**ONS Partnership Programme with international National Statistics Institutes for the modernisation of official statistics**

**The 2021/22 Annual Review**

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ACRONYMS

|  |  |
| --- | --- |
| DFID | Department for International Development |
| FCDO | Foreign, Commonwealth and Development Office |
| GSS | Ghana Statistical Service |
| KNBS | Kenya National Bureau of Statistics |
| NSA | Namibia Statistics Agency |
| NISR | National Institute for Statistics Rwanda |
| NSO | National Statistical Office |
| ODA | Official Development Assistance |
| ONS | UK Office for National Statistics |
| SDGs | Sustainable Development Goals |
| UNECA | United Nations Economic Commission for Africa |

SUMMARY AND OVERVIEW

|  |  |
| --- | --- |
| Year | **2021** |
| Overall Output Score | **A+** |
| Risk Rating | **Minor** |

The International Development Team (IDT) was created in 2016 to work side-by-side with national statistical offices around the world to support them in developing high-quality statistics for the global public good. In 2017, an agreed Memorandum of Understanding set out the working arrangements between DFID and ONS for the UK Partnership Programme for the Modernisation of Official Statistics. This programme arrangement came to an end in June 2021. And since April 2021, ONS has received UK Government Official Development Assistance (ODA) funding to deliver this programme of work supporting the modernisation of official statistics independent of FCDO. Initially this was for only one year, and in the 2021 Spending Review, the programme received additional funding encompassing April 2022 to March 2025.

This is the first ONS-led annual review. It assesses the programme’s activities over the financial year 2021/22.

There are three strands to the review:

1. Checking recommendations from previous reviews to assess if they have been implemented or that appropriate progress is being made
2. Interviewing key stakeholders to garner their views on the IDT work for 2021/22 and future work
3. Reviewing the case studies and outputs reports produced by the International Development Team supplemented by other ONS colleagues involved in the delivery of ONS’s development work (Data Science and Open SDG).

The evidence reviewed demonstrates that the ONS knowledge, skills and experience are highly valued by the partnerships. Furthermore, one stakeholder noted from an FCDO point of view it is “demonstrating value” and “the impact has been diplomatically felt beyond the small world of statistics and public policy”. Another FCDO stakeholder commented that “the ONS work is enabling collaborations of HMG with other areas”.

Thus, this annual review can confidently conclude that the ONS IDT Programme is enabling the modernisation of official statistics, and delivering value for the UK Government. Great people delivering great work for the global public good.

## Recommendations

**People**

Training for the team in conflict resolution will allow the team to be equipped with strategies and tools to help them navigate challenging situations and handle difficult conversations effectively.

Evidence from case studies notes the importance of briefing ONS staff before site visits and stakeholder interviews raised the importance of ONS staff understanding the organisational culture. It is important to continue to ensure that there is sufficient support for ONS staff going on-site both short- and long-term placements.

Many of the benefits gained, are due to ONS strategic and technical advisers, who have deep knowledge and strong networks. It is therefore recommended that succession planning work be undertaken to identify skill gaps and training needs; to retain institutional knowledge; and to maintain morale.

Demand for ONS services and products is increasing, and it is a relatively small pool of staff delivering the majority of these. So, it is important to be cognisant of competing priorities and to maintain a supportive culture in and across the teams to minimise burn out.

**Building capacity and legacy**

ONS is “filling a wide gap” with respect to technical assistance, so recommend developing a legacy plan that details the shared vision and objectives to secure a legacy from this programme.

Consider framing the knowledge transfer documents as legacy pieces for example the ‘living’ e-Handbook of census lessons and experiences.

It is recommended that an assessment of what success looks like for each partner country is conducted and these findings are used to sense check if resources are allocated to optimise the programme’s legacy, given three points: 1. change management is challenging; 2. the appetite for change and the pace of adoption vary across organisations; and 3. the likelihood of institutionalising the learning and embedding the new practices into the NSOs’ business as usual.

With respect to building capacity, joining up with other international development donors/stakeholders that are active in this field and geography to coordinate practices and delivery, ought to generate a greater impact for NSOs.

