High quality statistics that improve lives globally

**International development programme**

2022/23 Annual Review

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# Executive summary

This review presents findings on the outcomes and outputs of the Office for National Statistics (ONS) project “high quality statistics that improve lives globally” for the period 2022-2023.

The project aligns strongly with the [UK government’s international development strategy](https://www.gov.uk/government/publications/uk-governments-strategy-for-international-development/the-uk-governments-strategy-for-international-development) through supporting the long-term agency of countries and people, helping to build effective institutions and secure economies. High-quality statistics and data are essential to support these aims and enable evidence-based decision making at local, national and global levels. The ONS supports this through using its expertise in statistics and the modernisation of national statistical offices (NSOs) to strengthen technical and organisational capacity of partners.

For example, the project provided training for four countries in Africa on how to web scrape prices to build a Consumer Price Index. This provides countries with the means to produce more timely and reliable economic statistics which supports a better understanding of a country’s economic state. The project also trained women in four NSOs through Women into Leadership courses designed to empower women in the workplace and unlock their potential as leaders, another strategic focus area.

The project complements the core principles of the [UK Statistics Authority’s strategy](https://uksa.statisticsauthority.gov.uk/statistics-for-the-public-good/). For example, the principle of ‘being inclusive’ is reflected in the project giving high priority to its Women into Leadership courses. The principle of ‘working sustainably’ is reflected in the project’s development of data science skills that are transferable and can be readily applied to different statistical topics, leading to lasting and sustainable change, for example for automation of the Consumer Price Index by the Ghana Statistical Service.

The examples above also show how the project aligns with the [Government Statistical Service international strategy](https://uksa.statisticsauthority.gov.uk/publication/statistics-for-the-global-good/) through building strong partnerships to shape the global statistical agenda and creating stronger, more resilient statistical systems.

The findings of this review show the tangible impacts of the project in increasing the availability of high quality, more valuable statistics, and trustworthy organisations to support global decision-making. This is enabled through an embedded partnership model with strong peer-to-peer working and being partner-led when identifying different areas and methods of support.

Overall, the project is delivering results in line with those expected. The focus for the next two years of the project will be developing a deeper understanding of the long-term results of the project. The project is performing as anticipated and delivering outcomes that align with our expectations.

## Overview

This is a review of the ONS’s project “high quality statistics to improve lives globally” for the period April 2022 to March 2023. The project is funded by the UK’s Official Development Assistance (ODA) budget allocated to the ONS through the 2022 spending review. The review examines progress against the project’s published outputs and outcomes in the results framework and its business case[[1]](#footnote-2). The project is delivered by the ONS international development team (IDT) on the goals set out in the international development strategy [“Statistics for the global good – High-quality statistics to improve lives globally”](https://uksa.statisticsauthority.gov.uk/publication/statistics-for-the-global-good-high-quality-statistics-to-improve-lives-globally/). It is aligned to the core principles of the [UK Statistics Authority’s strategy](https://uksa.statisticsauthority.gov.uk/statistics-for-the-public-good/) – radical, ambitious, inclusive, and sustainable.

## Summary of approach

This annual review forms part of mandatory reporting requirements, set out in the UK’s ODA spending rules[[2]](#footnote-3). It was conducted by evaluation experts from the ONS, who are independent from the team delivering the project. The methodology used for this review can be found in Annex 1.

This review focuses on four areas:

* reviewing the assessment of progress produced by the project team
* interviewing key stakeholders to gather their views on the project
* gathering new learning to inform future projects
* assessing if recommendations from previous reviews have been addressed

An external evaluation will be commissioned at the end of the three-year funding period (2025).

## Summary of findings

Overall, this review has found that the project is operating as expected, by delivering outputs and outcomes across the different country partnerships. In-depth, qualitative evidence has shown that stakeholders value the support of the project and trust the ONS to deliver quality technical capacity strengthening. The project also provides good value for money and delivers benefits to the ONS as an important player in the international development sector. Evidence shows validity of the overall project logic set out in the Theory of Change (ToC), which will continue to provide the framework for evaluation reporting in future. This review also makes a series of recommendations to enhance the project across a series of domains including project delivery and monitoring; learning and evaluation processes; the partnership model; ToC and Value for Money. These recommendations are set out in the following section.

## Summary of recommendations

Recommendations from other parts of the report are consolidated for ease in the following list:

### Theory of Change

1. Consider combining or redefining outputs 1, 2 and 3 to enable easier reporting
2. Ensure project team’s understanding of outputs and indicators by providing more dedicated guidance

### Partnership Model

1. Remain partner-led by following partners’ priorities
2. Improve two-way communication between partners and the ONS to clarify requirements, level of support needed and manage expectations while remaining partner led
3. Continue to have Strategic Advisers based in country to foster good understanding and better opportunities for resolving communication challenges
4. Communications between the ONS and FCDO in country should be continually reviewed, and lessons on Head of Mission line management fed back to the central team leading on HoM line management policy from FCDO

### Project delivery and monitoring

1. Continue to adopt regional approaches where possible to maximise reach and encourage collaboration between partners
2. Combine training and mentoring activities to promote the embedding of new skills and knowledge
3. Improve internal communication between the ONS teams working on the project to help project planning and maximise joined-up approach
4. Refine project-wide monitoring evaluation and learning processes to ensure more consistent reporting from the project and ensure all project staff understand these, including:

* Sex (and consider age) disaggregation of all indicators, where possible, to collect the data using a survey or observation
* Clear evaluation plan for activities before they are delivered, including questions about activity objectives from concept notes in surveys (where relevant) and outlining follow-up strategy
* Standardised information management across the project

1. Consider the best way to follow-up on activities to increase translation of outputs into outcomes, for example, evaluation survey response rates, length of time before follow-up meeting, visit to assess changes further in future

Outcomes

1. Change wording of long-term outcome 2 to remove ‘statistical’ as this limits the scope of the outcome
2. Consider the use of outcome level indicators to supplement qualitative analysis

