

Recommendations to Improve Communication of Agricultural Statistics for African Countries



About PARIS21

The Partnership in Statistics for Development in the 21st Century (PARIS21) promotes the better use and production of statistics throughout the world. Since its establishment in 1999, PARIS21 has successfully developed a global network of statisticians, policy makers, analysts and development practitioners committed to evidence-based decision making. PARIS21 works with governments, international organisations, civil society, and other stakeholders to strengthen national statistical systems, promote the use of data for policy making, and foster partnerships and networks in low and middle-income countries.

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Foreword

In collaboration with the Food and Agriculture Organization (FAO), the Partnership in Statistics for Development in the 21st Century (PARIS21) embarked on an analysis of the existing challenges and opportunities in reinforcing data communication within national statistics offices and agricultural statistics units across Africa.

Understanding that empowering society to make informed decisions based on statistical information requires an intricate and complex process between many actors, this report explores the need for development of statistical skills within communication offices, the enhancement of communication skills among statisticians and the promotion of data literacy among stakeholders.

Recognising that funding plays a critical role, this report also delves into the opportunities that can be implemented with available resources.

To ensure that data contributes to civic participation and, ultimately, evidence-based decision making, statistics must be presented in ways that are accessible and engaging for a diverse audience, including the general public. To achieve effective communication, national statistical offices and government ministries should develop strategies that anchor their efforts in strategic planning, and the optimisation of internal resources and synergies. Encouraging partnerships and reshaping the communication department into a more strategic role are essential steps.

The current report is based on ongoing co-operation with national statistics offices and national agencies working on agriculture statistics production, partnering with the Partnership in Statistics for Development in the 21st Century (PARIS21), the Food and Agriculture Organisation (FAO) funded by FAO's Global Strategy on Agricultural and Rural Statistics (GSARS).

Many of the findings presented in this report are not specific to agricultural statistical communications and can be observed in statistics offices and departments more broadly.

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Main findings

The enhancement of agricultural and statistics communications requires long-term strategic approaches and partnerships that have the potential to create organisational culture shifts. Communication departments must evolve into more strategic roles and harness the power of technology for alleviating the lack of resources, while technical teams need to develop their communication skills.

Although there are no quick fixes, the opportunities outlined in this report can be carried out through strategic use of the current resources by capitalising on the existing skills within the departments.

For external organisms looking to support the development of agricultural data communication, it is key to emphasise the importance of investing in highly impactful, overarching strategies and more less on isolated individual projects.

Methodology

The findings and recommendations presented in this report are based on empirical evidence gathered by PARIS21 through close collaboration, observing, and discussing directly with national statistics offices and ministries. The specific methods are outlined below.

Workshops

Two three-day workshops were held during the first semester of 2023: (1) A country-specific workshop in Sierra Leone; and (2) a multi-country workshop in Benin that included representatives from Mali and Togo. Both workshops involved officers from the countries' national statistics offices, ministries of agriculture, and journalists.

The workshops used a hands-on methodology aimed at exploring challenges, building trust, and co-designing collaboration strategies between stakeholders. The modules allowed progressive discussion and understanding of the keys of strategic communication approaches, the opportunities for agricultural communication, effective techniques for data communication, audience segmentation, and visualisation tools.

PARIS21 incorporated insights gained from previous collaborations with statistical offices throughout the African continent, even if not specifically focused on agriculture. This approach was driven by the recognition that communication departments within national statistics offices encounter shared challenges that transcend thematic boundaries. Given that these departments operate as general entities addressing a range of topics beyond agriculture, their collective experiences provide valuable perspectives that can be considered in shaping effective communication strategies.

Interviews

A series of interviews were conducted with national statistics office staff members, journalists and other officials throughout the training sessions, which provided an in-depth understanding of challenges, procedures and methodologies. Additionally, professionals working with PARIS21 in various training sessions were interviewed. A draft of this report was shared through an online webinar in December 2023 to help validate findings and gather additional insights.

Research

The current report incorporates an analysis of reports, web pages, data portals and communication channels of various statistical offices across the continent. The desk research also includes a literature review of existing PARIS21 reports.