**Demand management**

With respect to ONS resource capacity, outputs and scalability, consider if the programme would have more impact if it allocated additional resource to the UNECA partnership to deliver more multilateral work packages.

To support ONS staff given the perception that difficult conversations are being avoided, it is recommended that demand management processes are designed to enable triaging of requests. Furthermore, before implementing any demand management processes, it would be beneficial to share these with partner countries to allow buy-in and greater transparency regarding prioritisation of work packages.

With respect to partnership workplans, that the project initiation documents are specced out to allow a shared understanding of expectations regarding staffing commitment on both sides, as well as the agreed scope, duration, and any other resource allocation.

There is evidence of building regional capacity, such as the support to NISR [CS9, CS8], and in the future this may help with managing demand, which may be a useful model of support to be replicated to build regional capacity – noting the importance of setting clear boundaries to manage risk.

It is recommended that consideration be given to recording the allocation of data science and other technical support activities across the partner countries, to enable a solid assessment of the allocation of resources (forecast and actuals), which ought to strengthen any demand management processes.

**Partnership measurement**

Strongly recommend revising the scoring mechanism for the UNECA partnership to reflect the impact that it is delivering.

**Output reports**

To continue to provide training and mentoring statistics by sex, but to collect and share statistics by age band too.

**Asks from partners**

UNECA seeks that the partnership continues to take a more strategic approach rather than ad hoc.

NISR seeks ONS to do a critical friend review.

KNBS seeks ONS to do a critical friend review.

NSA seeks that their partnership with ONS keeps up momentum.

GSS seeks that the partnership continues to work as an equal and understands their needs and be cognisant of their shrinking operational budget.

INTRODUCTION TO THE 2021/22 ANNUAL REVIEW

The International Development Team (IDT) was created in 2016 to work side-by-side with national statistical offices around the world to support them in developing high-quality statistics for the global public good. In 2017, an agreed Memorandum of Understanding set out the working arrangements between DFID[[1]](#footnote-1) and ONS for the UK Partnership Programme for the Modernisation of Official Statistics. This programme arrangement came to an end in June 2021. And since April 2021, ONS has received UK Government’s Official Development Assistance (ODA) funding to deliver this programme of work supporting the modernisation of official statistics independent of FCDO[[2]](#footnote-2). Initially this was for only one year, and in the 2021 Spending Review, the programme received additional funding encompassing April 2022 to March 2025.

IDT supports five partnerships: four national statistical offices (Kenya, Ghana, Rwanda and Namibia) and UNECA’s African Centre for Statistics, which is responsible for improving the production, dissemination and use of quality data and comparable data and statistics across its 54 African member states.

The data science, the Sustainable Development Goals, and the Inclusive Data Charter teams deliver products and services within this programme, but not solely to these partnership countries.

This is the first ONS-led annual review. It assesses the programme’s activities over the financial year 2021/22.[[3]](#footnote-3) It has been conducted by a member of the ONS Planning and Portfolio Management team, who is an experienced economist and social researcher. This review was produced from March to August 2022. [[4]](#footnote-4)

**The review framework**

This review evaluates the activities of the IDT for the period April 2021 to March 2022 against the programme’s published monitoring and evaluation framework[[5]](#footnote-5), which incorporates the results framework and the agreed measures for assessing partner commitment, and its business case[[6]](#footnote-6).

The HMT Quality in Qualitative Evaluation: a framework for assessing research evidence (supplementary Magenta Book guidance) has guided the approach.

There are three strands to this review:

1. Checking recommendations from previous reviews to assess if they have been implemented or that appropriate progress is being made[[7]](#footnote-7)
2. Interviewing key stakeholders to garner their views on the IDT work for 2021/22 and future work
3. Reviewing the case studies and outputs reports produced by the International Development Team supplemented by other ONS colleagues involved in the delivery of ONS’s development work (Data Science and Open SDG).