### Value for Money

1. Use improved monitoring data to assess Value for Money of most expensive activities more critically
2. Increase focus on value for money in next year’s annual review and build into monitoring processes
3. Continue to consider and clearly define the specific need for residential training events in the context. Review the format of in-person training sessions to decrease spending and maximise number of participants

### Benefits to the ONS

1. Re-run the survey of benefits to ONS staff involved in delivering technical assistance

### Recommendations from last year

1. To undertake conflict resolution training
2. To develop a legacy plan
3. To develop systems to monitor costs of technical assistance for each partnership to be able to calculate total activity costs by partnership
4. To continue to provide training and mentoring statistics by sex, but also collect and share statistics by age band

# Introduction

## Project summary

This project supports statistical modernisation in national statistical offices (NSOs) and other relevant organisations in the developing world, using in-country delivery and UK-based ONS experts in core technical areas where the project has ring-fenced the ONS’s expertise.

Most of the project’s resources are used to support enduring, structured peer-to-peer partnerships in UK priority countries, which are driven by the partners’ modernisation plans and needs. The project provides strategic and technical support (virtual and face-to face training, mentoring etc) rather than financial support to partners. Support activities are planned using concept notes – a detailed outline which sets out the aims of an activity and how it will be delivered. Technical support is provided from a pool of UK-based experts, coordinated through in-country or UK-based Strategic Advisers (SAs). Current partners are the NSOs of Kenya, Rwanda, Ghana, Occupied Palestinian Territories, Jordan, and Namibia, and the African Centre for Statistics (ACS) at the United Nations Economic Commission for Africa (UNECA) based in Ethiopia. As outlined in the business case, the ONS also provides support to other ODA eligible NSOs, in areas where the ONS has a comparative advantage. These may be via the partnership with UNECA, via FCDO, via other development partners, or through direct requests to the ONS.

## Progress since the 2021/22 annual review

Although this is the first Annual Review for this project, the project builds upon two earlier phases of the partnerships – the first of which started in 2018 and the second in 2021[[3]](#footnote-4). The recommendations from the [2021/2022 review](https://devflow.northeurope.cloudapp.azure.com/files/documents/ONS-Annual-Review-202122-20221108021136.docx) of the second phase and progress made against these recommendations were reviewed – see Annex 5 for details. In 2022/23 the project expanded its capacities in project management and added new systems. This commits to improving management of technical inputs and to formalise the development and approval of workplans using specific criteria to ensure value for money and sustainability of activities, and best allocation of resources. These changes address several recommendations from the 2021/22 review. The development of the new project business case in 2022 and the associated monitoring framework address several more.

Outstanding recommendations include to:

* continue to provide training and mentoring statistics by sex, but to collect and share statistics by age band
* undertake conflict resolution training
* develop a legacy plan
* develop systems to monitor costs of technical assistance for each partnership to be able to calculate total activity costs by partnership

# Theory of change

## Recommendations

The project’s Theory of Change (ToC) was created using internal and external consultation (see Annex 4 for more detail).

1. Consider combining or redefining outputs 1, 2 and 3, to enable easier reporting
2. Ensure project team’s understanding of outputs, outcomes, and indicators through providing more dedicated guidance

## Findings

To assess the validity of the outcomes in the ToC with more key stakeholders, interviews included questions about partners’ long-term aims for their partnership with the ONS followed by presenting the project’s outcomes and asking about their relevance.

This focused on:

* Three intermediate outcomes:
  + improved quality of statistics
  + improved value of statistics
  + improved trustworthiness of statistics and data and partner NSOs
* Three long-term outcomes:
  + improved institutional performance through more effective and efficient production of data and statistics,
  + increased institutional stability from institutionalising statistical good practice
  + raised profile and legitimacy of partner NSOs within national and international context.

Partners agreed that overall these outcomes aligned with their long term aims for their partnerships with the ONS.

Internal interviews also asked for feedback from the project’s Strategic Advisers on the project outputs and how easily these could be applied to their work. There was mixed feedback, with mostly positive sentiments around being able to map the outputs of their work onto the seven project outputs. However, 50% raised concerns about the clarity of what was meant by ‘use of technologies’ in output 2, how this differed from data science capability (output 3) and statistical tools (output 1).

# Partnership model

This section focuses on testing the hypothesis that the partnerships are functioning successfully to deliver the planned work agreed on and partners are happy with the level of engagement, communication and decision making. If this ToC assumption holds true, it is more likely that the project will achieve its intended outcomes. A large proportion of interview questions aimed to confirm this hypothesis. A qualitative assessment of stakeholders’ responses to interviews and their perceptions was carried out (see Annex 1 for more information on methodology). Information on the main thematic areas was collected, such as: the effective functioning of the partnerships; how well the ONS understands partners’ needs; what partners know about the ONS remit, satisfaction with the engagement and communication between the ONS and the partners; partners’ perception of the ONS, and the key lessons learnt in terms of what has and hasn’t worked including any challenges to implementation. The interviewees also gave feedback on the context within which implementation happens, who decides the activities and key priorities, the preferred type of support offered by the ONS and how the ONS works with other in-country development agencies.

## Recommendations

1. Remain partner-led by following partners’ priorities
2. Improve two-way communication between partners and the ONS to clarify requirements, level of support needed and manage expectations while remaining partner led. Ensuring frequent and clear communication with partners
3. Continue to have Strategic Advisers based in country to foster good understanding and better opportunities for resolving communication challenges
4. Communications between the ONS and FCDO in country should be continually reviewed, and lessons on Head of Mission line management fed back to the central team leading on HoM line management policy from FCDO

## Findings

Overall, the partnership model and ONS work overseas received a very high rating from partners. Perceptions of the ONS were high and its reputation very positive. Continued engagement, communication and trust have contributed to the efficiency of the partnerships. The project’s collaborative, peer-to-peer approach and equitable power dynamics within partnerships are recognised by all partners. The demand-driven approach to technical assistance is also confirmed by partners and is seen as being based on each country’s national statistical priorities. The ONS works well with other international development partners to avoid duplication and to share resources. The FCDO in country is supportive of the project and it works with ONS in a mutually beneficial way.