Surveys

PARIS21 prepared a survey aimed at creating a baseline understanding of communications capacities, resources, and strategic planning in national agricultural statistical organisations across the African continent. The survey was conducted during 2022 in a total of 14 countries throughout francophone, anglophone, and lusophone Africa, and achieved 71% of total or partial completion. The report also considers responses from the pre-training evaluation form, a survey sent to all participants before any capacity-building session. Its main objective is to understand the participants' profiles, but more crucially, to comprehend their current experiences and challenges in working with internal or external stakeholders, as well as in the production and communication of data.

1 Empowering communication teams

To achieve effective data communication, organisations rely significantly on a healthy combination of human, economic and technical capacities, but most importantly, on the strategic use of these resources. Communication departments at national statistics offices and government departments often grapple with personnel shortages and are constrained by the competing financial priorities within the national statistics office, which is in turn dependent on government funding.

This chapter delves into the need of strengthening the profile and role of communication teams in order to lay the foundations for increased funding. Simultaneously, it examines the different technological opportunities that could potentially alleviate the constraints at human and economic level. This chapter also explores the challenges and opportunities existing at the human resource management level, including considerations such as skill sets, workloads, and task differentiation.

Findings and recommendations

Valorisation of communication teams

Economic resources are crucial to ensure that communication teams have the financial means to reach their target audiences. It is not only about securing the funds to hire more staff members, but also to boost the outreach initiatives, and technology investments. However, adding more funds could only come from the shift of perspective of what communication teams could bring to the table if funded and trained properly.

It is essentially transitioning from viewing the department as a last step in the data-production chain merely in charge of publishing reports online and creating posts on social media to a department that can impact how reports are written and presented, contributing its knowledge to suggest even thematic selection based on their understanding and direct relationship with the audience. This change will depend on the synergies between the communication teams and the leaderships at the national statistics office or ministry level. In the following chapters, this report will explore the need to raise awareness among the decision makers of the communication role.

Communications for all

Several communication units of the countries surveyed are composed of only 2-3 individuals, these teams are tasked with a variety of communication-related demands that are not only overwhelming and demotivating for the overburdened team but also unrealistic. No team, even with an extensive skill set, could face such a workload by only counting on 2-3 staff members. It is necessary to increase the size of communication teams and, in doing so, create multidisciplinary teams with skills in visualisation, project management, engagement and data storytelling.

But it is equally important to shift the concept that communication is not a task exclusive to the communication team but it's an organisational effort, there is the need for more communication literacy among statisticians and other technical teams in the national statistics offices and ministries that produce and deal with reports to enhance the way they connect with the comms teams. Doing so could significantly reduce the workload and improve flow of internal information and spark more collaboration.

Differentiations of tasks

These teams face tasks that span across different fields: press management (processing requests and establishing partnerships), external communication (organising events, creating posts for social media, enhancing collaboration with civil society) and internal communication (preparing reports, memos, organising internal meetings). To achieve better agricultural data communication, teams need to have a manageable workload and, more essentially, a focus. Small teams can benefit from a proper differentiation of tasks between external and internal communication and strategic engagement, clarification of one person's roles and prioritisation. This differentiation not only will help the team process requests more efficiently but in exchange it will also provide stakeholders with a clear contact point.

Improving the skill sets

It is not only a matter of personnel but also of skills available to the whole team. As briefly mentioned above, encompassing skilled professionals with a combination of backgrounds in visual communication (design), strategic planning and communication techniques is critical. Project management skills are needed to be able to allocate a few resources with a strategic focus by correctly defining key priorities.

During the post training surveys the participants frequently draw attention to the need of more specific training to develop a more comprehensive knowledge and skills to apply to their communication efforts. The following skills could help teams to define audiences, key messages and targeted audiences and strategies to reach them: statistics training for the communication teams, more communication coaching for statisticians and an overall mix of data, design, strategic planning, co-design solutions, engagement and storytelling.

Relying more on technology and automated processes. Technical resources, including advanced communication tools and platforms to store and process data, play a pivotal role in enhancing the efficiency and reach of national statistics offices and ministries but most importantly could help the overburdened teams by automating as many processes as possible: from receiving and processing requests to analysing trends; and from creating report templates to the use of easy and versatile visualisation software to create multi-purpose graphics.

While more budgets and capacity building partnerships are needed to help teams reinforce their weakness by the strategic use of technology, these efforts should be done with a strategic focus, aiming at impacting the workflow in general and not only at introducing technical tools in isolation, which can, on the contrary, harm productivity.

