News Releases and 4 News Conferences p/a	
			Media Advise	1 per quarter Within June 2019 – June 2021		2,000.00
			Refreshments			
		Hold an Outreach Breakfast Programme with Editors	Venue	Once a year Within June 2019 – June 2021	One Breakfast Meeting per year	2,000.00
			Refreshments			3,000.00
		Develop and Print a Sustainable Development Media Kit	Graphic Designer	Within June 2019 – June 2021	100 copies of Media Kit printed and distributed to journalists	10,000.00
			Printing 100 copies			20,000.00
		Design and print corporate identity material - Banners, Business Cards, Office Signage; Car Branding and corporate Clothing	Design and Print Banners and Business Cards, Signage	Within June 2019 – June 2021	Wall Banner, Pull Up banners, Tear Drop Banners, Sign Posts for offices in Maseru and in the districts	100,000.00

Communication and Dissemination Strategy Plan and Budget

Objective	Activities	Sub-Activities	Inputs	Time Frame	Success Indicators	Budget in Maloti
1.Enhance the Profile of BOS and restore stakeholders' confidence	Enhance Corporate Identity of BOS	Produce gazebos with BOS messages	Messages	Within June 2019 – June 2021	2 gazebos bearing English and Sesotho messages	40, 000.00
			Photos			
			designer			
			printer			
		Produce branded T-shirts with BOS messages	T-shirts	Within June 2019 – June 2021	5000 T-shirts	75000,00
			Messages			
			Logo			
		Produce branded Caps with messages	Caps	Within June 2019 – June 2021	5000 caps	40000,00
			Messages			
			Logo			
		Produce Branded Body Warmers with BS Messages and Logo	Messages, embroidery and Body Warmers	Within June 2019 – June 2021	300 body warmers branded	90,000.00
			Messages			
	Improve accessibility in office	Open a Help Desk (To also focus on helping students) with a dedicated receptionist who only answers phone calls and attends to visitors	Receptionist	Within June 2019 – June 2021	A manned reception with monthly reports	0,00
			Functioning landline telephone			50,000.00
			Furniture and Stationary			0,00
	Improve presence and accessibility on online platforms including social media	Improve the BOS website and publish Survey Bulletin, Snapshot Data and Data for Sustainable Development Project Fact Sheet	Survey Bulletin, Snapshot Data and Project Fact Sheet	Within June 2019 – June 2021	All documents on the website and easily accessible	0,00
		Engage a Communications Company to manage social media platforms (on Facebook, Twitter and Linked-In).	Consulting Company	Within June 2019 – June 2021	Monthly reports on the number of page Visitors, Issues discussed, Number of likes, etc.	360,000.00
					SUBTOTAL	**1,217,930.00**

Objective	Activities	Sub-Activities	Inputs	Time Frame	Success Indicators	Budget in Maloti
2. Improve Stakeholders' literacy and knowledge about the National Statistical System and BOS' roles and responsibilities by raising awareness about its mandate, processes, activities and its products and creating platforms for two-way communication for feedback.	Improve Stakeholder Engagement for reputation and image	Develop and online news Bulletin that will be shared with subscribing stakeholders	Graphic Designer	Within June 2019 – June 2021		60,000.00
			News Writer/ Compiler & Photographer & Graphic Designer	Within June 2019 – June 2021	Monthly Bulletin and Number of Subscribers	70,000.00
		Upload PDF Reports on website to accommodate visually impaired	Student Interns	Within June 2019 – June 2021	All reports are uploaded onto the website in PDF format.	120,000.00
		Develop Short Survey Manuals to guide institutions on the procedure and publish it on the website	Internal Committee	Within June 2019 – June 2021	Survey Manual in Place and published on the website.	40,000.00