### Trust and collaboration

The collaborative ONS approach to decision-making and equitable power dynamics is confirmed by all the partners. Building trust is considered one of the strengths of the project. Individuals from several NSOs expressed trust in the ONS as an enabler of well-functioning partnerships. As one partner put it:

“they’ve been on the ground walking with us, toiling with us, walking through the challenges that they see every single day in this part of the world”.

### Demand-driven

Activities agreed in the Memoranda of Understanding signed with the ONS were demand-driven and based on national statistical priorities. As one NSO explained:

“we initiate the ideas. We own the process and they come on board to support what we want to achieve, our organisational mandate. The ONS comes in and advises on the best way forward”.

The project Strategic Advisers agreed that the intention is for all activities and priorities to be demand-driven, although there are instances when requests have been unclear or vague and have needed further conversations to ensure that the ONS support is linked to good outcomes and impact.

### Embedded advisers

Both partners and FCDO expressed a strong preference for embedded strategic advisers. Their presence on the ground is viewed as fostering good understanding and facilitating opportunities to resolve communication challenges. It was also agreed that, where partners have a higher level of skills, systems, knowledge and leadership, a strategic adviser not based in country is as effective as an embedded adviser.

### Engagement and communications

Strengths include continued engagement through a wide range of communication channels. Overall, the frequency and methods of communication were rated as good but could be improved.

Evidence shows that the ONS listens to and responds to requests by its partners. In interviews for the 2021/22 review, there were eleven asks from stakeholders of which eight were from the partner NSOs. The ONS (at the SA level) has responded to all eight (100%) of the NSO asks.

### Relationships with other development partners working the statistical capacity strengthening

The ONS maintains good relationships with other international development partners like Statistics Sweden, the World Bank and UNFPA. The feedback received indicates that the ONS works well to avoid duplication and share resources through initiatives like the delivery of joint training sessions. The ONS and development partners largely complement each other’s work, with the ONS providing technical assistance and capacity strengthening, instead of direct funding.

### Relationships with the UK Foreign Commonwealth and Development Office (FDCO)

The UK Prime Minister instructed in February 2020 that Heads of Mission (HoMs) should line manage, directly or indirectly, all HMG staff at Post. In April 2022, this instruction was implemented by ONS alongside other partners across government. Line management of the ONS strategic advisers based full time in the countries the project operates in is therefore passed to the FCDO, with an ONS line manager acting as day-to-day objective lead.

As a result, in those countries, the relationships between the ONS and the FCDO have become closer. Alignment of the ONS partnership with the wider HMG country plan has also increased.

The FCDO and the ONS both reported that the FCDO has good over-sight of the ONS’s work and that they both work in a mutually beneficial way. For example, the FCDO are interested in the quality, validity and disaggregation of data used in their social protection programmes; they rely on the ONS to respond to data requests from the UK (for example, parliament requesting the number of people with access to potable water in a ONS partnership country), and value the ONS’s leadership training and institutional capacity strengthening. On the other hand, the ONS receives support from the FCDO on security and on navigating the political economy. This is fundamental to the success of the project. The views, expertise, and recommendations of the FCDO are also crucial to ONS decision-making with regards to developing new partnerships.

The review found some evidence of differing expectations between ONS and FCDO in a few of the countries where the ONS operates, particularly in relation to the frequency and type of communications. It is likely that this is due to the policy mentioned above being in the early stages of its implementation. Expectations should be continually reviewed and fed back to the central team leading on HoM line management policy in FCDO.

### Barriers to success

Both the ONS and partners agreed that the organisational culture of the partner NSOs can create challenges although these were not considered to be insurmountable. The specific characteristics that were considered challenging were:

* top-down decision-making, with information not always cascaded effectively
* changing of plans at short notice (e.g. differences between time zones and UK and overseas national holidays)
* post-covid impact of people adjusting to working remotely
* some NSO staff being unaccustomed to accessing their emails regularly or using their online calendar (also linked to internet challenges)
* limited staffing as NSO stakeholders can be involved in multiple projects with conflicting demands and priorities.

# Outputs

## Recommendations

1. Continue to adopt regional approaches where possible, to maximise reach and encourage collaboration between partners
2. Combine training and mentoring activities to promote the embedding of new skills and knowledge
3. Improve internal communication between ONS teams working on the project to help planning and maximise joined-up approach
4. Refine project-wide monitoring evaluation and learning processes to ensure more consistent reporting from the project and ensure all staff understand these, including:

* Sex (and consider age) disaggregation of all people indicators where it is possible to collect the data using a survey or observation.
* Clear evaluation plan for activities before they are delivered, including questions about activity objectives from concept notes in surveys (where relevant) and outlining follow-up strategy.
* Standardised information management across the project

1. Consider the best way to follow-up on activities to increase translation of outputs into outcomes, for example, evaluation survey response rates, length of time before follow-up meeting, visit to assess changes further in future

## Findings

Based on the evidence provided, the project is delivering its intended outputs, with 4 out of 7 rated as green and 3 out of 7 rated as amber. Training courses on a range of statistical topics and other core skills, based on ONS specialisms, reached over 300 people, with an average rating of the training’s utility of 90% (where feedback was received). Other statistical capacity strengthening methods such as partner meetings, exchange visits, mentoring and on-the-job assistance have reached approximately 1000 people in over 50 countries. The project has not only increased the technical, statistical, and leadership skills of individuals – but has also:

* influenced strategic thinking and policy at an organisational level
* inspired new ways of working
* motivated partners to innovate by appreciating the potential of new tools and data science techniques like automation and data visualisation

While we know all of this from the data provided, there is room to improve the project’s delivery of its activities, increase its immediate impact and improve in-year project monitoring. This will partly evolve as as the new monitoring and evaluation system is bedded in and adjusted to fit the project more closely. A list of recommendations based on findings from output reporting is shown above.

