

# **THE COMMUNICATION STRATEGY**

THE NATIONAL STATISTICAL COMMITTEE OF THE  
KYRGYZ REPUBLIC

2024 – 2028

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## 1. INTRODUCTION

The Communication Strategy of the National Statistics Committee of the Kyrgyz Republic (after this: the NSC) is an overarching, strategic communication planning document which sets out the basic grounds and priorities oriented towards proactive communication of the development of the official statistics system of the Kyrgyz Republic and the promotion of statistical data the NSC and other stakeholders of the official statistical system collect, produce and disseminate in line with the basic principles of objectiveness, reliability and timeliness on economic and social themes.

The Strategy provides the NSC with both a strategic vision and roadmap for communications over the medium term as well as builds a solid ground for communication planning that ensures consistency and coherence in messaging across various communication channels. Furthermore, as a core communication document, the Strategy aligns communications activities and messaging with national statistical office processes and frameworks, such as the [Medium-term Program for Development of the Official Statistics of the Kyrgyz Republic for 2022 - 2026](#) and points in the direction of the NSC products and services promotion, image branding, building trust and enhancing statistical literacy. The Strategy also strives to provide the stakeholders with answers to the questions about the role of the statistical system and its contribution to the development of society and the economy.

Besides defining the approach and guiding the NSC's communication efforts, the Strategy clearly defines the goals that the NSC aims to achieve through its communication efforts – raising awareness, building trust, promoting data utilization, addressing misconceptions, engaging stakeholders, or advocating for the value and impact of statistical data. Furthermore, it recognizes the development potentials of the official statistics system and the NSC, and encompasses a comprehensive plan that outlines objectives, target audience, key messages, communication channels, timing, stakeholder engagement, and evaluation. Finally, it ensures that communication efforts are purposeful, coherent, and aligned with the NSC's goals and values.

By Strategy implementation, the NSC aims to strengthen its communication capabilities, establish itself as a trusted and authoritative source of statistical information, and facilitate the effective use of data for evidence-based decision-making at various levels. The Strategy will guide the committee's communication efforts and ensure a systematic and targeted approach that maximizes the impact and reach of its communication initiatives.

## 2. BACKGROUND AND SITUATION ANALYSIS

### 2.1. General information

Reliable, objective and accessible statistics are indispensable for today's democratic societies. According to the [Regulation of the National Statistics Committee of the Kyrgyz Republic](#), the NSC as the central authority, main producer, disseminator and coordinator of the official statistics system of the Kyrgyz Republic, and the main representative of the national statistical system in front of the international institutions, acting independently and in line with [the Official Statistics Law of the Kyrgyz Republic](#) and other positive regulations of the Kyrgyz Republic, has a crucial role in this respect.

The NSC is responsible for supporting and empowering government, policymakers, businesses, citizens, and all other groups of existing and potential data users to make informed decisions in their professional and private lives. Additionally, as a reference institution for national statistics, the NSC has a substantial role and responsibilities, and with further developments, they will undoubtedly spread. According to the provisions stipulated in the Official Statistics Law, official statistics is developed, produced and disseminated in line with the United Nations Fundamental Principles of Official Statistics and internationally agreed statistical standards and recommendations.

In the context of dynamic changes in socio-economic processes necessary for designing and adopting economic and social policy measures and monitoring their effects, techniques aimed at increasing the availability of statistics, their quality, timeliness and comparability are essential. The NSC is responsible for monitoring the indicators stipulated in the [National Development Strategy of the Kyrgyz Republic 2018-2040](#), defining the strategic guidelines for Kyrgyzstan's long-term development and considering the coming period's challenges. The National Development Strategy formulates an image of the country's future, the basic principles and ways of achieving defined development goals in all Kyrgyz society's social, economic and political spheres. In addition to national development goals, the NSC also contributes to the achievement of common strategic UN goals, which is an additional challenge regarding the quality and structural characteristics of statistical data and their international comparability.

Developed within the framework of the National Development Strategy, the National Development Programme of the Kyrgyz Republic until 2026 aims to improve citizens' livelihoods, preserving the principle of continuity based on long-term strategic development goals of the country with a human-centered approach. The implementation of the National Programme aims to achieve 12 targets, including economic, social and environmental indicators and international rankings.

Some of the leading economic targets produced and disseminated by the NSC are:

- ✓ ensuring an annual average real economic growth rate of 5%,
- ✓ reaching a GDP per capita of at least \$1,500,
- ✓ decrease the unemployment rate to 5%,

- ✓ decrease the poverty rate to a level of 20%.

In July 2021, at the request of the NSC and through the partnership with the United Nations Economic Commission for Europe (UNECE), the European Free Trade Association (EFTA) and the Statistical Office of the European Union (Eurostat), the Global Assessment of the National Statistical System of Kyrgyzstan was made. The Assessment noted that the NSC made some improvements in the implementation of a user-centric approach (e.g., media representatives training on statistical literacy and the main economic and social topics) and possible communication improvements (e.g., organization of a press center and monthly press conferences). Furthermore, the Assessment also provided a list of recommendations (e.g., website improvement) addressed in the Medium-term Program for the development of the Official Statistics of the Kyrgyz Republic for 2022 – 2026.

## 2.2. The process of planning and implementation of communication activities of the National Statistical Committee

Communication activity planning is implemented according to the National Statistical Committee's work plan, developed annually. The production process of statistical information is linked to the calendar cycles of its elaboration and is implemented as follows: each branch department collects daily information, which is formed into a product and published on the official website. Monthly information is developed on socio-economic indicators of the state - in the second ten-day period of each month complex information 'Socio-economic situation of the Kyrgyz Republic' is prepared, which is accompanied by analysis and disseminated through various channels, starting from mailing to stakeholders, including the country's leadership, and ending with publication on the website of the National Statistical Committee.

Sectoral departments prepare thematic express information, which is also published on the website of the National Statistical Committee every month. Starting from August to December, the preparation and distribution of annual collections of the National Statistical Committee in the dynamics for five years begins. At the same time, each branch department prepares its thematic publication.

### **Current communication channels:**

- The official website of the National Statistical Committee, including the section 'Open Data' (open data);
- Non-functioning application - requiring ongoing programme support;
- Pages in the social media (Facebook page, Instagram, Telegram);
- Press conferences (monthly, based on calendar information products);
- Annual open days;
- Answers to enquiries;
- Distribution of compilations, publications, and bulletins (newsletters) through the website of the National Statistical Committee and thematic through the marketing centre.

### **Existing communication procedures:**

- ***The organisation of works on preparation and holding press conferences of the National Statistical Committee of the KR every month, including the following activities:***

No	Activities	Timelines	Responsibilities
1.	Determination of goals and objectives, topics of the press conference	According to the press conference schedule approved at the beginning of the year	Department of consolidation works and communication and press service
2.	Identification of speakers as well as the equipment needed for their presentations	According to the press conference schedule approved at the beginning of the year	Department of consolidation works and communication and press service
3.	Developing and coordinating the script for a press conference	According to the press conference schedule approved at the beginning of the year	Department of consolidation works and communication and press service
4.	Developing of information materials (press announcement, press release, presentations, handouts)	A week before the event	Department of consolidation works and communication and press service
5.	Compilation of media lists	5 days before the event	Department of consolidation works and communication and press service
6.	Press-announcement mailing, posting on the website and social networks	2 days before the event	Department of consolidation works and communication and press service
7.	Confirmation of participation of media representatives at the event	1 day before the event	Department of consolidation works and communication and press service
8.	Conducting a press conference		Department of consolidation works and communication and press service
9.	Preparation of post-release, posting on the website and social networks	On the day of the event	Department of consolidation works and communication and press service
10.	Preparation of monitoring of the results of the press conference (number of publications, mention of the press conference, audience coverage)	Within 5 working days after the end of the event	Department of consolidation works and communication and press service

- ***Media and users' enquiries***

Media enquiries are received by e-mail or phone, and the e-mail of the press service [smi\\_nsc@stat.kg](mailto:smi_nsc@stat.kg) is not indicated on the website. But on the main page of the site there are phone numbers of the press services of the National Statistical Committee and the Department of Consolidated Works, Communications and Dissemination of Statistical Information of the National Statistical Committee of the Kyrgyz Republic. Answers to all media enquiries are also provided by phone and email.