Window of opportunity: Enhancing the profile of the communications teams through technology and strategic positioning within the organisation

Advanced technological tools present an opportunity to simplify and organise the workflow of the often overwhelmed communication teams. To increase the strategic use of these tools alongside long/medium term capacity building strategies could improve communication of agricultural data.

Communications teams must transition to be seen as a key player within the organisation and not just a final service. This would require raising awareness among statisticians and decision-makers of the importance of involving communications teams since report design and evidencing how the communication teams can have broader impact at a strategic level.

2 Making agriculture relevant

In the competition for people's attention, how information is portrayed plays an important role—ranging from the choice of channel and language to the narrative and overall presentation. A thorough review of reports and publications made accessible to the public by national statistics offices and agricultural ministries shows there is an opportunity in showcasing the potential of agricultural subjects in a more accessible, readable and engaging way, connecting those insights to day-to-day life and journalists' agendas.

Window of opportunity: Make agriculture relevant and close to the audience

Enhancing the capacity of teams to link agricultural subjects to broader global thematics by anchoring itself on storytelling techniques and journalism can increase the impact of their communications. FAO strategic framework provides a great help to communication departments to understand the broader implication of the data that is currently processed and to identify agricultural data in general reports.

Findings and recommendations

The following are recommendations on how to make agricultural data more appealing.

Making agriculture relevant

Agricultural statistics reports tend to include exclusively facts and figures, with technical wording that is accessible primarily to research and academic audiences rather than policy makers and audiences. The use of plain headlines that are unlikely to appeal to a broader audience is extensive. There is little exploitation of the power of contextualisation, bringing to light the broad implications that those findings have on a day-to-day basis and their power to help build policies that benefit a given country. This tunnel vision can be perceived when speaking to technicians who prepare reports and even in their communications teams. There is a general underestimation of the potential for making agricultural data more useful, even for researchers' purposes.

Humans need stories

Research shows that most audiences are not appealed by facts as much as they are appealed by emotions and information and data linked to what they are interested in or subjects they care about. The communication departments of national statistics offices and ministries of agriculture can extend their focus when covering agricultural topics by leveraging the strategic framework provided by the Food and Agriculture Organization (FAO).

The FAO categorises agricultural data into four segments: production, nutrition, environment, and life, addressing a wide array of topics such as climate change mitigation, transparent markets, health, sustainable agrifood systems, biodiversity, and gender equality. The framework gives agriculture a broader focus by emphasising the impact of agricultural statistics on people's daily lives and can help to foster a stronger connection with the audience.

Join the information flow, avoid creating more

Turning the global information flow and the global agenda into an advantage rather than generating new streams of information can serve as relief to the constrained national statistics offices and help navigate the current landscape of information overload experienced by the audience.

Communication teams can capitalise on specific memorable days (gender, security, climate) and global events (e.g. COP, CFS, others) to disseminate content on social media using its own statistics, covering diverse themes like women's empowerment, climate change, nutrition, and sustainable agriculture and thus appealing to a broader audience. Ministries of agriculture can also take advantage to share insights that may have gone unnoticed.

Differentiating technical reports from those for the general public

Recognising the need for statisticians to continue producing technical reports and making it available for the research community, each organisation can also think about how those technical reports are made available to the public by coordinating with the communication teams.

Good practices include user segmentation - the separation of audiences into groups per a given characteristic such as language, interest or expertise- and the creation of reports accordingly. This would then result in digestible reports with key insights, creating cheat sheets to help journalists cover key publications and publishing engaging content for social media on how those insights impact daily life by combining narratives with powerful storytelling.

However, this also implies improving data sharing practices by systematically sharing updated datasets and complete metadata rather than only tables, carefully selected per topic. In many cases, those data tables available to the public provide no further research opportunities than the ones explained in the report with an important consequence: it undermines the capacity for the audience to understand certain realities e.g. sharing the census results of gender distribution owners of land is presented at national level, leaving those in the provinces or specific areas without the capacity to understand, and therefore report, on their own reality. It must be noted that there are also accessibility problems when it comes to request specific data to national statistics offices, this subject will be further explored in the chapter IV: Environment, specifically in the encounter of trust and data literacy challenges.