## **Output 1:** Improved statistical methods and tools

**Number of activities reported:** 9

**Main reported delivery method:** Technical expertise

**Number of reports received:** 3

**Number of people trained:** 27

**Number of people reached through other delivery methods:** 383

**Number of organisations or countries reached through regional or global events:** 48 countries and 33 organisations

**Overall rating of how well the project’s activities have contributed to the output:** Green

Providing technical assistance to national statistical offices in low and middle-income countries to improve the statistical methods and tools they use is a cornerstone of this project. The modernisation of national statistical offices is highly dependent on using current and appropriate methods to improve the quality and utility of statistics produced. The project’s work includes support on important topics from census and post-enumeration surveys to key statistical publications.

The project’s activities have contributed to the output strongly and have been rated green, given the assessments from monitoring data and key stakeholders.

The project provided technical input for census post-enumeration surveys (PES) in Rwanda, Zambia, and Tanzania, as well conducting in person census scoping and risk reviews in Zimbabwe and Uganda. Support for these post-enumeration surveys combined virtual and in-country training and assistance on auto-matching techniques, sharing code and adapting support to local circumstances providing more accurate and timely census outputs. In Rwanda, for example, the enhanced coding capability of NISR following a three-week visit from ONS experts, enabled NISR to reduce the processing time of census PES data from around six months to ten days. This is also a supporting example for increased use of relevant digital technologies (output 2).

In addition to census assistance, an ONS Labour Market expert spent eight days at the Ghana Statistical Service (GSS) to provide in person technical assistance on the GSS Labour Force Module. The aim was to establish a plan for publishing indicators and comparing estimates from other sources, including the Census. The ONS’s support enabled the GSS to improve their estimation methodology and develop their implementation skills. This produced results consistent with the census and enabled [successful publication of the statistics](https://statsghana.gov.gh/gssmain/fileUpload/pressrelease/AHIES%20QUARTER%203%202022%20LABOUR_STATISTICS_REPORT.pdf). The ONS also peer reviewed a new user satisfaction survey, created in line with international best practice on survey design, to ensure better quality data was collected. The work received the following feedback from GSS:

“your comments were constructive [and] you demonstrated great knowledge of the subject”.

Although activities contributing to this output have produced much positive learning, there is still room for improvement. The ONS has successfully demonstrated the effectiveness of a pan-African approach, creating new opportunities and more integration between existing partners through census support, delivered via the UNECA partnership. Nonetheless, monitoring and evaluation of different types of activities could be improved to better understand how different methods of capacity strengthening work in technical contexts. For example, the ONS facilitated two online webinars through the UNECA partnership, sharing approaches to national accounts and administrative data, providing knowledge of new techniques or different approaches and challenges to inspire African NSOs to improve their own methods. There was excellent reach (around 48 countries and over 300 combined attendees) and positive high-level feedback. However, the uptake and implementation of this new knowledge is not fully understood. To maximise the value of these virtual events in future, evaluation questions will be explicitly linked to the objectives of the event, with a clear plan for how to follow-up on the longer-term outcomes.

## Output 2: Increased use of relevant digital technologies

**Number of activities reported:** 11

**Main reported delivery method:** Technical expertise

**Number of reports received:** 2

**Number of people trained:** 16

**Percentage sex split of people trained (F / M):** 14% F, 86% M

**Percentage of people trained who rated training as useful:** 88%

**Number of people reached through other delivery methods:** 56

**Number of organisations or countries reached through regional or global events:** 25 organisations

**Number of cases of where ONS has provided advice on strategic policy documents and there is evidence that this advice has had an influence on the final product:** 2

**Number of ODA eligible countries with Open Sustainable Development Goals (SDG) platforms progressed, by receiving direct assistance from the ONS or using knowledge products that the ONS has developed:** 6

**Number of partner organisations using new software this year, as a direct result of the ONS intervention:** 2

**Overall rating of how well the project’s activities have contributed to the output:** Amber

The increased use of relevant digital technologies by national statistical offices can help improve the quality and efficiency of the production, use and dissemination of official statistics. This can be achieved by either applying new software to existing processes or adopted in combination with newly learnt statistical methods (output 1) and/or data science techniques (output 3).

This output has been rated as amber. Although there has been highly successful work in this area, there have been constraints on partners’ resources. This is a challenge faced by many of the project’s partners, where there is high demand on their time to deliver their day-to-day work on top of trying to prioritise change processes and capacity strengthening. It is also possible that some partners deliberately chose to focus their efforts on other priorities.

The ONS SDG platform team are funded by the project to work on [Open SDG](https://open-sdg.org/) product development. Open SDG is one of the best SDG reporting software products due to its up-to-date software and bespoke customisation options, alongside Open SDG community building and tailored customer support on GitHub, with many countries (USA, UK, Germany, and Iceland) adopting it. In this reporting period, the team advocated for the use of SDG data, including leading the adoption of the Statistical Data and Metadata Exchange (SDMX) data reporting format globally. The ONS has pioneered the use of SDMX for Open SDG and participated in an SDMX expert meeting in Mexico in 2022. The UNSD referred to Open SDG as part of a Data Lab project in New York, which raised awareness of the platform.

The ONS worked with the GSS to support the re-launch of their Sustainable Development Goals (SDG) National Reporting Platform to help improve the use of official statistics in national development and planning. 16 GSS employees were trained in preparing and quality assuring the data, website functionalities and creating a guide for ensuring the sustainability of the platform and updates in future. 86% said that they were satisfied or very satisfied with the week-long workshop. As a result of the workshop, the platform was re-launched at the GSS African Statistics Day event with a [promotional video](https://www.facebook.com/statsghana/videos/5828231687199666/). The team also introduced the platform to KNBS, who expressed an interest in adopting the platform in 2023.