For the convenience of media representatives, a video on site navigation and information on how to find statistical data has been placed in the 'Press Centre' section of the website. A link to the video is also available on the Facebook page.

- **Open Day**

To popularise statistics and statistical products, the National Statistical Committee once a year holds an Open Day for a wide range of users. This event is attended by representatives of both governmental bodies and international organisations, business circles, diplomatic missions, and educational institutions.

Each year the Open Day is dedicated to a specific topic.

- **Publications**

Official statistical information is disseminated and presented to users through publications in statistical publications, mass media, posting on the official website of the National Statistical Committee ([www.stat.kg](http://www.stat.kg)), in social networks, following concluded contracts (agreements), as well as upon individual requests of users. Many thematic publications are developed jointly with international organisations and are also disseminated in printed versions.

Official statistical information, except for confidential information, is publicly available for users.

The procedure of dissemination and presentation to users of official statistical information produced by statistical agencies is established by the National Statistical Committee of the Kyrgyz Republic.

- **Social Media**

The National Statistical Committee publishes press releases and other information on its social media pages on Facebook (1.2 thousand subscribers), Instagram (374 subscribers) and Telegram (254 subscribers)<sup>1</sup>. The publications are not differentiated and are published without a content plan.

## 2.3 Overview of the Media Environment in Kyrgyzstan<sup>2</sup>

- **Mass media**

Among the channels of communication, the mass media play a crucial role in the life of modern society. In the Kyrgyz Republic, they are the main channel of information provision to citizens.

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<sup>1</sup> Data as of October 2023.

<sup>2</sup> More detailed review is in the Annex 2.

Today, the media fulfil three main functions: informing, entertaining and integrating society. In addition, the media still influence ideology and the formation of public opinion.

Today Kyrgyzstan's media market is represented by a variety of media in terms of typology, form of ownership and orientation, and is characterised by a large number and diversity. According to recent studies, the bulk of the media is concentrated in Bishkek, the capital of the country. The main state and non-state media operate steadily, while the number of media outlets remains unstable, as new media outlets appear systematically and some of them close down for various reasons (economic, political, etc.).

According to the Unified State Register of Statistical Units, the number of business entities registered as media outlets increased from 1,866 at the beginning of 2022 to 1,922 at the beginning of 2023, or by 3 per cent.

- Use of Internet sources as the main channel of communication

With the rapid development of technology and a number of external factors expanding the range of opportunities for obtaining and accessing information, the situation in Kyrgyzstan's media market is constantly changing. Modern devices are becoming more and more accessible and widespread among the population, opening up a wide range of media sources for the user.

A recent study '[Media Consumption and Disinformation in Central Asia: Quantitative and Qualitative Assessment in the Context of Geopolitics](#)' notes that 'Another important trend in Kyrgyzstan is the growing popularity of the Internet among the population. According to the national survey, 72% of respondents use the Internet for news consumption, favouring WhatsApp (79%), Instagram (68%) and Facebook (45%) among messengers and social media services'.

YouTube (65%) and Instagram (60%) are the two most popular social networks used by the residents of Kyrgyzstan. TikTok (38%) and Facebook (32%) also remain popular among the population. Odnoklassniki is used by 20% of the population, while Twitter and LinkedIn are used by less than 5% of Kyrgyzstanis. Instagram is used more often by women (70%) than men (51%). There are no significant differences between urban and rural respondents, but the data shows that there are 10 per cent more Facebook and Instagram users in urban areas than in rural areas, which is insignificant given the margin of error.

[DATAPORTAL](#) provides the following data on Internet usage in Kyrgyzstan at the beginning of 2023:

- Kyrgyzstan has 5.21 million internet users as of early 2023, with an internet penetration rate of 77.9 per cent.
- In January 2023, there were 2.75 million social media users in Kyrgyzstan, or 41.1 per cent of the total population.
- At the beginning of 2023, there were 10.78 million mobile cellular mobile phone users in Kyrgyzstan, which corresponds to 161.4% of the total population.
- The data published in the advertising resources Meta shows that at the beginning of 2023 in Kyrgyzstan there were 706.1 thousand users of Facebook.



- Data published in the advertising resources of Meta shows that at the beginning of 2023 in Kyrgyzstan there were 2.30 million users of Instagram.
- The data published on LinkedIn advertising resources indicate that at the beginning of 2023, there were 190.0 thousand LinkedIn users in Kyrgyzstan.

### 3. THE VISION AND MISSION

In line with the current situation, needs and requirements of users and the projected dynamics of development, the Strategy defines the vision and mission focused on developing the Kyrgyz national statistical system in the forthcoming years. The vision and mission play a crucial role in guiding activities, shaping identity, and defining its purpose within the broader context of data collection, analysis, and dissemination. While the vision and mission are related, they serve distinct functions and provide different perspectives on the NSC's aspirations and goals.

The vision statement articulates long-term, future-oriented aspirations. It represents the ideal state that the NSC strives to achieve, provides a clear and inspiring picture of what the NSC envisions for itself as well as highlights the impact it aims to make. Serving as a guiding star, aligning efforts, and motivating the stakeholders to work towards a common goal, a well-crafted vision statement helps foster a sense of purpose and direction, driving innovation and inspiring commitment.

A vision statement for the NSC could be:

- ✓ to be the regional (Central Asia) leader in producing reliable, high-quality and timely statistical data, empowering evidence-based decision-making and driving sustainable development
- ✓ to produce unbiased statistical data on social and economic processes, thus providing a factual framework for observing and analyzing the situation in the Kyrgyz economy for directing the policies related to the development of the society and economy
- ✓ to be recognized as an efficient statistical institution for timely disseminating reliable and credible statistics consistent with international standards to all users equally and ensuring efficient use of national resources through effective monitoring of programmes and projects
- ✓ to empower societies with accurate and accessible statistical information, enabling informed policies, equitable development, and improved well-being for all
- ✓ to be at the forefront of statistical innovation, leveraging technology and advanced methodologies to deliver timely and relevant data, driving progress and addressing societal challenges
- ✓ to create a data-driven future where statistical insights shape policies, drive economic growth, and enhance the quality of life for individuals and communities

On the other hand, the mission statement defines its fundamental purpose and reason for existence as it communicates the core activities, responsibilities, and values that the NSC upholds in fulfilling its mandate. The mission statement clearly and concisely describes the NSC's focus and the specific outcomes it seeks to achieve. It serves as a compass, guiding daily operations and strategic decisions and ensuring it stays true to its purpose.

A mission statement for the NSC could be:

- ✓ to collect, analyze, and disseminate accurate and reliable statistical data, supporting evidence-based policy formulation, fostering informed decision-making, and promoting transparency and accountability
- ✓ to provide relevant, reliable, and timely statistics to facilitate planning and evidence-based decision making
- ✓ to provide high-quality statistical products and services to support the social and economic development of the country
- ✓ to successfully coordinate the national statistical system and provide quality statistics and statistical services that support development processes
- ✓ to serve as a credible source of statistical information, providing stakeholders with timely, comprehensive, and user-friendly data to support research, planning, and informed decision-making
- ✓ dedicated to upholding the highest standards of data quality, integrity, and confidentiality in all our statistical activities, fostering trust and credibility among users and data providers
- ✓ to collaborate with national and international partners to promote harmonization of statistical methodologies, standards, and practices, ensuring comparability and enhancing the global statistical system
- ✓ to engage and educate stakeholders through effective communication and outreach, enhancing data literacy, promoting the understanding and utilization of statistical information for evidence-based policies and public discourse

While the vision and mission are distinct, they are interrelated and should be aligned. The vision provides an overarching direction, guiding the institution's strategic choices, while the mission outlines the practical steps and activities necessary to realize that vision. Together, they create a coherent framework that guides the NSC's efforts, aligns with its goals, and shapes its identity and purpose.