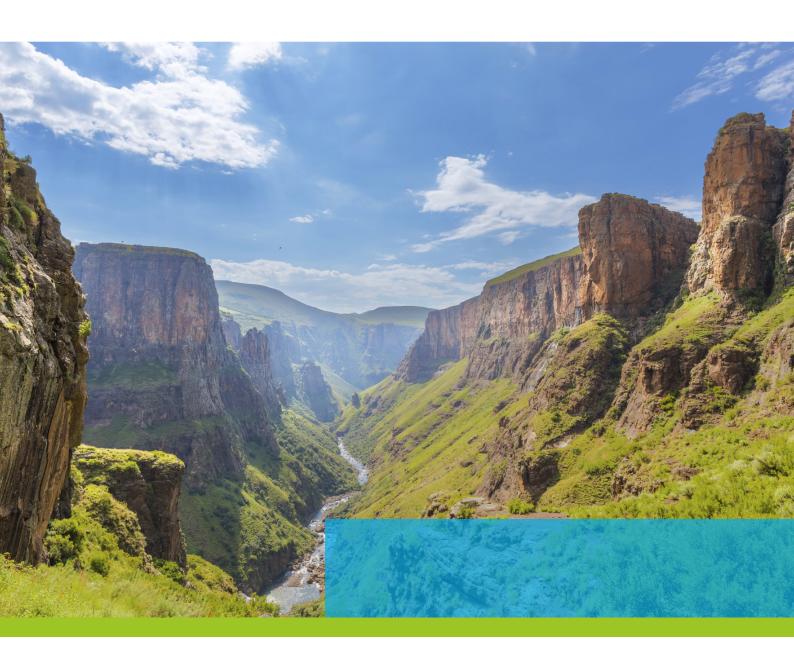| Objective	Activities	Sub-Activities	Inputs	Time Frame	Success Indicators	Budget in Maloti
2. Improve Stakeholders' literacy and knowledge about the National Statistical System and BOS' roles and responsibilities by raising awareness about its mandate, processes, activities and its products and creating platforms for two-way communication for feedback.		Develop Short Survey Manuals to guide institutions on the procedure and publish it on the website	Internal Committee	Within June 2019 – June 2021	Survey Manual in Place and published on the website.	40,000.00
		Use existing forums to share information and reports with development partners and Government (e.g. Aid Coordination, Sectoral Investment Forum, UNDAF, Inter-ministerial Committee and NSDP Coordination Committee)	Standard Power Point Presentation	Within June 2019 – June 2021	Number of meetings attended, and presentations made	0,00
		Open Corner Libraries at Tertiary Institutions on Statistical Reports and Data	Printed Reports	Within June 2019 – June 2021	Number of students using the corner libraries	50,000.00
		Establish Students Statistics Clubs as a networking forum for students interested in statistics	Outreach Meeting venues and refreshments	Within June 2019 – June 2021	A register of student clubs established	50,000.00
	Use Mass Media to raise awareness about BOS	Conduct special radio Programmes named "Know Your Statistics" on free Radio Lesotho and other Radio Stations to disseminate messages about Statistics, Surveys and special events of BOS	Radio Scripts	Once Weekly starting from period Within June 2019 – June 2021	4 radio programmes a month	100,000.00
		Conduct special television Programmes named "Know Your Statistics" on free slots of TV Lesotho and TV Calendar and Promotion on TV News to disseminate messages about Statistics, Surveys and special events of BOS	Slots on TV Lesotho	Within June 2019 – June 2021	12 TV Programmes per Year; Weekly Message after TV News, Messages on Community Calendar on relevant Surveys	100,000.00
		Disseminate messages through advertorials on selected newspapers on different Topics of Statistics	Space on several newspapers	Quarterly, Within June 2019 – June 2021	4 advertorial articles	40,000.00
		Disseminate messages through selected newspapers inserts	Space on several newspapers	Half yearly, Within June 2019 – June 2021	2 inserts per year	20,000.00
		Use Short Message Service (SMS) of mobile phones to share information about upcoming surveys and released reports via sms on 2 platforms of Vodacom and Econet	At least 4 sms per annum	Quarterly, Within June 2019 – June 2021	4 sms messages per annum	150,000.00
		Produce Annual Wall Calendars	Graphic Designer, Messages& Photos and Printing	Within June 2019 – June 2021	10000 copies of calendars distributed in all the districts	150,000.00
	Produce Information, Educational and Communications Materials to raise awareness about BOS	Produce Information Brochures in Sesotho and English on National Statistics, named "Did You Know"	Graphic Designer, Messages& Photos and Printing	Within June 2019 – June 2021	10,000 copies distributed to all districts	100,000.00
		Produce Statistical Booklets showing the profile of the districts - Named "Lesotho District Profiles" in English and Sesotho	Graphic Designer, Messages& Photos and Printing	Within June 2019 – June 2021	10000 copies of distributed in all the districts	150,000.00
		Produce Year Book	Graphic Designer, Messages& Photos and Printing	Within June 2019 – June 2021	400 copies printed and distributed	90,000.00