Enhancing data communications skills

Effectively communicating data involves explaining its implications within a broader context, strategically framing the story angles to using narrative techniques to convey facts without overwhelming the audience with a series of numbers. It also needs to support itself with effective visualisation techniques. Unfortunately, many reports coming from national statistics offices and ministries present the audiences with highly complex graphics that are difficult for the general public to understand. This not only serves as a disincentive for the public to engage with agricultural statistics, but can contribute to misunderstandings of data.

As experts are likely to understand statistical elements that the ordinary public may not grasp without detailed explanations, teams writing reports can also benefit from what is known as "user testing" principles, a method very well known to all developers and designers. It consists of checking the simplicity

and comprehensibility of any given message, by sharing the reports or visualisation to a selected testing group, usually composed of members of the intended audience.

In this case, technical teams can share the initial reports with the communications team to ensure the key messages of the report are clear and can be understood by a general audience. From the analysis of interviews and exchanges with different national statistics offices, there is an unexplored potential on how both teams -communication specialists and statisticians- can work together to render reports accessible to target audiences.

Incentivising national statistics offices to report on agriculture

Communication teams at the national statistics office level manage different kinds of statistical reports daily and valuable agricultural insights can emerge from seemingly unrelated general surveys conducted by national statistics offices. Enhancing the communication of a specific subject, such as agriculture, requires a) targeted incentives b) strategic partnership and c) specialised training to raise awareness of the transversal impact of agricultural data across all economic areas.

Recognizing the significance of seemingly unrelated data as valuable insights into agricultural matters requires steady training on storytelling and subject identification, but most importantly, the motivation for doing so. Forging strategic partnerships, both with external organisations specialising in agriculture (e.g., FAO) and collaborations with ministries of agriculture could boost the interest of national statistics office communication departments. These partnerships could also serve to leverage the influence of the national statistics office to amplify the impact of these ministries.

Case Study

Rephrasing the way data is shared

Benin Agricultural Statistics Department (DSA by its French abbreviation) used data from the National Agricultural Census to develop a supplementary theme-specific publication focusing on statistics related to the producer's revenue.

The DSA incorporated correct data-communications techniques to transform facts to more readable phrases and comprehensive messages. The team used less technical language, focusing on contextualising the meaning of data beyond what was already depicted in the graphics.

This thematic note was prepared by the DSA with the support of the FAO Global Strategy for Improving Agricultural and Rural Statistics (GSARS II).

Some of the headlines that could be observed in the publication:

"Chez les petits producteurs, le revenu des exploitations dirigées par des hommes est systématiquement supérieur à celui des exploitations dirigées par des femmes"

"Plus des 3 exploitants sur 4 sont de petits exploitants."

Case study

Creating human stories with the data & using a calendar of publication

StatsSA is definitely one of the Departments at the forefront of data communications. Not only it provides consistent and updated data but also a reliable calendar of publication that can be used by journalists to prepare their coverage and monthly agenda.

It shares what it calls data stories which contextualise reports with more easily understood language and provides the excel files for the public to inspect. StatsSA also provides graphics that help understand the data on social media

The Department of Agriculture also created the Farmers Desk, featuring human stories that engage the community, sharing inspiring journeys, and providing context to data.

https://twitter.com/DALRRDgov_ZA/status/1724851397948997774.

3 Strategic approach and partnerships

Purposeful and intentional communication can provide communication teams with the much-needed guidance to leverage the available and scarce resources. Strategic communication plans can provide insights, establish structure, and assist teams in discerning priorities and fostering partnerships.

Findings and recommendations

Involvement throughout the writing process

In many national statistics offices, the communication team traditionally engages only during the final stages of a report's production process to support the creation of press releases, rather than providing communications support throughout the writing process to ensure that the key messages of the report are clear and can be understood by the intended audience. To enhance statistical communications, it is crucial to involve communication teams well in advance of the report's completion and implement a carefully planned communication strategy.

Window of opportunity: Provide assistance for communication strategies and enhance partnerships

Capacity building initiatives should include coaching to develop communication strategies, equipping teams with the skills necessary for audience analysis, setting achievable objectives, determining priorities, and carefully selecting languages and channels for primary publications. But it also requires fostering an organisational culture shift to view partnerships as a key component of success, this includes fusion between technical and communication teams and partnerships among national statistics offices and ministries nationwide.

These initiatives and training should be developed ensuring that the acquired knowledge persists within the organisation beyond individual team members, which requires establishing longer-term objectives.