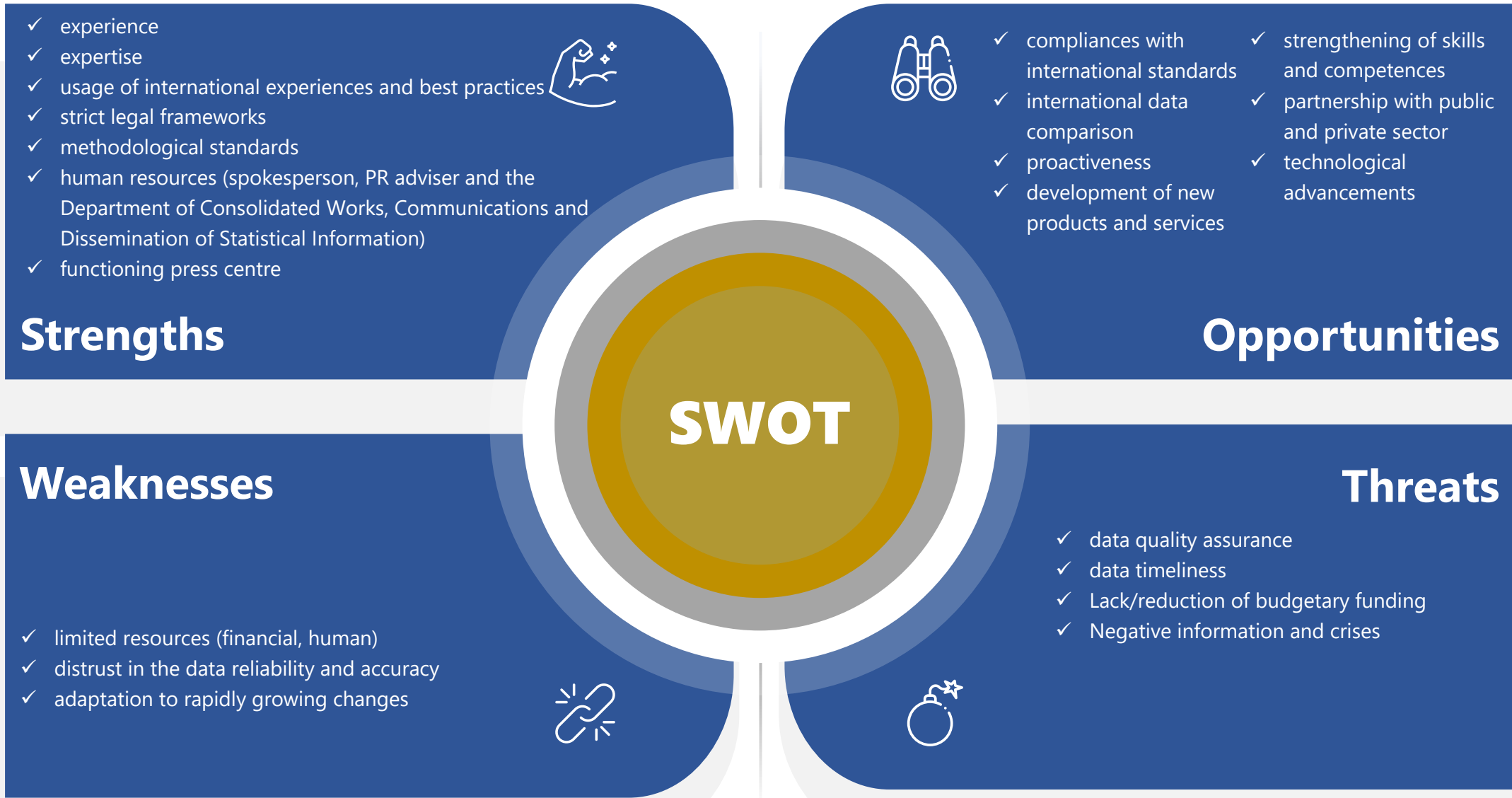
#### 4. SWOT ANALYSIS

A SWOT analysis is a valuable resource for understanding the strategic needs of the NSC. It briefly examines the underlying strengths and weaknesses while revealing external factors that could become opportunities or threats. The strengths have to be highlighted in the communication activities, while the NSC has to be prepared to have issue or crisis communications regarding detected weaknesses and threats. As one of NSC's weaknesses is limited resources, this should be reflected in the number of activities and actions to be included in the communications plan.

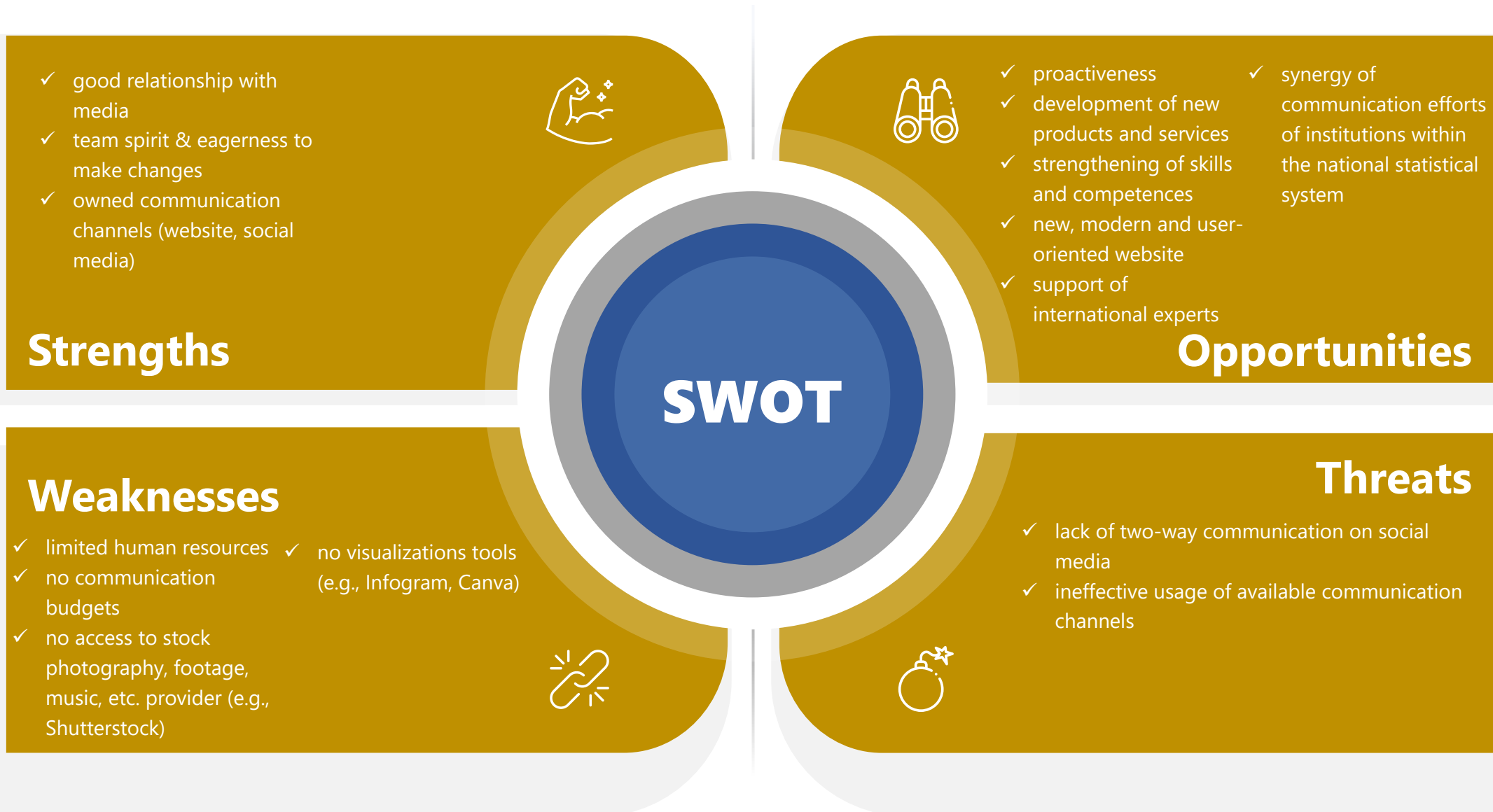
The NSC should:

- ✓ use internal strengths to take advantage of opportunities,
- ✓ use strengths to minimize threats,
- ✓ improve weaknesses by taking advantage of opportunities,
- ✓ work to eliminate weaknesses to avoid threats.