At the Namibia Statistics Agency (NSA), the ONS ran an R training workshop to enable six people to build their capability to process civil registration and vital statistics (CRVS). As a result of the training, the team developed an application that can reduce the processing time of CRVS from around one month to two minutes, clearly demonstrating the potential positive impact on efficiency. Crucially, it also enabled NSA to use a much more useful data source.

Important areas of learning include the ability to be adaptable in providing alternative solutions when specific partner demands could not be met and the use of pan-African and (where relevant) global approaches to reinforce collaboration with partners and bring partners together to build on similar work. An important focus for improvement is communications between the ONS, partner NSOs and other ONS teams, to clarify project objectives and enabling work with partner organisations as a whole and not only with key individuals.

## Output 3: Strengthened data science capability

**Number of activities reported:** 25

**Main reported delivery method:** Mentoring

**Number of reports received:** 6

**Number of people trained:** 48

**Percentage sex split of people trained (F / M):** 36% F, 63% M

**Percentage of people trained who rated training as useful:** 87%

**Number of people reached through other delivery methods:** 115

**Number of organisations or countries reached through regional or global events:** at least 24 countries and 23 organisations

**Number of cases of where ONS has provided advice on strategic policy documents and there is evidence that this advice has had an influence on the final product:** 3

**Number of data science mentoring and training interventions:** 4

**Number of successful data science project interventions:** 6

**Overall rating of how well the project’s activities have contributed to the output:** Green

Data science is a highly significant area of interest for statistical systems worldwide, particularly those looking to modernise their statistical production. Strengthening data science capability enables organisations to adopt new methods and utilise new data sources. This allows them to generate efficiencies in statistics production, derive greater insights from data and benefit from emerging technologies and data sources, all of which lead to improved decision-making for public good. The project develops data science skills to improve the efficiency of data processing, promote reproducibility of processes and good data management, and employ new methods. This strengthens the work on Output 3 but also contributes to Outputs 1, 2 and 4.

The project funds the ONS Data Science Campus International Development Squad (DSC IDS) to deliver a significant portion of its work in ODA eligible countries. DSC IDS frequently use a model of providing in-country software training, followed by online technical mentoring to apply that knowledge to produce a specific set of statistics. For example, this model was applied to the automation of the Consumer Price Index in GSS (seven people) and job vacancy web scraping in NISR (four people), which is being used to complement NISR’s existing Labour Force Survey and is used by the Labour Ministry to inform policy making.

At NSA, the DSC IDS delivered a one-week introductory R training session for 16 analysts from the CPI, CRVS and data processing teams, which 82% of participants rated as useful. This was followed by smaller workshops with the individual teams on further embedding learned skills in day-to-day work. This ensured that the skills were not lost and has received very positive feedback from the partners involved. The team also started to support NSA with the implementation of Python tools for coding industry and occupation descriptions to the national coding scheme, aiming to make substantial contributions to the quality, consistency, and reproducibility of survey outputs as well as the efficiency of processing. The ONS team are planning to continue development and to support the embedding of such tools in the upcoming National Census in late 2023.

In addition to mentoring and training work, the DSC IDS supported wider government ODA priorities. It helped the FCDO’s crisis response to the Russia-Ukraine conflict, by providing weekly indicators of the impact that conflict was having on trade flows in Ukrainian ports, supporting timely policy decisions that traditional data sources could not inform. This fed into a larger FCDO project that won the [Civil Service Evaluation and Analysis Award](https://www.civilserviceworld.com/professions/article/civil-service-awards-2022-winners-in-full). The ONS also assisted the Welsh Government by applying machine learning to satellite imagery to provide supporting [evidence of the impact that the Mbale Trees Programme is having on reforestation in eastern Uganda](https://www.civilserviceworld.com/professions/article/civil-service-awards-2022-winners-in-full). Finally, it started a project in partnership with the UNFPA to establish whether satellite imagery can be used to support estimates of internally displaced people camps as a part of preparations for a planned census of Somalia.

Activities delivered by the project also focussed on organisation-scale initiatives, including driving a collaboration between UNECA and NISR to establish an Africa Regional Hub for Data Science. The purpose of the Hub is to coordinate regional approaches on using big data and administrative records for official statistics for statistical modernisation in line with the UNECA [Roadmap for the Transformation and Modernization of Official Statistics in Africa](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Frepository.uneca.org%2Fhandle%2F10855%2F49338&data=05%7C01%7Cgarnett.compton%40ons.gov.uk%7C21cd20f051504e3dba6508db1fd1ff49%7C078807bfce824688bce00d811684dc46%7C0%7C0%7C638138759018879509%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=7Z2fQOMWTuCbvJ06j6vpxLYxDiclG0PrDnBNEfovT40%3D&reserved=0). The ONS provided many inputs and advice to the drafting of the Terms of Reference for the steering committee and established a programme management unit to drive the work of the Hub (also output 4). The ONS’s steer, support for and initiation of weekly meetings to prioritise and monitor the outputs of the Africa Regional Hub, led to better coordinated outputs. A side event chaired by ONS at the Statistical Commission for Africa (STATCOM) conference in October 2022 raised awareness, and secured endorsement, of the workplans across the region. The ONS also coordinated the delivery of CPI training (web scraping of prices) delivered by Statistics Poland and the Bank of Italy via the Africa Regional Hub to representatives from four countries. This combined remote modular training with an in-person workshop.