**Reviewing progress from previous reviews**

A desktop exercise was conducted to collate the actions and recommendations together into one document from the four reviews detailed in footnote 1. In total, 49 actions and recommendations were collated. A two-stage process for analysing these was undertaken, firstly to categorise each action and recommendation to determine which parts of the system will require, or are recommended for, change, and then to rate each recommendation. Some changes may be easier to achieve and evidence than others; consequently, the ratings reflect this: i) evidence of successful implementation, ii) evidence of implementing and continuing to progress to achieve this change, iii) not implemented to date, iv) decision made not to adopt recommendation at this time, and v) DFID action/recommendation.

The findings from the review of annual recommendations show that all of the 13 recommendations not implemented to date result from the external review published in 2021, which produced 25 recommendations. Thus, twelve has been progressed over the ten-months since publishing. The 13 outstanding recommendations break down as follows: two are programme managements ones relating to governance and communications; seven are considerations for product and service development opportunities; one is regarding career development, two deal with further monitoring and evaluation improvements; and the final one relates to integrating the Inclusive Data Charter work into other work strands.

**Stakeholder interviews**

Fifteen stakeholder interviews were conducted. These stakeholders were proposed by the strategic advisers and technical leads.

Selection bias was consequently a concern; however, this was only one part of the review. Moreover, the stakeholder interviews were framed as an opportunity to increase learning and optimise the partnership and not to receive compliments. Participants were forthcoming with their insights and suggestions for development.

Microsoft Teams was used to conduct these semi-structured interviews. Each interview was transcribed. Key points and quotes were compiled and analysed using thematic analysis to illuminate insights and meaning.

**Reviewing the case studies and outputs reports**

The IDT produced 31 case studies demonstrating the impact of their work. These were scored using the matrix below:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Contribution of ONS** | **Major** | **3** |  | lower scoring | Score case studies in this area | |
| **Moderate** | **2** |  |
| **Some Minor** | **1** |  |
| **Insignificant** | **0** |  |  |  |  |
|  |  |  | **Insignificant** | **Minor** | **Moderate** | **Major** |
|  |  |  | **0** | **1** | **2** | **3** |
|  |  |  | **Impact** | | | |

The output reports were reviewed and assessed based on evidence in the report, stakeholder data and the case studies.

THE KEY MESSAGES FROM THE EVIDENCE REVIEW

Three themes emerged from analysing the 13 stakeholder interview data, the 29 case studies and the five output reports: people; capacity building and legacy; and, demand management are explored.

**People**

With respect to the ONS team, stakeholders talked highly of ONS staff, with the most effective team members being technically skilled, emotionally intelligent, politically astute and had strong networks to draw on.

One stakeholder noted that the partnership is successful because of the “mutual understanding and respect between ourselves”.

Stakeholders from the partnership organisations mentioned the benefits of having ONS staff on-site for not only providing technical support but for also observing ONS staff members’ behaviours and skills (using Trello, agenda setting, meeting prep) and adopting these into their day-to-day practice.

There was feedback that there ought to be consideration given to conflict resolution training, as there was a perception that difficult conversations around demand management were being avoided, which left uncertainty around whether an initiative was going to proceed or not.

There was concern raised about the need to succession plan as stakeholders noted that ONS ought to avoid “starting from zero” if a core member of the team leaves the programme.

Improving national datasets can cause uncertainties consequently there is a need to recognise these sensitivities and the feedback notes, “**ONS navigate that space really carefully, particularly around things like elections or censuses**”.

The British Ambassador to the African Union at the Foreign, Commonwealth and Development Office noted that the programme, “**Delivered beyond … beyond the small world of statistics and public policy**.” This quote succinctly distils the impact of having effective people doing good work for the global public good.

*Recommendations:*

Training for the team in conflict resolution will allow the team to be equipped with strategies and tools to help them navigate challenging situations and handle difficult conversations effectively.

Evidence from case studies notes the importance of briefing ONS staff before site visits and stakeholder interviews raised the importance of ONS staff understanding the organisational culture. It is important to continue to ensure that there is sufficient support for ONS staff going on-site both short- and long-term placements.

Many of the benefits gained, are due to ONS strategic and technical advisers, who have deep knowledge and strong networks. It is therefore recommended that succession planning work be undertaken to identify skill gaps and training needs; retain institutional knowledge; and maintain morale.