## 4.1. Institutional



## 4.2. Communicational analysis



## 5. STAKEHOLDER MAP

The stakeholder map helps identify the key individuals, organizations, and groups that have a vested interest in the work and outcomes of the NSC. Moreover, it allows the NSC to gain insights into each stakeholder group's specific needs, expectations, and concerns as different stakeholders have diverse requirements for statistical data, ranging from policy development and decision-making to research, business planning, or advocacy purposes. Understanding these needs helps to tailor its data collection, analysis, dissemination processes and communication efforts to meet stakeholder expectations.

The NSC stakeholders are divided into three categories based on their relationship and level of involvement with the institution.

No.	Category of stakeholder	Stakeholder
1	<b>Internal stakeholders</b> – directly associated with the NSC	<ul style="list-style-type: none"> <li>✓ employees/statistical professionals – individuals working within the statistical institution who are responsible for data collection, analysis, and dissemination</li> <li>✓ management – the senior executives, managers, and leaders who provide strategic direction and decision-making</li> <li>✓ Statistical Council board members</li> </ul>
2	<b>External stakeholders</b> – although outside of the NSC, they have a significant interest or influence over its activities	<ul style="list-style-type: none"> <li>✓ government institutions – government departments, ministries, and regulatory bodies that rely on statistical data for policy development, decision-making, and program evaluation</li> <li>✓ users</li> <li>✓ media – journalists that communicate statistical information to the public</li> <li>✓ international organizations – global entities such as the United Nations, World Bank, and international statistical organizations that collaborate with NSC to develop standards and support capacity-building initiatives</li> <li>✓ businesses and industry associations – organizations and associations that use statistical data for market research, forecasting, and strategic decision-making</li> <li>✓ civil society organizations – non-profit organizations, advocacy groups, and think tanks that utilize statistical data to support their work and influence public policy</li> </ul>

		<ul style="list-style-type: none"> <li>✓ researchers and academics – scholars and professors who use statistical data for studies, analyses, and publications</li> <li>✓ data providers – individuals, households, businesses, and administrative agencies that provide the necessary data for statistical analysis and research</li> <li>✓ general public – the broader population who benefit from accurate and reliable data to understand actual trends connected with their real life</li> </ul>
3	<p><b>Connected stakeholders</b> – have a specific relationship or connection to the NSC, but their involvement may be more specialized or limited</p>	<ul style="list-style-type: none"> <li>✓ professional associations – associations or societies that represent statistical professionals and promote best practices in the field of statistics</li> <li>✓ research/partner institutions – other statistical institutions or research organizations with whom the institution collaborates on data sharing, joint projects, or research initiatives</li> <li>✓ academic institutions – universities and educational institutions that contribute to statistical education, training, and research</li> </ul>

Identifying the main stakeholders and their relationships enables effective engagement and collaboration, developing targeted communication campaigns and plans for each group, and proactively managing their expectations and concerns. The identification of potential sources of resistance, scepticism, or misconceptions allows addressing these concerns on time, promptly helping mitigate potential conflicts, maintaining credibility, and enhancing the NSC's reputation. All mentioned includes establishing communication channels, conducting consultations, seeking feedback, and involving stakeholders in the NSC's activities.





Effective stakeholder engagement increases the likelihood of integrating statistical information into policies, especially if the influential stakeholder is identified. Furthermore, it fosters collaboration, builds trust, and ensures that the NSC's work remains relevant and responsive to their needs, and on the other hand, helps identify potential data users. By understanding who relies on the data, the NSC can tailor its communication efforts to promote data usage, highlight the value and impact of statistical information, and demonstrate how the data can support evidence-based decision-making, research, or public discourse. This promotes the utilization and impact of data across different sectors and ensures its relevance in addressing the county's challenges.

## 6. GOALS

### 6.1. Strategic Goal

The main purpose of the NSC's strategic goal is to provide a clear direction, focus, and aim as it guides the institution towards long-term success and national impact.

- ✓ to develop and maintain an integrated, coherent and reliable national statistical system of the Kyrgyz Republic

### 6.2. Business Goals

The NSC operates within a broader strategic framework, which defines its overarching purpose and vision, and the main strategic goal serves as the driving force behind the institution's existence. On the other hand, clearly defined business goals align with and contribute to achieving this primary objective, so they should be directly linked to the main strategic goal, supporting it by providing a roadmap for operational success.

As the NSC's main strategic goal of a statistical institution is "to develop and maintain an integrated, coherent and reliable national statistical system of the Kyrgyz Republic", the business goals might include the following:

- ✓ to improve data collection methodologies
- ✓ to enhance data collection methods by exploring innovative techniques, leveraging technology advancements, and streamlining data-gathering processes
- ✓ to expand the coverage of data collection efforts that involves reaching new geographic areas, demographic groups, or industries to ensure a comprehensive representation of the population and enhance the statistical validity of the data
- ✓ to improve the integration and interoperability of multiple datasets from various sources, enabling seamless data sharing and analysis across different systems or platforms
- ✓ to strengthen data protection measures that include implementing robust data encryption, access controls, and privacy policies to safeguard sensitive information and ensure compliance with relevant regulations
- ✓ to develop advanced, data-driven analytical capabilities to derive meaningful insights from the collected data.

As the focus of this document is communication, it is important to highlight the following business goals that are connected with the improvement of ways to meet users' needs:

- ✓ to disseminate the relevant, high-quality statistical indicators that reflect different aspects of the economy and society in an efficient and timely manner to provide users with a reliable source for analyzing the current situation and making decisions

- ✓ to focus on improving data dissemination methods, such as creating user-friendly data portals, implementing data visualization tools, and enhancing data accessibility
- ✓ to increase the confidence in official statistics of the domestic and international public
- ✓ to adjust the national statistics system to the requirements and expectations of users and to meet their needs
- ✓ to increase public awareness about the institution's work, methodologies, and the importance of data-driven decision-making
- ✓ to strengthen the professional independence of the official statistics system of the Kyrgyz Republic
- ✓ to ensure methodological coherence and data comparability in the international environment
- ✓ to increase international cooperation activities and active participation in the work of relevant international institutions.

By establishing these specific goals, the NSC can ensure that its actions and initiatives are directly aligned with the strategic objective, fostering synergy and coherence. Although the focus is on the communications goals, it is important to highlight that business goals act as benchmarks against which the performance of the NSC can be evaluated. Therefore, it is essential to set clear and measurable targets (KPIs) the NSC can monitor and evaluate progress or identify areas that require improvement.

### 6.3. Communication Goals and KPIs

Communication goals serve as fundamental pillars for effective communication strategy, articulating aspirations and intentions and outlining the desired outcomes and actions. Aligned with strategic and business goals, they provide a roadmap for the NSC with a clear direction, purpose and aim, guiding the implemented activities to reach the desired outcomes and achieving success by leveraging communication to ensure focused efforts. They also contribute to the cohesive and integrated functioning of the NSC, ensuring that all actions work together towards a common purpose.

The SMART framework, which emphasizes specificity, measurability, achievability, relevance, and time-bound nature, ensures that communication goals are well-defined, actionable, and contribute to the NSC's overall objectives. By adopting SMART communication goals, the NSC could enhance their focus, drive measurable outcomes, optimize resource allocation, and ultimately achieve sustainable success through effective communication practices.