Communication and Dissemination Strategy Plan and Budget

Objective	Activities	Sub-Activities	Inputs	Time Frame	Success Indicators	Budget in Maloti
2. Improve Stakeholders' literacy and knowledge about the National Statistical System and BOS' roles and responsibilities by raising awareness about its mandate, processes, activities and its products and creating platforms for two-way communication for feedback.	Use various interpersonal strategies to raise awareness about BOS to different stakeholders	Schedule Quarterly Meetings/Workshops with Data Producers to agree on tools and M&E Models and draw a calendar together	Venue, Refreshments	Quarterly Within June 2019 – June 2021	4 Meetings per annum and reports	40,000.00
		Hold Public Gatherings to raise awareness among communities regarding upcoming statistical event and feedback on surveys.	Transport, perdiem	Annually Starting from June 2019	at least 4 public gatherings per annum	10,000.00
		Celebrate Africa Statistics Day in all Districts - Community Commemoration including schools	Transport, refreshments	Every November Within June 2019 – June 2021	10 district events with reports and photos	150,000.00
		Hold Africa Statistics Day Gala Dinner with Top Most Senior Gov. Officials and Development Partners	Venue, refreshments, presentations, Promotions	Every November Within June 2019 – June 2021	1 Gala Dinner with a full report and photos	40,000.00
		Hold an Annual Statistics Event (Symposium/Road Show/Conference	Venue, refreshments, presentations, Promotions	Every November Within June 2019 – June 2021	1 Big Corporate Event per annum	80,000.00
					SUBTOTAL	1,610,000.00

Objective	Activities	Sub-Activities	Inputs	Time Frame	Success Indicators	Budget in Maloti
To enhance communication with internal stakeholders	Use internal media platforms to share information with employees and other internal stakeholders	Develop intranet as a communicating tool to share internal information	Information sources	Within June 2019 – June 2021	Intranet up and running	150,000.00
		Produce Internal New Bulletin to share internal news	Messages, News Writer, graphic designer	Within June 2019 – June 2021	12 issues of the bulletin per annum	30,000.00
		Produce internal Online manual for statisticians on NSS	Graphic Designer, Messages, photos	Within June 2019 – June 2021	Employees Manual on NSS	30,000.00
	Use various interpersonal strategies to engage internal stakeholders	Hold Quarterly meetings with all staff to share information on all sections of Statistics	Meeting Venue, Refreshments	Within June 2019 – June 2021	4 Meetings per annum and reports	50,000.00
		Organise Refresher Trainings for staff mixed with team building activities once a year	Venue, Team Building Props, Refreshments	Within June 2019 – June 2021	1 Refresher Training per Annum	50,000.00
	Use Emails Effectively for Internal Communications	Host emails on internal server to enable internal communications	Email Server, domain	Within June 2019 – June 2021	Internal email domain up and groups	0,00
	Improve telecommunication for effective communication	Ensure all offices have telephones with teleconfencing facility	Telephone sets	Within June 2019 – June 2021	All Offices have working telephones	150,000.00
					SUBTOTAL	460,000.00
TOTAL BUDGET FOR THE COMMUNICATION, ADVOCACY AND DISSEMINATION STRATEGY				=		3,158,000.00

Low Hanging Fruits – Can be implemented in 2019	Short-term activities that can be implemented with 12 months	Long Term activities that require resource allocation (human and finance) and can be implemented within 24 months

NOTES

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