Demand for ONS services and products is increasing, and it is a relatively small pool of staff delivering the majority of these. So, it is important to be cognisant of competing priorities and to maintain a supportive culture in and across the teams to minimise burn out.

**Capacity building and legacy**

There is very strong evidence of capacity building with knowledge transfer activities, along with developing and supporting the implementation of digital tools. Moreover, the partnership working enables recognition of the next challenge: sustaining capacity, as one stakeholder noted that it is good to know that staff retention is a common challenge for all whether in the UK or in partner countries.

Thus, the critical issue is institutionalising the learning and embedding the new practices into the NSOs’ business as usual. Consequently, the need for clarity around the legacy of the programme emerged in many of the interviews, especially as it is recognised that the ONS programme is “filling a wide gap” with respect to technical assistance, so there is a sense among stakeholders of a need to focus on the legacy going forward.

From a UNECA perspective, it is noted that the partnership has “made good progress” regarding helping NSOs modernise for 2020 but there is a “need to institutionalise census transformation” for 2030.

“We ask ourselves without ONS, how can [we] sustain whatever foundations that we've achieved without collaboration without ONS? So we definitely need to work towards legacy and the only way we can do that is to define the legacies now.”

There are examples of this work addressing the legacy issue, such as the ‘living’ e-Handbook of census lessons and experiences. This is an on-going piece of joint working with UNECA and UNFPA.

One initiative that may aid legacy, instigated by ONS, is the ongoing discussions with international development donors/stakeholders to “understand what each other is doing, and explore possibilities for working together to develop and contribute to a coordinated programme of work to develop statistical leadership skills in Africa, which has the potential to generate benefits, such as reduced costs through reduced duplication, creating a common language, the sharing of best practice, and complementing areas of expertise to enhance the learning experience”. [CS1]

It is worth being mindful that to date, “**the ECA/ONS partnership has directly assisted 10 countries with their census preparations; and the partnership’s work to share lessons and experiences has reached well over 20 countries**”, which for a relatively small programme is commendable. [CS4]

*Recommendations:*

ONS is “filling a wide gap” with respect to technical assistance, so recommend developing a legacy plan that details the shared vision and objectives to secure a legacy from this programme.

Consider framing the knowledge transfer documents as legacy pieces for example the ‘living’ e-Handbook of census lessons and experiences.

It is recommended that an assessment of what success looks like for each partner country is conducted and these findings are used to sense check if resources are allocated to optimise the programme’s legacy, given three points: 1. change management is challenging; 2. the appetite for change and the pace of adoption vary across organisations[[8]](#footnote-8); and 3. the likelihood of institutionalising the learning and embedding the new practices into the NSOs’ business as usual.

With respect to building capacity, joining up with other international development donors/stakeholders that are active in this field and geography to coordinate practices and delivery, ought to generate a greater impact for NSOs.

**Demand Management**

The evidence from stakeholder interviews and case studies illuminates that there is a very high level of demand for ONS support. There are many factors driving this demand:

* ONS is a highly trusted organisation internationally with respect to statistical production
* ONS’s experience in data science and the potential benefits of developing data science capacity
* New regions/countries that wish to work in partnership with ONS, such as UNESCWA
* Partners countries noted that they are experiencing reducing operating budgets
* The preference for on-site delivery of training and mentoring.

Managing demand is challenging; however, being proactive and planning will keep the programme on track.

Demand management is the process of planning and managing incoming requests (wants and needs) for support. It involves understanding partners’ needs, plus an assessment of what is required to fulfil these. This process helps forecast upcoming demand, assess capacity to meet requests, and evaluate requests against strategic objectives of the programme. Demand management should be treated as a specific matter to manage within the programme management office and assigned as a clear responsibility.

*Recommendations:*

With respect to ONS resource capacity, outputs and scalability, consider if the programme would have more impact if it allocated additional resource to the UNECA partnership to deliver more multilateral work packages.

To support ONS staff given the perception that difficult conversations are being avoided, it is recommended that demand management processes are designed to enable triaging of requests. Furthermore, before implementing any demand management processes, it would be beneficial to share these with partner countries to allow buy-in and greater transparency regarding prioritisation of work packages.