Because each country is at a different stage of development in their data science capability, this output is also about making partner NSOs aware of the opportunities that use of big data can bring. This, in turn, increases their appetite for data science. Different types of activities are used to inspire NSOs to think about how they can use data science techniques. For example, influencing strategic thinking about data science with senior leaders can kickstart momentum for new projects. This was done with NSA and paved the way for the practical training, mentoring and project collaboration that followed. It also helped to identify concrete project areas where the use of data science can make the most impact. Widening awareness of what data science is, and what it can do within PCBS, broadened the partner’s views on data science, from purely machine learning, to include automation. This led to PCBS prioritising the automation of their trade statistics.

The ONS invited senior leaders at the Jordan Department of Statistics (DoS) to attend an ONS event, “Advancing International Collaboration in Data Science for Official Statistics” in July 2022. The attendees fed back that:

“The conference was of a very high value, and the presentations of the countries’ experiences were wonderful, and the discussion sessions were of a high added value, which contributed to changing some of my ideas personally as an economist and as a decision maker”

“We will immediately and directly form work teams of specialists to start developing a road map and action plan to take the necessary procedures for the establishment of the data science centre in the Department.”

In KNBS, [a hackathon was successful in raising the visibility of KNBS](https://hackathon.knbs.or.ke/) and data science in Kenya. This was the second hackathon run with support from the ONS, in collaboration with the UK Tech Hub at the FCDO. Young people worked in teams to devise solutions and start up ideas to tackle food insecurity in Kenya. Although the event was successful in producing innovative solutions and products, it did not fully achieve the intended outcome of raising the awareness of the potential of data science and alternative data sources beyond official statistics and of fostering more excitement for data science at KNBS. The involvement of KNBS was also less prominent than originally planned.

This output has been rated as green as there has been a high level of successful activity. The key activities consist mainly of training and mentoring in GSS, NISR and UN Africa Regional Hub for Data Science7 and Big Data, but also facilitation and influencing work for the Africa Regional Hub Steering Committee, NISR and DOS, a hackathon at KNBS and technical commissions to support specific ODA causes.

Finally, the ONS coordinated the International Data Science Accelerator, which aims to build data science skills within NSOs by pairing mentors with mentees who volunteer from a range of international organisations. In 2022/23, 15 mentees from eight ODA eligible countries (Jordan, Brazil, India, Indonesia, Namibia, Malaysia, Sri Lanka) took part in the programme.

Overall, the delivery of this output works well. Combining training with mentoring is a successful method to use and should be considered for use in other project outputs. The main opportunity for improvement in data science delivery is ensuring frequent and clear communication to clarify responsibilities, both with other organisations and within the ONS. There is a good level of internal communication between ONS teams, but in future they should be even more joined up and improve on coordination for planning visits. It is also important to communicate frequently with partners to establish what level of training or intervention is appropriate for them before deciding on activities. Without sufficient two-way communication, this can lead to activities being less partner led, less motivation from participants and less drive to sustain the work after ONS support ends.

# Output 4: Improved ways of working

**Number of activities reported:** 3

**Main reported delivery method:** Training

**Number of reports received:** 2

**Number of people trained:** 88

**Percentage sex split of people trained (F / M):** 27% F, 73% M

**Percentage of people trained who rated training as useful:** 84%

**Number of people reached through other delivery methods:** 7

**Overall rating of how well the project’s activities have contributed to the output:** Amber

Supporting partners to improve their ways of working includes aspects such as project management, risk management and monitoring and evaluation skills.

This could be through specific training activities or more soft influencing of ONS strategic advisers on the ways that NSOs work day-to-day, for example, having weekly project meetings and using shared calendars to improve internal communication. As a ONS strategic advisers put it “the project emboldens its partners to some extent by promoting a developmental attitude and by encouraging them to make more use of the excellent skills and knowledge that most of them already have”. These kinds of activities also preserve institutional memory, which is vital for the stability of NSOs and sustainability of this project’s technical capacity strengthening. This output has been defined for the first time this reporting year, which may have influenced the lower level of reporting under this output. We also expect many of the other activities reported under other outputs contributed to this output. For example, using GitHub as part of coding best practice to encourage reproducibility under output three also improves ways of working more broadly.

Overall, the project’s activities have contributed to the output adequately, and the output has been rated amber. A low number of activities were reported as targeting only this output, but partners have commented on the subtle influence of Strategic Advisers on the way that they work across all activities having a tangible impact. At UNECA, they said:

“On a personal level, we have learned the work ethics from ONS... how we organize ourselves. This catch up meeting every week is a kind of idea that we borrow from [SA], the way we organize our service in our reporting back to Member States” … “Now we are more organized when we are going to countries, and we go with the plan and when we come back, we have also report back. We borrowed that idea from [SA], we put it in a PowerPoint and then present the action plan, the way forward and so on”.

Comments like this highlight the importance of the ONS aiming to understand and monitor these types of activities more closely in future.

The key training activities reported under this output took place in the Ghana Statistical Service. The first covered project management, risk management and monitoring, evaluation, and learning. The sessions were contracted out to the in-country Civil Service Training Centre, as recognised local experts in the field. The project management training also included members from other government departments. These received over 90% satisfaction ratings and the GSS have since implemented the use of project management tools such as a risk register and shared software to aid planning.

Also, a visit to the ONS in the UK by the Kenya National Bureau of Statistics developed a strong mutual understanding of how each organisation works. It aided KNBS to hear about similar strategic issues that members of the UK Government Statistical Service also experience, sparking ideas to help improving ways of working across national statistical systems (output 5).

Some learning points identified from delivering these activities include making sure that the activities are adequately followed up if sub-contracted, to ensure that the ONS can monitor the longer-term outcomes of the training. The training session also had higher costs, which highlighted a need to consider Value for Money at the planning stage. This is explored in more detail in the Value for Money section.