By implementing a strategic planning, national statistics offices or ministries will formulate the dissemination strategy of key publications and carefully craft all the communication assets before publication. Early involvement of a communications team in a report-writing process allows for the co-designing of a dissemination strategy, understanding the audience it would mostly fit and creating the products that most closely target the audience.

This proactive approach includes identifying suitable dissemination channels and refining style, language, design, graphic elements, and format. A well-organised planning of main messages and objectives has the potential to more effectively promote the organisation's communication efforts.

Including local languages

Language plays a significant role in facilitating the comprehension of and engagement with agricultural statistics. An important portion of key stakeholders for this data are producers often located in rural or remote areas who are more likely to speak local languages. This insight is important for national statistics offices and ministries of agriculture who strive to increase the use of statistics among the general public. Audiences can only increase the use of statistics if the communication strategies attract their attention and share messages that can easily be understood and integrated.

Most nations in the African continent are multilingual and have two or more official languages, however, reports and communication efforts from most governmental institutions are most likely written in main languages such as English, French, or Portuguese. Available financial and human resources play a key role in this decision. However, there is an opportunity to increase the amount of dissemination material shared in other local languages. By providing content in languages that cater to specific audiences, communications teams can enhance the engagement of those who may have a deeper understanding in other languages and - in return- this fosters data collection from those in the localities, creating more trust and willingness to share information with data collectors.

Collaboration and partnerships are essential

This is divided into four groups: internal partnerships (technical teams and the communication teams), civil society partnerships (with media and civil society), key stakeholders partnerships (network of producers or audiences with high impact) and international partnerships among experts (region-wide network between national statistics offices and ministries).

First and foremost, communication teams need to evolve into strategic departments recognized for their ability to contribute insights gathered from direct connection to target audiences and their capacity to foster collaboration and engagement among stakeholders to and optimise the use of research findings data and find by finding creative ways to present statistics to the public.

Establishing partnerships with stakeholders such as civic technology organisations, educational institutions and civil society groups interested in their topics can also improve the capacity to disseminate information and reach the target population. Achieving these partnerships requires a willingness to regularly receive and integrate feedback from these entities into their strategies.

For stakeholders such as farmers and producers, communication teams should prioritise meeting them directly by mapping the events and key meetings where they are present and preparing pertinent data. This requires an understanding of the audience and a solid engagement plan.

Additionally, exploring peer learning opportunities by connecting national statistics offices and agricultural ministries across regions can facilitate the exchange of techniques and best practices, fostering an international community of statistics communications teams that can share good practices and discuss common challenges.

Capacity building with a long-term objective over a short term

It is often the case that funding allocated to capacity building is directed towards short interventions that, while meaningful, fall short of creating real long-lasting changes. Understanding how learning unfolds means viewing capacity building as a long-term project, strategically choosing individuals who can provide continued support throughout the process and, more importantly, providing the tools and opportunities to use those skills.

While those in decision-making roles can benefit from attending short trainings to raise awareness of certain skills, the staff members who carry out the communication activities may also benefit more from creating medium- and long-term capacity-building strategies.

Funding for capacity building with more long-term engagements should aim at creating strategic procedures and increasing data and communication skills in a way that creates systemic, sustainable changes within an organisation.

Case study

Inclusivity and engagement

The Rwandan Ministry of Agriculture and National Institute of Statistics Rwanda (NISR) shares data in local languages. These departments also use audiovisuals and infographics consistently throughout all their platforms which increases the chances to grab the audience's attention.

Both web platforms also have a very updated and functional portal. The National Statistics Office has developed in the past engagement programs to enhance data literacy like Data Journalism Awards, Hackathon and Reading Data with Children initiative.

4 Creating the environment

Effective communication is rarely the result of a single effort. Understanding the complex environment under which national statistics offices and statistics or communications departments in ministries of agriculture work can enhance resilience and help inform communication strategies.

Window of opportunity: Creating a trust and providing adequate and sustainable funding for data portals

Creating trust among partners comes from direct connection or, more plainly explained, human-to-human exchanges that come from long-term collaborations. Officials can prioritise mechanisms to make stakeholders active participants and not only receivers of information.

Open data and data sharing best practices plays a key role in the creation of trust, it means not only sharing entire datasets in a timely manner but also its metadata, this requires including strategies and incentives to maintain those portals updated.