SMART goals also provide clarity and precision, leaving no room for ambiguity. They define the desired outcomes clearly and concisely, guiding communication efforts towards specific targets. This clarity helps avoid misinterpretation and ensures that everyone involved understands the intended objectives. By incorporating measurability into communication goals, the NSC can assess progress and evaluate the effectiveness of its efforts. Defining measurable indicators and metrics enables objective measurement and results tracking, facilitating data-driven decision-making and continuous improvement.

The communication goals of the NSC for the following period are:

**1. to create a culture of continuous improvement and to increase the impact of target groups of users on the activities of official statistics**

KPI: increasing the influence of target user groups (integration of suggestions and wishes of users) on the most important statistical activities of the National Statistical Committee by at least 10% compared to the previous year.

RESULT: strengthening the reputation of the National Statistical Committee as a user-oriented organisation.

**2. to raise awareness among target user groups and stakeholders of the importance and value of statistics for decision-making, policymaking and presence in everyday life**

KPI: increase in the level of awareness by at least 10% after post-communication activities compared to the initial indicators.

RESULT: improvement of the image of the National Statistical Committee as a source of reliable statistical data.

**3. to promote statistical literacy skills and improve understanding of statistical concepts, methodologies and data sources among different target user groups**

KPI: increase in statistical literacy by at least xx% after implementation of educational activities, tools and materials for target user groups compared to baseline.

RESULT: Increased statistical knowledge and understanding to apply official statistics in practice, with a broader impact on decision-making processes and overall statistical literacy.

**4. to increase trust and credibility of the National Statistical Committee by ensuring transparency, accuracy and objectivity of data collection, analysis and dissemination**

KPI: Increase in trust and credibility of the National Statistical Committee by at least 10% compared to the baseline after improving transparency, accuracy and objectivity of data collection, analysis and dissemination.

RESULT: Increased trust and credibility of the National Statistical Committee, which will resonate with target user groups and establish it as an authoritative source of unbiased and accurate data and information.

These communication goals align with the broader objectives of the NSC and can enhance the institution's visibility, impact, and engagement with stakeholders, ultimately contributing to the effective utilization of data for informed decision-making and the country's progress.

These communication objectives are consistent with the broader goals of the NCS and can increase the agency's visibility, influence, and engagement with stakeholders, ultimately promoting the effective use of data for informed decision-making and the country's progress.

## 7. AUDIENCE SEGMENTATION AND STRATEGIC APPROACH

For the successful implementation of communication activities, it is necessary to establish cooperation and create trust with key target audiences in the internal and external environment. Considering different needs and specific communication requirements, it is essential to choose the most appropriate communication channels and communication tactics to create understanding and acceptance of key messages and gain support that influences behavior and the achievement of defined business and communication goals. In this process, one of the most important things is understanding the particular target group the NSC is aiming at, as it helps tailor the messaging and communication channels to reach and resonate with them effectively.

### 7.1. Internal target audience

- ✓ current employees

Investing in the employees creates a positive work environment, fosters collaboration, and strengthens the institution's reputation, and by prioritizing their needs, engagement, and development, the NSC can enhance the quality of outputs, align efforts, and build a culture of excellence.

#### **Objectives**

- ✓ to foster a cohesive and engaged workforce that is aligned with the NSC's goals and values
- ✓ to ensure that the internal target audience has detailed and timely information about the planned communication and promotional activities
- ✓ to encourage their motivation for proactive involvement in the achievement of defined business and communication goals

**Strategic approach** – to prioritize collaboration and professional development, as well as establish effective communication channels. The employees should be informed in a simple way about the set business and communication goals, the planned activities and the achieved results of the implemented communication activities. This can be achieved through a combination of communication tools and approaches that facilitate knowledge sharing, encourage feedback, promote a sense of belonging, and provide opportunities for growth and development.

**Tools** – Intranet, meetings, briefings and education ("face to face"), direct mailing (e-mail), newsletter, bulletin board and similar

## 7.2. External target audiences

- ✓ policymakers
- ✓ business
- ✓ researchers
- ✓ journalists and media organizations
- ✓ students (second and third level)
- ✓ non-governmental organizations and community groups
- ✓ prospective employees
- ✓ survey respondents and other data providers

To effectively engage with external target audiences, the NSC needs to employ a strategic approach that includes various communication tools and practices, as different target groups have different statistical knowledge, needs and expectations. The most important thing is that statistical information is accessible, understandable, and relevant to a particular external target group.

**Objective** – to highlight the importance of official statistics in everyday private and business life

**Strategic approach** – to establish effective communication channels through which key messages related to highlighting the fundamental principles of official statistics will reach the external target audiences

**Tools** – website, social networks, Google search network, press conferences, press releases, proactive reporting (briefing) of journalists, interviews, native articles, news releases, blogs, newsletters, seminars, workshops, external and internal advertising, radio and TV shows, video materials, infographics, data visualization tools, interactive platforms and similar

## 8. KEY MESSAGES

Key communication messages play a crucial role in conveying important information, promoting understanding, and reinforcing the NSC's vision, mission, values, and the fundamental principles of official statistics. These messages should be clear, concise, and serve as guiding principles that align the communication efforts with the core objectives and establish a consistent narrative across various target groups.

### General

- ✓ as a main coordinator of the national statistical system, the NSC adhere to the fundamental principles of official statistics, ensuring objectivity, impartiality, and transparency in data collection, analysis, and dissemination practices, ensuring the integrity and credibility of the data provided
- ✓ the NSC provides all users with equal and simultaneous access to official statistics, informing them of all sources and methods of statistical production
- ✓ the NSC recognizes the power of data visualization and storytelling in communicating statistical information
- ✓ the NSC provides user-friendly tools and resources to present data to target audiences effectively

### Employees

- ✓ your commitment to producing accurate and reliable statistical data supports evidence-based decision-making and good governance
- ✓ your work plays a vital role in shaping policies, driving economic growth, and improving the well-being of individuals and communities
- ✓ collaboration and knowledge sharing are essential for maintaining the quality and integrity of our statistical outputs
- ✓ continuous professional development is crucial for staying at the forefront of statistical practices
- ✓ your everyday work contributes to promoting social justice, equality, and sustainable development
- ✓ your collective efforts drive innovation in data collection, statistical analysis, and dissemination
- ✓ you are part of a global statistical community, and your contributions play a vital role in international cooperation and harmonization
  
- ✓ the NSC values excellence in work and strives to continuously improve methodologies, data collection, analysis, and dissemination to ensure the highest standards of quality
- ✓ the NSC adheres to the highest standards of ethics, accountability, and transparency in everyday work
- ✓ the NSC is committed to upholding the fundamental principles of official statistics, including integrity, objectivity, professionalism, and transparency

- ✓ the NSC is committed to fostering a diverse and inclusive work environment where every employee feels valued, respected, and empowered to contribute their unique perspectives and talents

### **Policymakers**

- ✓ the NSC data provides a solid foundation for evidence-based policymaking
- ✓ the NSC is committed to providing policymakers with accurate, timely, and relevant data to support informed decision-making
- ✓ the NSC is a trusted partner in translating statistical information into actionable policy recommendations
- ✓ the NSC work enables policymakers to identify trends, evaluate the impact of policies, and drive effective change
- ✓ the NSC supports policymakers in monitoring progress towards sustainable development goals and addressing societal challenges
- ✓ collaboration with policymakers is essential for understanding their data needs and tailoring the NSC outputs to meet their needs, requirements, and expectations
- ✓ the NSC values the feedback and input of policymakers in shaping data collection methodologies and priorities
- ✓ the NSC promotes the use of statistical evidence to achieve inclusive and equitable policies
- ✓ the NSC data fosters transparency and accountability in the policy-making process
- ✓ the NSC is committed to engaging policymakers in discussions about emerging statistical trends, challenges, and opportunities
- ✓ statistical releases are clearly distinguished and issued separately from political/policy statements