## Output 5: Strengthened national statistical systems

**Number of activities reported:** 14

**Main reported delivery method:** Partner meetings

**Number of reports received:** 3

**Number of people trained:** 0

**Percentage of people trained who rated training as useful:** n/a

**Number of people reached through other delivery methods:** 206

**Number of organisations or countries reached through regional or global events:** 19 organisations

**Number of cases of where ONS has provided advice on strategic policy documents and there is evidence that this advice has had an influence on the final product:** 3

**Number of ODA eligible countries with Inclusive Data Charter (IDC) action plans progressed with the ONS support:** 4

**Overall rating of how well the project’s activities have contributed to the output:** Green

Most project outputs are targeted at either individual or institutional level change. However, strengthening national statistical systems is also key to strengthening national statistical capacity. This may include establishing legislation, frameworks, and data ethics principles to ensure that official statistics and the institutions that produce them are trustworthy and valuable to users.

This output has been rated as green. The key activities supported by the ONS include supporting the Kenya National Bureau of Statistics to create a statistical Code of Practice and strengthen county-level statistics[[4]](#footnote-5), kickstarting the creation of a data stewardship strategy at the Palestinian Central Bureau of Statistics and supporting the adoption of more inclusive data in Kenya, Senegal, Nigeria, and Cameroon.

After initial online meetings, the ONS held two one-week workshops with KNBS to draft a Code of Practice for statistics. These workshops enabled KNBS to lead led their own thinking and made the code relevant to their statistical system. A small delegation also visited the UK Statistics Authority in London to bring to life how the UK Code of Practice is applied by statisticians across government. There was positive feedback about the opportunity to hear how statisticians in the UK also struggle with similar strategic issues to KNBS in their statistical system. One of the visitors from KNBS said: “One of the critical things that […] we were trying to learn was about statistics regulations. [The leaders were] very open and they were very even critical in terms of their own systems… You look at your processes and [are] able to critique… We [were] really amazed with the openness.” A hard copy of the Code of Practice has been produced and there are plans for an online version later in 2023, after further stakeholder engagement.

The ONS supported PCBS to establish a data stewardship strategy and a related compliance assessment process. The approach was approved by the Prime Minister of the Palestinian Authority at the annual high-level steering group for PCBS. The project used several strands of technical assistance, and different modes of delivery including remote support, mentoring and in-country visits. To put data stewardship into practice, the project mentored PCBS staff to develop technical skills to automate the trade statistics production system. Using synthetic data in the mentoring sessions removed the need for sharing sensitive trade data between PCBS and the ONS, thus improving data stewardship in practice. By underpinning increased data sharing across government, this work represents a key component of the Palestinian Authority’s Data Strategy for 2022-26. This work is expected to bring about higher-level outcomes next year.

The ONS has a dedicated Inclusive Data Lead, who works as part of the core project team delivering the global [Inclusive Data Charter (IDC)](https://www.data4sdgs.org/initiatives/inclusive-data-charter) initiative. Most of this work consists of influencing, facilitation, peer review and expertise sharing. In Kenya, the ONS facilitated the new phase of the Inter Agency Coordination Committee (IACC) – a key accountability mechanism for the IDC commitment – leading a work planning session and bringing together the State Department with a variety of stakeholders from the disability sector at a national level. As a result, the State Department (who also gave positive feedback) adjusted their approaches to some tasks to incorporate the feedback from stakeholders. The ONS also supported Nigeria to draft, and Senegal to launch, an Inclusive Data Charter action plan through meetings and peer review. In Cameroon, the ONS provided support to two local councils in improving data collecting systems, the success of which has been used to advocate for a national commitment to inclusive data.

A key learning point for this output is the importance of allowing partners to lead the work, even when this means slower progress. Partner ownership of this work is especially important when it relates to national statistical systems, otherwise they may not be so invested in the outcomes of the work. For example, it was critical to give KNBS the time to discuss the purpose of their Code of Practice with ONS input to steer and facilitate conversations. It is also particularly critical to be flexible and adapt to different local/national contexts.

This output has among the highest number of different delivery methods out of all areas that the project targets. This includes partner meetings, on-the-job assistance from ONS experts and Strategic Advisers (also known as accompaniment[[5]](#footnote-6)) peer support groups and peer review, exchange visits, mentoring, facilitated workshops and Communities of Practice. Monitoring could be improved to expand understanding of how different types of activities help to achieve this output.

## Output 6: More sustainable and inclusive leadership

**Number of activities reported:** 9

**Main reported delivery method:** Training

**Number of reports received:** 5

**Number of people trained:** 107

**Percentage sex split of people trained (F / M):** at least 68% F[[6]](#footnote-7)

**Percentage of people trained who rated training as useful:** 98%

**Number of people reached through other delivery methods:** 42

**Number of cases of where ONS has provided advice on strategic policy documents and there is evidence that this advice has had an influence on the final product:** 1

**Overall rating of how well the project’s activities have contributed to the output:** Green

A well-established leadership training project plays a foundational part of the capacity strengthening work of the ONS. The modernisation of national statistical systems depends both on technical capacity and on organisational capacity (leadership, culture, strategies, staffing, structures, and systems)[[7]](#footnote-8).

In 2019, with UNECA the ONS launched a Statistical Leadership Training Programme for the African Statistical System, following requests from African NSOs to UNECA[[8]](#footnote-9). It has become a flagship part of ONS’ international development programme, and comprises an intense, flexible, five-day programme that incorporates 360-degree feedback and a Myers–Briggs Type Indicator assessment, to allow participants to reflect on their own leadership styles. It includes interactive sessions and a space for participants to discuss issues that they may not be able to in a normal work environment. Programmes culminate in the development of individual action plans, which are followed up on six months later, and the ONS offers mentoring and coaching to support participants on their leadership journey. Following identification of a lack of women in the leadership tiers in some countries, a Women into Leadership programme was introduced in 2022.

Overall, the project’s activities have contributed strongly to the output and been rated as green, based on the ONS’ internal assessment of outputs delivered and key stakeholder feedback. Training is the main delivery method for leadership capacity strengthening but there is also mentoring and 1:1 senior leadership coaching.