With respect to partnership workplans, that the project initiation documents are specced out to allow a shared understanding of expectations regarding staffing commitment on both sides, as well as the agreed scope, duration, and any other resource allocation.

There is evidence of building regional capacity, such as the support to NISR [CS9, CS8], and in the future this may help with managing demand, which may be a useful model of support to be replicated to build regional capacity – noting the importance of setting clear boundaries to manage risk.

VALUE FOR MONEY AND EXPENDITURE ANALYSIS

The business case[[9]](#footnote-9) set out that the programme will support the Foreign Commonwealth and Development Office’s (FCDO) single-country plans by achieving the following for partner countries:

* **Higher quality and more frequent data** being published and used for key decisions (including for example censuses and economic statistics)
* **Increased** **data literacy and sharing**, leading to better decision making and evidence-based policies;
* More cost-effective data production through the use of **digital technology** and **data science initiatives**;
* **Greater public trust in data** which increases the utility of published data and analysis;
* More **effective leadership** increasing the rate and quality of data production, and staff morale;
* Adherence to international standards allowing for better cross-country comparison and improving efficiency and quality.

At the global level the proposal will:

* **Share UK expertise in digitally enabled, data driven decision making**, helping less developed and middle-income countries achieve the SDGs, while also establishing international influence for HMG priorities.
* **Ensure the UK is at the forefront** of new digital and data innovations;
* **Drive the use of Sustainable Development Goals (SDGs)** and their central aim to put citizens first and “leave no one and no where behind”;
* **Support emergency responses**, and the operational delivery of ODA programmes, making sure the FCDO itself has the capability so that data can be used to make evidence-based decisions;
* **Ensure the UK leads** the way in data regulation, improve standards and increase the use of ethics;

The programme’s stakeholder interviews, case studies and output reports provide a rich tapestry of evidence that clearly demonstrates that this investment delivering on all of the above objectives. And consequently, it is producing value for money for the UK Government and the partnerships with respect to effectiveness.

With respect to efficiency, many of the case studies [CS1, CS3, CS4, CS17, CS18, CS22] demonstrate that service or product development work with one partner has been packaged up, often enhanced based on reflective practice and delivered to other partners.

The evidence reviewed demonstrates that the ONS knowledge, skills and experience are highly valued by the partnerships. Furthermore, one stakeholder noted from the FCDO point of view it is “demonstrating value” and “the impact has been diplomatically felt beyond the small world of statistics and public policy”. Another FCDO stakeholder commented that “the ONS work is enabling collaborations of HMG with other areas”.

The 2021/22 financial management report has been reviewed. The following pie chart is illustrative of the distribution of the expenditure across the different aspects of the programme. For the four partner countries, the proportions include overseas and UK based staffing costs as well as travel and subsistence. However, it is not possible from the report to assess the distribution of technical support in the partner countries.

Given the demand for data science training and knowledge sharing, it is not surprising that just over one quarter of the budget has been allocated to this. Unfortunately, a breakdown of how these resources were utilised across the partner countries could not be illuminated from the financial management report.

Recommendation:

It is recommended that consideration be given to recording the allocation of data science and other technical support activities across the partner countries, to enable a solid assessment of the allocation of resources (forecast and actuals), which ought to strengthen any demand management processes.

PROGRAMME ASSESSMENT

|  |  |
| --- | --- |
| Year | **2021** |
| Overall Output Score | **A+** |
| Risk Rating | **Minor** |

The above overall output score was arrived at by assessing the evidence from the five output reports, the 15 stakeholder interviews and 29 case studies. The five partnerships were assessed individually, as were the data science and SDG indicators.

This annual review can confidently conclude that the ONS IDT Programme is enabling the modernisation of official statistics, and delivering value for the UK Government. And that the programme is moderately exceeding expectations.

Great people delivering great work for the global public good.