### **Businesses**

- ✓ the NSC provides accurate and reliable official statistical data to support evidence-based decision-making, strategic business planning and investments
- ✓ the NSC statistical outputs contribute to decision-making in business strategy and investments
- ✓ the NSC data helps businesses identify market trends, opportunities, and potential risks
- ✓ collaboration between the NSC and companies facilitates a better understanding of economic dynamics and enhances competitiveness
- ✓ the NSC value the feedback and input from companies in tailoring data products and services to meet their specific needs and requirements
- ✓ collaboration with companies enables us to gather valuable insights and feedback on emerging market trends and challenges
- ✓ the NCS data facilitates benchmarking and industry analysis, providing companies with valuable competitive intelligence
- ✓ the NSC strive to provide user-friendly and accessible data tools and platforms to empower companies to utilize statistical information effectively
- ✓ the NSC fosters a strong partnership with companies, promoting economic growth and driving innovation through data-driven decision-making



- ✓ the NSC ensures that sensitive information gathered from companies will be handled securely and with the utmost respect for privacy regulations
- ✓ choices of data sources and statistical methods, as well as decisions about the dissemination of statistics are based on statistical considerations

### **Researchers**

- ✓ the NSC provides researchers with comprehensive, reliable and high-quality statistical data to support their studies, analyses, and advancements in knowledge
- ✓ the NSC value the crucial role of researchers in pushing the boundaries of statistical research and promoting evidence-based decision-making across various disciplines
- ✓ the NSC supports interdisciplinary research, recognizing the importance of combining statistical expertise with other fields to tackle complex societal challenges, and fosters innovation in statistical approaches
- ✓ the NSC encourages the sharing of research findings and promotes open data initiatives, facilitating access to a wide range of statistical datasets and encouraging researchers to utilize and build upon the NSC's data in their research projects
- ✓ collaboration between researchers and the NSC contributes to the development of evidence-based policies and practices
- ✓ the NSC value the partnership, knowledge sharing, feedback, input, and expertise of researchers in improving data collection methodologies and data dissemination practices
- ✓ the NSC recognizes and acknowledges the contributions of researchers in utilizing our statistical data for academic purposes
- ✓ the NSC grants access to individual data for scientific purposes under clear and strict procedures while ensuring statistical confidentiality and data protection
- ✓ the NSC data serves as a reliable benchmark to compare and analyze trends across different sectors
- ✓ the NSC provides a robust and accessible statistical infrastructure that empowers researchers to make meaningful contributions to their respective fields and society as a whole

### **Journalists and media organizations**

- ✓ the NSC serves as a reliable source of statistical information, supporting efforts to deliver accurate and impactful stories to the public
- ✓ the NSC provides accurate, timely data and trustworthy statistical information to support responsible journalism and informed reporting
- ✓ collaboration with media ensures the accurate and effective communication of statistical information, concepts, trends, and insights to the general public enhancing, public awareness and understanding of critical issues
- ✓ the NSC values media partnerships in promoting data literacy and improving public understanding of statistical concepts
- ✓ the NSC data provide context, insights, and evidence for media stories and investigations

- ✓ collaboration with media fosters a strong partnership, enhancing transparency and accountability in the dissemination and communication of statistical information
- ✓ the NSC welcomes inquiries from the media and provides responsive and reliable support for their data needs
- ✓ the NSC provides media with access to data expert spokespersons who can provide insights and analysis on statistical matters
- ✓ the NSC recognizes the role of media in raising awareness of the importance of statistics and data-driven decision-making
- ✓ the NSC data supports media in delivering accurate and impactful stories that drive public discourse and engagement
- ✓ the NSC value of data-driven journalism and fostering a culture of evidence-based reporting that contributes to informed public discourse and decision-making
- ✓ the NSC supports constructive feedback and engages in continuous improvement to meet the evolving needs of media and journalists

### **Non-government organizations and community groups**

- ✓ the NSC recognizes the valuable contributions of non-governmental organizations (NGOs), civil society groups, and community organizations in advocating for social change and promoting the national well-being
- ✓ the NSC supports evidence-based advocacy and decision-making by providing data that addresses the specific needs and interests of NGOs, civil society groups, and community organizations
- ✓ collaboration with NGOs, civil society groups, and community organizations fosters transparency, accountability, inclusivity, and participatory approaches in statistical activities, enabling data-driven discussions and actions
- ✓ the NSC data supports evidence-based advocacy, enabling civil society groups to drive positive social change
- ✓ collaboration between the NSC and civil society groups fosters data literacy and empowers communities to utilize statistical information for decision-making
- ✓ the NSC recognizes and respects the diverse perspectives and knowledge that civil society organizations bring to the interpretation and utilization of statistical data

### **Academia**

- ✓ the NSC recognizes the role of academia in expanding the frontiers of knowledge
- ✓ the NSC is committed to fostering a collaborative relationship with academia, providing researchers and scholars with access to comprehensive and reliable data for their studies and analyses
- ✓ the NSC promotes open data initiatives, providing academics with access to a diverse range of statistical datasets to support their research endeavors

- ✓ collaboration between the NSC and academia is essential in addressing complex research questions, generating impactful insights, and driving innovation in statistical practices
- ✓ the NSC encourages the exchange of knowledge and expertise, fostering a culture of learning, intellectual curiosity, and interdisciplinary collaboration
- ✓ the NSC supports the dissemination of research findings and publications, amplifying the impact of academic research and contributing to the global knowledge

### **Students (second and third level)**

- ✓ discover the power of statistics in shaping a data-driven world and how statistical information shape decision-making in various fields
- ✓ learn how data and analysis provide a solid foundation for evidence-based research across disciplines, enabling you to contribute to impactful and credible academic work
- ✓ explore the practical applications of statistics in addressing real-world challenges, such as economic development, social policy, environmental sustainability, and healthcare
- ✓ explore diverse and rewarding career paths in statistics, data analysis, research, policy development, and data-driven industries, equipped with the knowledge and skills gained through engagement with the NSC
- ✓ learn the art of effective data visualization and communication to present statistical information in engaging and accessible ways, making complex concepts more understandable to broader audiences
- ✓ develop critical thinking and analytical skills through statistical reasoning, data interpretation, and problem-solving, which are highly valued in today's data-driven society
- ✓ access valuable research support and resources provided by the NSC, including data archives, statistical software, training programs, and expert guidance to enhance your research capabilities
- ✓ discover how statistical insights inform policy decisions, contributing to evidence-based policymaking and driving positive societal change

### **Survey respondents and other data providers**

- ✓ your voice matters – by participating in the NSC surveys, you have the opportunity to contribute to important decision-making processes that shape policies, programs, and services in your community, country and beyond
- ✓ your responses play a vital role in generating powerful data system that enables evidence-based decision-making
- ✓ your feedback and suggestions help us improve the survey experience and relevance of the data we collect, ensuring its usefulness for various stakeholders
- ✓ your inputs directly impact the development and implementation of effective strategies and initiatives

- ✓ personal information is safeguarded – the NSC ensures that all responses collected through statistical surveys are treated with the utmost confidentiality and privacy, as the NSC adheres to strict data protection protocols
- ✓ the NSC provides transparent information about the purpose, scope, and use of the data collected
- ✓ the NSC strives to make surveys user-friendly and accessible to all respondents
- ✓ the NSC sincerely appreciate your time and effort in participating in our surveys

### **Prospective employees**

- ✓ be part of a mission-driven institution dedicated to producing accurate, reliable, and relevant statistical information that serves the public interest and contributes to evidence-based decision-making
- ✓ contribute to society by working on projects that have a direct impact on policy development, economic analysis, social research, and other areas where statistical insights are crucial
  
- ✓ benefit from a supportive environment that encourages professional growth and development, providing opportunities for training, mentoring, and acquiring new skills in applied statistics and data analysis
- ✓ join a diverse and inclusive workforce, fostering collaboration, innovation, and the exchange of ideas across different statistical areas and backgrounds
- ✓ engage with international organizations, collaborating with experts from around the world, and contributing to global statistical standards and best practices
- ✓ explore a wide range of career advancement opportunities, whether in specialized statistical research, data analysis, policy development, or other areas that align with your expertise and aspirations

These key communication messages for various target groups can enhance understanding, trust, and engagement among their target audiences, fostering a strong and mutually beneficial relationship that supports evidence-based decision-making, data utilization, and the broader impact of statistical data on the whole society. They may vary from time to time, putting in focus another set of key messages with the ultimate goal of communicating and promoting a particular statistical product or service.