Creating a community

Throughout different events organised by PARIS21, there have been recurring requests for communications teams to establish a community of journalists dedicated to consistently covering agricultural and statistical topics. Many news media outlets lack a designated person for agriculture coverage and do not provide adequate training in the field or in statistics in general, making it difficult for national statistics offices to target the right journalists. To optimise resources, creating a community of strategically positioned journalists with strong relationships with the communications teams of national statistics offices and agricultural ministries and providing them with access to experts can be more efficient than training different journalists for brief periods. This approach allows for a more sustainable and effective use of resources.

To create a community with stakeholders teams could establish project-based OpenData bootcamps to enhance data accessibility and engage stakeholders—including the youth, civil society organisations, and journalists—while fostering awareness at the national statistics office level about the imperative need to share updated data. NATIONAL STATISTICS OFFICES can also create a community through channels such as emails lists or Whatsapp groups to disseminate and alert journalists of a new publication, also sharing calendars of publication so journalists can prepare coverage in advance.

Building trust

Journalists and communication departments at national statistics offices and agricultural ministries have a common goal: share important data with the public to make data-informed decisions. However, as is the

case with many open data initiatives, officials are naturally concerned by the possibility of misinterpretation of data and thus misinforming the public, while journalists may see careful sharing of information as a sign of lack of transparency.

Trust is really built by opening 2-way channels of communication and making the dissemination of statistics more transparent. It is then crucial to establish direct contact between stakeholders and to build community, as mentioned earlier, increasing statistical literacy among journalists and fostering improved data sharing culture and collaboration. The final objective is to build mutual understanding of each other's roles, responsibilities and limitations and use this understanding to co-design ways to pass actionable information to the audience.

Data and metadata sharing is capital to build and foster trust between stakeholders and national statistical offices and ministries. It requires sharing the full dataset (anonymised) in friendly formats as well as its metadata files. This report underscores the need of sharing the metadata with users to facilitate comprehension and reduce misunderstanding of findings, technical teams cannot expect users to interpret data if they don't provide comprehensive metadata that describes methodologies, data sources and the limitations of the data.

Updated websites

One of the most frequently mentioned problems among data users is the lack of access to structured, open, and up-to-date data on open portals or national statistics offices and ministry websites in general. Even when shared, data is often not easy to find through the dedicated website. This limitation discourages the use of the websites, hurting communication efforts and hindering the potential for civil society and researchers to effectively use this data for information dissemination.

Understanding that data portals were oftentimes created through financing from external sources interested to foster the open data culture across Africa, the lack of planning and stable funding and training to have dedicated officials maintaining these websites, would result in these websites to become outdated.

Building adequate skills

Creating the environment externally also means upscaling the skills internally at the heart of the national statistical offices and ministries. There is a discernible need for increased statistical literacy within communication departments and to foster communication skills among statisticians. Both needs impact directly how those statistics are communicated to the public.

Enhancing statistical comprehension can help communication teams steer away from mere copying and pasting from technical reports into press releases. Likewise, increasing communication skills among technical and decision-making teams can result in less dependence on the communication team for simple tasks. This would in turn create an easier working environment for the communication teams and reduce the workload.

Case study

Meet the audience where they are

Statistics Botswana took the initiative to engage with its stakeholders by targeting strategic events and sharing data with the participants. national statistics office members visited the Ghanzi Agricultural Show, an agricultural event, and seized the opportunity to disseminate statistics with the aim of "educating about official statistical products and services."

Case study

Creating trust by mutual understanding

PARIS21 carried out a multicountry workshop in Benin, with the participation of journalists, departments of communication from national statistics offices and agricultural ministries, statisticians and decision makers at Ministry level. Attendants participated in a confidential and honest exchange to reveal the root causes of their challenges in accessing and sharing the information.

This exercise paved the way for a regional community of statisticians sharing their experiences, and the creation of alternative channels such a dedicated WhatsApp group with specialised journalists. It also underscored the importance of a timely share of data.

Recommendations to Improve Communication of Agricultural Statistics for African Countries

To ensure that data contributes to civic participation and, ultimately, evidence-based decision-making, statistics must be presented in ways that are accessible and engaging for a diverse audience, including the general public. To achieve effective communication, national statistical offices and government ministries should develop strategies that anchor their efforts in strategic planning, and the optimisation of internal resources and synergies. Encouraging partnerships and reshaping the communication department into a more strategic role are essential steps.

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