RESULTS

See full results framework document for details

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Area of progress | Measured by (indicator) | Single year target | Achieved |
| Outcomes | Outcome indicator 1 | Partners produce more trustworthy, high quality and valuable data | Total outcome score from case studies of changes in quality, frequency or coverage of national data sets in partner countries which demonstrate some contribution from ONS and moderate or major impact (see methodology). | Aggregate outcome score for Data case studies increases from previous year by 10 points | Increase of 13 points to 56 (from 43) |
|  | Outcome indicator 2 | Improved institutional capacity and sustainability within partner NSOs | Total outcome score from case studies of capacity building in partner countries which demonstrate some contribution from ONS and moderate or major impact (see methodology) | Aggregate outcome score for Capacity case studies increases from previous year by 10 points | Increase of 15 points to 106 (from 91) |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| Output 1: | Maintain 4 effective ‘Tier 1’ partnerships, supporting statistical modernisation comprehensively in the partner country | | | | |
| Output 2: | Develop and manage 3-4 Tier 2 partnerships, supporting some elements of modernisations where ONS can add strategic value | | | | |
|  |  | Area of progress | Measured by (indicator) | single year target |  |
|  | Output indicator 1.1 | Strong, effective, influential partnerships between UK government and partner organisations | Measure of partner commitment towards establishing and maintaining an effective partnership with ONS (see partnership indicators tab) | score of 3 for 4 x Tier 1 partner organisation and 2 x Tier 2 partner organisations | Score of 3 or 4 was achieved for each of the existing Tier 1 partners, and for Namibia. Jordan was also added to the portfolio, and would score similar, but is funded through a different budget and its results not included here |
|  | Output indicator 1.2 | Lessons from the UK on statistical modernisation effectively fed into key strategic documents of partner organisation | Number of cases of where ONS have provided advice on strategic policy documents: (e.g. NSDS, legislation, communications strategy, other policy documents) and there is evidence that this advice has had an influence on the final product | 10 | 22 |
|  | Output indicator 1.3 | Improvements and efficiencies in ways of working at partner organisation | Number of examples of where ONS support and delivery of the workplan has helped deliver improvements in how a partner operates | 12 | 21.5 |
|  | Output indicator 1.4 | New and improved statistical data | Number of examples of where ONS support has helped to fill SDG data gaps, by analysing new data, or improving quality, coverage, disaggregation of existing data series; | 10 | 16 |
|  | Output indicator 1.5 | Formal structured training or mentoring, in relevant areas ranging from leadership and management, communications and media engagement skills, and technical skills [EXCLUDING data science which is captured in 3.4]; | Number of people (disaggregated by age and sex) mentored or trained (in areas other than data science), where this training or mentoring has been rated as effective | 100 | 285 (126 Female, 159 Male) |
|  | Output indicator 1.6 | Strong alignment between ONS work and FCDO priorities in country | Examples (may duplicate those from other targets) of where ONS deliverables directly link to FCDO priority areas | 10 | At least 6 examples were documented |
|  |  |  |  |  |  |
| Output 3: |  | Global good and HMG ODA **data science support**: | | | |
|  |  | Area of progress | Measured by (indicator) | Single year target |  |
|  | Output indicator 3.1 | Expansion in data science capability within the FCDO (ODA eligible) | FTE of data scientists working on ODA eligible work in FCDO | 6 (100% increase from 3 in March 2021) |  |
|  | Output indicator 3.2 | Embedding skills through coaching in-country projects, automating data processes and applying research. | Number of successfully completed agreed phases of mentoring, to enable the delivery of data science initiatives in ODA eligible partner countries | 12 | 9 |
|  | Output indicator 3.3 | R&D to support decisions around the SDGS | Number of proof of concept analyses, prototype decision support tools, or open source operationalised versions of others' research, with published outputs | 4 | 6 |
|  | Output indicator 3.4 | Data science training across the SDG community | Number of people (disaggregated by age and sex) mentored or trained (in data science), where this training or mentoring has been rated as effective | 50 | 53 (15 female, 38 male) |
|  |  |  |  |  |  |
| Output 4: |  | Support to other (ODA eligible) countries with ONS skills or ‘products’ which are in global demand | | | |
|  |  | Area of progress | Measured by (indicator) | Single year target |  |
|  | Output indicator 4.1 | Countries develop and use SDG platforms, based on Open SDG | Number of ODA eligible countries with Open SDG platforms progressed (newly developed, further developed, progressed implementation) by receiving direct assistance (including remote support) from ONS or using knowledge products (e.g. video tutorials) that ONS has developed. | 5 | 8 |
|  | Output indicator 4.2 | Inclusive Data Charter action plans developed and implemented | Number of ODA eligible countries, or other relevant partners, with actions plans progressed (newly developed, further developed, or begun implementation) with ONS support | 3 | 6 |
|  | Output indicator 4.3 | Priority international events selected and supported effectively to target and influence statistical modernisation and effectively raise awareness of the UKs approach and lessons learned | Individual targets are set, when any funding or significant IDT resource is allocated to any international event | Score of "A" on pre determined scale for each individual event | N/A No events were taken forwards in this period due to COVID restricitions. |
|  | Output indicator 4.4 | ONS comparative advantage is clearly identified, our reputaiton is built and our services are in wide demand | Number of examples of demands from new partners , not captured under indicators 1.1-1.5 or 3.1-3.4, where ONS is able to deliver tangible outputs based on it having a comparative advantage | 6 | No documentation was made |