## 9. COMMUNICATION CHANNELS

The optimal communication channels for reaching a specific audience depend on many factors, and this choice considers the preferences and habits of the target audiences and the NSC's available resources. Using multiple channels is essential, although this doesn't imply that every possible channel should be used. The messages have to be consistent, and content should be specifically tailored to each particular channel.

### **Direct channels (owned)**

Direct or owned channels are the ones under the control of the NSC and can be used to communicate directly with the target groups.

- ✓ **Offline channels** include all means of communication in a non-digital format like:
  - direct contact between people (e.g., events or press conferences)
  - presentations by the NSC's representatives (e.g., conferences, courses and seminars)
  - printed versions (brochures, publications, reports and advertising campaigns)
- ✓ **Online channels** include digital communication channels like:
  - the NSC website – serves as a central hub for official statistics, and provides access to data, reports, publications, and other relevant information.
  - social media – platforms such as Facebook, Telegram, LinkedIn, and Instagram used by the NSC as an opportunity to reach a broad audience.

### **Indirect (non-owned)**

Indirect or third-party channels will be used to reach target groups not present on the NSC direct channels and can include:

- ✓ media (broadcasting media and portals which distinguish between general media (nationwide news media, regional media), and targeted media (business, professional))
- ✓ online social media communities (organized around opinionmakers).

## 10. COMMUNICATION ACTIVITIES

The communication strategy envisages the possible communication activities that should be regularly conducted to achieve the set communication, business and strategic goals. They are essential for ensuring the effective promotion of statistical activities, building trust among stakeholders, promoting data literacy, and fostering collaboration with various target audiences.

Since the goals of the communication strategy are planned to be realized through the implementation of defined communication activities, they need to be elaborated in detail in the Communication Plan, a document that precisely and concretely lists individual communication activities in particular period. It is optimal to update the communication plans quarterly or at least once a year in order to adapt the activities to the needs of the implementation of the Strategy, but also to the current NSC's priorities. In the context of communication activities that will be carried out through general, media, and internal communication, the following groups can be singled out:

- ✓ visual identity
- ✓ communications materials
- ✓ digital activities
- ✓ media relations
- ✓ public events
- ✓ internal communication

## 11. ISSUE AND CRISIS MANAGEMENT

In today's dynamic and interconnected world, every statistical institution has the potential to face a crisis that can impact their reputation, credibility, and public trust. That is why a part of effective brand management is to have a robust crisis communication strategy in place which allows the statistical institution to respond quickly and effectively to these threats and minimize the impact on the organization and the brand.

As Communication strategy is the core strategic communication document, it is important to highlight some of the most important aspects of issue and crisis management. Crisis communication refers to the strategic communication efforts undertaken by institutions during a crisis to protect their reputation, manage stakeholder perceptions, and mitigate potential damages. Issue management, on the other hand, focuses on identifying and addressing potential issues before they escalate into full-blown crises. Both crisis communication and issue management are vital in the context of statistical institutions, which rely on public confidence and trust in the accuracy and reliability of data provided.

The potential crisis situation can be issues related to the following themes:

- ✓ **Data accuracy and integrity** – As the NSC is responsible for collecting, analyzing, and disseminating accurate and unbiased data, any issue that casts doubt on the accuracy or integrity of the data can undermine the NSC's credibility and erode public trust. Effective crisis communication is crucial in addressing such situations promptly and transparently to restore confidence in the NSCs data and methodologies.
- ✓ **Data breaches and cybersecurity** – The NSC could experience a cyberattack that could compromise sensitive data, including personal information of individuals and confidential research findings. In the event of a data breach, crisis communication plays a vital role in managing the impact, providing timely updates to stakeholders, notifying affected parties, mitigating potential harm, ensuring the institution takes appropriate measures to secure sensitive information, and restoring trust in the institution's data security measures.
- ✓ **Controversial findings or methodologies** – The NSC produces statistics that can have significant social, economic, or political implications. The release of a particular important statistical data could trigger controversy due to perceived flaws or biases in the methodology used. In the event of methodological controversy effective crisis communication is required to address concerns, provide context, clarify the methodology, and engage in transparent dialogue with stakeholders to maintain the institution's credibility and reputation, as well as public trust.
- ✓ **Data manipulation allegations** – Accusations arise suggesting that statistical data has been intentionally manipulated for political or economic purposes. The statistical institution must swiftly respond to these allegations, conducting thorough investigations, and communicating the findings transparently to uphold the integrity of the data and the institution's reputation.

- ✓ **International data harmonization** – The NSC could face challenges in aligning its data collection methodologies with international standards, potentially affecting data comparability and collaboration with international partners. In the event of methodological controversy, issue management strategies are required to engage in dialogue with international stakeholders, and work towards harmonizing methodologies to ensure the institution's data remains relevant and compatible on a global scale.
- ✓ **Technological failure** – As NSC is highly dependent on the technology, a significant technological failure, such as a server crash or data corruption could disrupt the institution's ability to access or retrieve data. In the event of technological failure, crisis communication and issue management are necessary to promptly notify stakeholders, outline the impact on data availability, and implement contingency plans to restore normal operations.
- ✓ **Personnel misconduct** – Personnel misconduct, such as data manipulation or unethical behavior, can happen. In the event of personnel misconduct, crisis communication and issue management are necessary to address the misconduct, communicate appropriate disciplinary actions, and reassure stakeholders about the institution's commitment to maintaining high ethical standards.
- ✓ **Funding Constraints** – The NSC could face significant funding cuts or constraints that could threaten its ability to carry out essential data collection and analysis. In the event of funding constraint, issue management communication is advocating for increased funding and engaging with stakeholders and media to emphasize the importance of statistical data.

While it is generally best to avoid operating in crisis mode, it is inevitable that they crisis or issues would occasionally arise, and they may provide opportunities to enhance the brand if managed correctly. Effective issue and crisis management allows statistical institutions to identify and address potential challenges before they escalate, ensuring the reliability and relevance of their data. Therefore, proactively identifying potential issues or threats that may arise in their operations or the broader data landscape can mitigate risks before they escalate into full-blown crises.

Issue and crisis management involves building organizational resilience and developing robust contingency plans. The NSC should have processes in place to respond swiftly and effectively to potential issues, including defined crisis management teams, roles and responsibilities, and regularly testing response plans through simulations and drills.



## 12. EVALUATION

Evaluation is the final step in the communication process that shouldn't be omitted, as it includes mechanisms for evaluating the effectiveness and impact of communication efforts and implemented activities. It defines key performance indicators (KPIs) and allows the NSC to continuously refine its communication approach and ensure that it is achieving its objectives. Strategy also provides valuable insights into whether the desired outcomes are being achieved, helps identify areas for improvement, and make informed decisions for future communication planning. Evaluation also enables the NSC communication team to justify the need for additional resources, make data-driven decisions, and improve overall performance.

By considering a diverse range of communication activities and their associated KPIs, the NSC can gain valuable insights into the effectiveness of their efforts and enhance overall communication plan.

Communication activities encompass a wide range of mentioned strategies and tactics, and they are usually associated with the following KPIs for the evaluation purposes.

**Content marketing** involves creating and distributing valuable, informative, and engaging content (news releases, interactive publications etc.) to attract and retain a target audience, and the KPIs for content marketing evaluation may include:

- ✓ Website traffic – measuring the number of visitors to the NSC's website or specific content pages.
- ✓ Bounce rate – assessing the percentage of visitors who leave the website after viewing only one page, indicating the effectiveness of content in engaging users.
- ✓ Time on page – evaluating the average amount of time visitors spend consuming content, indicating the level of engagement.
- ✓ Conversion rate – tracking the number of content users who take desired actions, such as clicking on the database, downloading a publication, participating in the User satisfaction survey, subscribing to a newsletter etc.

