**UNECE High-level Group for the  
Modernisation of Official Statistics**

**Business Case for Strategic Communication Framework Project – Phase 2**

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| This business case was prepared by the Strategic Communication Framework Project members and is submitted to the HLG-MOS for their approval. |

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| **Type of Activity** | | | | |
|  | New project | |  | New activity |
|  | Extension of existing project | |  | Extension of existing activity |
| The project is an extension of the 2018 Strategic Communication Framework Project sponsored by the HLG-MOS. | | |  | |
| **Purpose** | | | | |
| The objective of the Strategic Communication Framework Project is to guide statistical offices in the development of a strategic approach to protect, enhance and promote the organization’s reputation and brand. Phase 2 of the Project will build on the experience and momentum gained in Phase 1 and will focus on developing a strategic approach to internal communications and stakeholder management/analysis in support of two priority topics for 2019 identified by HLG-MOS - Communicating our value and Setting the vision. It will also explore the experience of national statistical organizations in the development of government-wide data strategies in support of a third HLG priority – National Data Strategies. | | | | |
| **Description of the activity** | | | | |
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| Within the context of today’s ever-changing data environment, many statistical organizations are in the process of developing or reviewing their strategic objectives and their business models – leading to the articulation or a review of their mission and/or vision statements. More and more statistical organizations are involved in government-wide data strategy formulation. For statistical organizations to become strategic partners in the development of a national data strategy and for the successful development of a solid business model or the transition to a new business model, the vision must resonate with staff at all levels. For mission and vision statements to resonate with employees, staff need to be engaged.  Phase 2 of the Strategic Communication Framework Project will focus on the development of guidelines and strategic approaches to better engage staff so that they can become ambassadors of the organization with external partners and stakeholders; and the development of stakeholder engagement strategies. It will also explore statistical organization’s opportunities and involvement in the development of national data strategies.  The following work packages are proposed for the Project:  **Work Package 1 – Developing Stakeholder Engagement Management Strategies**  To succeed in the increasingly competitive data environment, statistical organizations must engage with the full range of their stakeholder community. To do so effectively, staff at all levels must understand and embrace the organization’s mission and vision. Staff must know with whom to engage and how to analyse the level and type of engagement strategies to deploy. This work package will provide statistical organizations with the tools to effectively manage stakeholder relationships using analytical tools. It will also provide the organizations with approaches to better understand the range of stakeholder relations in order to effectively engage the stakeholder community in support of issues and crisis management. The work will consider meaningful stakeholder engagement approaches and increase staff awareness of the importance of communication.  **Work Package 2 – Guidelines to Develop Strategic Staff Engagement Strategies**  This work package will increase the ability of statistical organizations to adopt strategic communication as a foundational building block to change management. Based on best practices and case studies, the outcome of this work package would be a toolkit that includes:  -Guidelines on how to assess: the engagement of staff throughout the organization, the level of understanding of the organization’s vision, and the organization’s communication strengths, weaknesses, opportunities and threats; identifying and communicating core values; and how to teach staff to effectively engage and communicate with key stakeholders (for example, knowing who to engage and how, and which channels or approaches are most effective to reach the various stakeholder groups)  -Skillsets required for employees to become effective ambassadors and better support the organization’s strategic direction  -Methods and approaches to successfully engage staff and encourage innovation, learning and sharing; including the development of user-friendly internal communications channels and sharing protocols as well as exploring the effective use of various engagement tools such as social media, news bulletins, town hall meetings, innovation channels, etc.  **Work Package 3 – Statistical organizations engagement in Government-wide data strategies**  Governments, worldwide, are increasingly dependent on data. This data revolution is forcing governments to consider data as a strategic asset and is transforming the way governments collect, share and use data – fundamentally changing the way they make decisions and deliver services to their citizens. Many countries, including New Zealand, the United Kingdom, Australia and Canada are developing government-wide strategies focused on the protection, use, management and sharing of data – with statistical organizations playing the critical role of data steward. This work package will gather the experiences and examples of countries who are engaged in a whole-of-government approach. It will include examples of national data strategy frameworks, guiding principles, governance, communication approaches and service delivery models. | | | | |
| **Alternatives considered** | | | | |
| An alternative to phase 2 of the project would be a task team convened under the Organizational Resilience Modernization Group. The work however would progress more slowly without the coordinated project structure or the stakeholder management/analysis component. | | | | |
| **How does it relate to the HLG-MOS vision and other activities under the HLG-MOS?** | | | | |
| The project supports the HLG-MOS mission and vision. Through collaborative engagement, the project team will use their expertise, input from other experts and information collected from various statistical organizations, other government departments and private sector companies to help achieve their work objectives. All information developed will be available online and will include best practices and case studies. | | | | |
| **Proposed start and end dates** | | | | |
| **Start:** January 2019 | | **End:** December 2019 | | |
| The project will aim to complete its work by the end of 2019. All work packages proposed will start simultaneously and run for the full period of the project. | | | | |