1. FCDO was established on 2 September 2020 following the merger of DFID and FCO. The term “FCDO” is used in this report to refer to both current FCDO and pre-merger DFID, unless the context requires a specific

   reference to DFID. [↑](#footnote-ref-1)
2. The Foreign, Commonwealth and Development Office was established on 2nd September 2020 following the merger of the Department for International Development and the Foreign and Commonwealth Office. [↑](#footnote-ref-2)
3. This review does not include work funded from other sources, such as e.g. work that was ongoing in Jordan during the same period, which was funded through the Conflict, Stability and Security Fund (CSSF) UK-Jordan Partnership Facility Programme in 2021/22 [DevTracker Project GB-GOV-52-CSSF-06-000033 (fcdo.gov.uk)](https://devtracker.fcdo.gov.uk/projects/GB-GOV-52-CSSF-06-000033/summary) That work will be reviewed separately; however, many of the lessons and learnings will apply across all of the teams work. [↑](#footnote-ref-3)
4. This review does not include work funded from other sources, such as e.g. work that was ongoing in Jordan during the same period, which was funded through the Conflict, Stability and Security Fund (CSSF) UK-Jordan Partnership Facility Programme in 2021/22 [DevTracker Project GB-GOV-52-CSSF-06-000033 (fcdo.gov.uk)](https://devtracker.fcdo.gov.uk/projects/GB-GOV-52-CSSF-06-000033/summary) That work will be reviewed separately; however, many of the lessons and learnings will apply across all of the teams work. [↑](#footnote-ref-4)
5. The programme results framework. <https://devflow.northeurope.cloudapp.azure.com/files/documents/ONS-modernisation-of-official-statistics-_Results-Targets-202122-20210519010528.xlsx> [↑](#footnote-ref-5)
6. The business case and results targets can be found here: [DevTracker Project GB-GOV-24-001 Documents (fcdo.gov.uk)](https://devtracker.fcdo.gov.uk/projects/GB-GOV-24-001/documents) [↑](#footnote-ref-6)
7. The annual reviews for [2018](https://iati.fcdo.gov.uk/iati_documents/38100106.odt), [2019](https://iati.fcdo.gov.uk/iati_documents/50792252.odt) and [2020](https://iati.fcdo.gov.uk/iati_documents/57366198.odt) were scruntinised, as was the independent review “Review of the ONS/FCDO Programme for Modernisation of National Statistics” produced by Delphic Consultancy Limited published in October 2021. [↑](#footnote-ref-7)
8. See Sahin (2006) Figure 2.2. Adopter Categorization on the Basis of Innovativeness, which adapts Rogers 2003’s work for further details on the rate of adoption <https://files.eric.ed.gov/fulltext/EJ1102473.pdf> [↑](#footnote-ref-8)
9. <https://devflow.northeurope.cloudapp.azure.com/files/documents/ONS-Modernisation-of-Official-Statistics_Business-Case--20210519010546.docx> [↑](#footnote-ref-9)