**Social media campaigns** aim to engage and reach target audiences through platforms like Facebook, Twitter, Instagram, and LinkedIn, and the KPIs for social media campaigns may include:

- ✓ Reach and impressions – tracking the number of users exposed to campaign content and the frequency of those exposures.
- ✓ Engagement – evaluating the level of audience interaction, such as likes, comments, shares, and retweets.
- ✓ Conversion rate – measuring the percentage of social media users who take desired actions, such as clicking on the link that leads to the NSC website where users can find additional information and details.
- ✓ Sentiment analysis – assessing public sentiment towards the campaign by analyzing social media mentions and user feedback.

**Media relations** involve managing relationships with journalists and securing positive media coverage, and the KPIs for media relations evaluation may include:

5. Media mentions – measuring the quantity and quality of media coverage, including mentions in news articles, interviews, and features.
6. Tone of coverage – assessing whether the media coverage is positive, negative, or neutral, as it indicates the impact on public perception.
7. Message alignment – valuating the consistency and accuracy of key messages delivered through media channels.
8. Share of Voice – comparing an organization's media coverage with that of similar institution (e.g., shareholder that is part of the official statistics system of the Kyrgyz Republic) to determine visibility and influence.

**Events and public relations activities** involve organizing and participating in conferences, seminars, trade shows, and community events, and the KPIs for event and public relations evaluation may include:

- ✓ Attendance and participation – measuring the number of attendees, exhibitors, and speakers to determine the reach and interest generated.
- ✓ Media coverage – assessing the media exposure and press mentions resulting from the event or PR activity.
- ✓ Stakeholder engagement – evaluating the level of interaction and positive sentiment expressed by event participants or stakeholders.
- ✓ Leads and conversions – tracking the number of leads or inquiries generated, as well as the subsequent conversion rate into sales or desired outcomes.

**Influencer marketing** involves partnering with influential individuals in a particular industry or niche to promote a product, service, or brand, and the KPIs for influencer marketing evaluation may include:

- ✓ Reach and impressions: Measuring the size of the influencer's audience and the number of times the content is exposed to that audience.
- ✓ Engagement – evaluating the level of audience interaction with influencer-generated content, such as likes, comments, shares, and views.
- ✓ Brand mentions – tracking the number of times the brand or product is mentioned in the influencer's content or associated conversations.
- ✓ Conversion tracking – monitoring the number of conversions attributed to the influencer's promotion, such as new followers on social media, website visits, sign-ups for the newsletter, purchases etc.

**User satisfaction survey/public research** involves conducting surveys or polls to gauge public sentiment, attitudes, level of satisfaction and opinions, and the KPIs for user satisfaction survey/public opinion research evaluation may include:

- ✓ Response rate – assessing the percentage of individuals who respond to surveys or polls, indicating the representativeness of the sample.

- ✓ Awareness/perception/satisfaction – measuring changes in public awareness, perception and/or satisfaction of specific products, services, campaigns or the NSC brand in general.
- ✓ Actionable insights – determining the extent to which the research findings influence decision-making and inform organizational strategies.

**Customer Relationship Management (CRM)** involves building and maintaining relationships with users and customers to enhance loyalty and satisfaction, and the KPIs for CRM evaluation may include:

- ✓ Customer satisfaction – gathering feedback from customers to assess their overall satisfaction with products, services, and interactions.
- ✓ Customer retention rate – tracking the percentage of customers retained over a specific period, indicating the success of relationship-building efforts.
- ✓ Repeat purchases – measuring the frequency at which customers make repeat purchases, indicating loyalty and engagement.
- ✓ Customer lifetime value – evaluating the long-term value of a customer to the NSC, considering their purchases, referrals, and overall loyalty.

**Crisis communication** involves managing and mitigating reputational damage during challenging situations, and the KPIs for crisis communication evaluation may include:

- ✓ Response time – assessing the speed and efficiency of the organization's initial response to the crisis.
- ✓ Message consistency – evaluating the consistency and coherence of messaging across different communication channels during the crisis.
- ✓ Social media sentiment – monitoring public sentiment on social media platforms regarding the NSC's crisis response.
- ✓ Trust and perception – conducting surveys or focus groups to measure changes in trust and perception following the crisis.

**Internal communications** focus on disseminating information within an organization to engage and align employees, and the KPIs for internal communications may include:

- ✓ Employee surveys – gathering feedback from employees to assess their satisfaction, understanding of key messages, and overall engagement.
- ✓ E-mail/Intranet open rates – tracking the number of employees who open internal e-mails with the news from the communications team or the number of clicks on the news section on Intranet, indicating the effectiveness of e-mail/Intranet as internal communication channels.
- ✓ Employee advocacy – evaluating the extent to which employees actively support and promote the NSC communication activities, e.g., likes, shares, comments on social media platforms.
- ✓ Knowledge retention – assessing employees' understanding and retention of important information shared through internal communications, e.g., guidelines for the preparation of social media content.

Besides evaluation of the communication activities, the NSC has to evaluate set communication goals as well. While evaluating communication activities provides insights into the performance of individual tactics and initiatives, the evaluation of defined communication goals takes the assessment process to a higher level. It enables the NSC to measure progress, align communication strategy with strategic objectives, optimize resources, foster accountability, engage stakeholders effectively, adapt to changing needs, and drive continuous improvement. By evaluating goals, the NSC can ensure that their communication efforts are purposeful, effective, and ultimately contribute to the institution's overall success.

Defined communication goals serve as a bridge between communication activities and the strategic direction of the institution. Evaluating these goals ensures that communication efforts are aligned with the broader organizational objectives and priorities. By assessing the alignment, the NSC can ensure that their communication activities are driving progress towards strategic outcomes and avoiding any potential disconnect between communication initiatives and the NSC's overall mission. Moreover, they give the NSC the opportunity to establish a robust and results-oriented communication framework that supports evidence-based decision-making, enhances stakeholder relationships, and strengthens the institution's impact, and on the other hand, helps optimize resources effectively. The NSC can identify areas of success and areas that require improvement. With such an approach the strategic allocation of resources is easier as the NSC can focus on activities that have a higher likelihood of achieving the desired outcomes. Evaluations can also reveal redundant or ineffective activities.

By establishing specific objectives and metrics for evaluation (see point 10.3. Communication Goals and KPIs), the NSC provided a mechanism for reviewing performance, identifying gaps, and taking corrective actions. The findings can initiate the development of best practices, guidelines, and benchmarks for future initiatives.

## 13. CONCLUSION

Information, as the knowledge derived from data that has been transformed, interpreted, stored and should be used for some purposes, plays a vital role in almost everything in modern society. With the right information at the right time, society could find out what it didn't know before and could affect what is already known, improving decision-making, enhancing efficiency and providing a competitive edge to different target groups.

In the information age, providing reliable and high-quality data and information by the NSC and other producers of official statistics in Kyrgyzstan is increasingly essential to the whole Kyrgyz economy and society as a source of independent and trustworthy information. So, it is of utmost importance for the broadest possible audience to be aware of the NSC and its scope of activities.

Building and maintaining effective communication, the NSC brand and reputation is dependent, firstly, on the production and dissemination of high-quality outputs aligned to the fundamental principles of official statistics, and secondly, on a multi-layered and multi-faceted strategic approach to communications covered with the prepared NSC's Communication Strategy. However, a communication strategy alone is insufficient – it needs to be supported by a carefully prepared communication plan that provides a clear framework for implementing the overarching communication strategy.

The Communication Plan that is prepared as the next step outlines the specific, concrete and detailed communication activities and tasks, potential additional messages, and tactics, ensuring that the strategy's objectives are translated into actionable steps. This alignment is essential for maintaining a cohesive and coherent approach in all communication efforts.