The project facilitated four Women into Leadership trainings in Kenya, Tanzania (UNECA), Ghana, Jordan, two senior leadership trainings in Botswana (UNECA) and Ethiopia (UNECA) and one facilitated workshop focusing on morale in Namibia. Each session was tailored to the institution it was delivered to, with pre- and post-training surveys sent to all participants. Response rates were higher from ONS partner organisations with embedded Strategic Advisers (Kenya, Ghana), implying that the strength of the relationships aids the ability to secure evaluation responses. Overall, 83% of respondents rated the training in Kenya, Ghana, and Namibia projects very effective or effective. However, there were also some complications for delivery in other countries such as major organisational changes in Ethiopia and trainer illness in Tanzania.

Feedback from the Women into Leadership training shows that participants felt more courageous in work settings, encouraged to stand up for themselves and be more open with other women in the office.

Learning points for this output are to review follow-up activities to ensure that participants have retained the lessons and skills gained from the leadership training. This could include further interviews, focus groups or surveys. Also, although sessions were adapted to each context, more could be done to ensure that they fit with existing leadership training and frameworks present in the organisation, for example with UN frameworks at UNECA.

## Output 7: Improved communication and dissemination of statistics

**Number of activities reported:** 7

**Main reported delivery method: In-person workshop, webinar, training**

**Number of reports received:** 3

**Number of people trained:** 30

**Percentage sex split of people trained (F / M):** 33% F, 67% M

**Percentage of people trained who rated training as useful:** 100%

**Number of people reached through other delivery methods:** 195

**Number of organisations or countries reached through regional or global events:** 43 countries and 54 organisations

**Number of cases of where ONS has provided advice on strategic policy documents and there is evidence that this advice has had an influence on the final product:** 0

**Number of products developed with direct consultation of users:** 1

**Number of stakeholder/user organisations spoken to:** 54

**Overall rating of how well the project’s activities have contributed to the output:** Amber

Improved communication and dissemination of statistics is vital to modernisation, to increase the visibility of statistics, enabling more people to digest and use the data and more people to access and use statistics to make decisions. Statistics should be readily understandable and useable for both technical and non-technical audiences, increasing the value of the statistics. Without these improvements, any increase in the capacity and quality of statistics will not be seen by target audiences, and therefore become less effective.

Overall, this output has been rated as amber because of some practical challenges and a lack of consistent evidence gathering led to the contribution of the activities to the output becoming hard to quantify.

Key activities include in-country training to enable partner organisations to improve their websites. At KNBS, phase one of the website maintenance training has led to a stabilised website with a more user-friendly interface, which will help KNBS disseminate statistics more effectively, and protect and enhance KNBS reputation.

In Ghana, HTML publishing training was provided for 27 members of GSS staff to enable them to improve the accessibility and functionality of their website. 93% of participants stated that their understanding of HTML publishing had ‘greatly improved’. As a result of the training, participants have been able to convert existing and subsequent reports in HTML format. This is enabling the Ghana Statistical Service to start publishing content in a HTML format, making the website legible on different devices, and enabling much easier user interaction with the data.

The project also supported GSS to create a personal inflation calculator (PIC). The GSS requested assistance to create a tool that would enable users to estimate the effect of rapid inflation on them personally. The ONS worked with them to come up with the best solution, taking the initial idea of using an app on the website and adapting to a spreadsheet version to create a product in time with resources available. This has enabled the public to estimate their own cost of living, using a new approach (output 1) to increase the relevance of the statistics to users. This approach has been adopted by other national statistical offices (Statistics South Africa; Statistik Austria; Statistics Netherlands), as it demonstrated a smart solution to the constraints. A further change will be solving the issue of resource to support this product long term.

Collaborating with United Nations Population Fund through the UNECA partnership has allowed the project to reach 43 countries on the African continent. In partnership with these organisations, the ONS organised two workshops, with 145 people taking part, in Zambia and Côte d’Ivoire on the use and impact of census results, sharing direct experiences of UNECA member states and promoting peer learning.

The trainings and workshops delivered as part of this output were designed to enhance the participants understanding of methods to communicate and disseminate the statistics they produce, therefore contributing to the output. While there is compelling anecdotal evidence of greater understanding of the importance of these occurring, this evidence was not systematically collected across the activities, making it difficult to definitively assess this contribution.

It was noted, in a small proportion of training and workshops, that clearer and timelier communication of the aims would have been beneficial. This would have improved the understanding of training and workshop purposes and made the sessions more effective. Making sure that objectives in concept notes are explicitly included in post-session evaluation surveys will also help to determine the value for money of the more expensive events (see Value for Money section for more detail).

# Outcomes

Each outcome is linked to several of the outputs presented in the previous section. It has associated indicators in the project results framework. This section presents examples and case studies of where the ONS is reported as achieving expected outcomes. It uses evidence from partners reporting on the changes they observe taking place individually themselves, in their organisations, and in the wider statistical system. It assesses both the theory of change assumptions of a result chain - where activities are expected to lead to outputs to outcomes and to impact - and whether the expectation of achieving the higher-level outcomes results in the theory of change is realistic. A qualitative assessment of stakeholders’ responses to interviews and their perceptions was carried out. Information was sought on any changes – intended or unintended - that have taken place at the individual, organisational and system level. Outcomes have been given a confidence rating showing whether the project is on track to deliver this by 2025 (High/Medium/Low) and rated to show how great a contribution the project made to this outcome in 2022/2023 (Major/Moderate/Minor/Insignificant).

## Recommendations

1. Change wording of long-term outcome 2 to remove ‘statistical’ as this limits the scope of the outcome
2. Consider using outcome indicators next year to supplement qualitative analysis

## Findings

There is strong evidence to show that the project’s intermediate and long-term outcomes are being delivered in all partnerships that the project has been involved with for at least two years. Evidence of successful delivery of outcomes is more limited in newer partnerships. This can be attributed to the maturity of the partnership, but also other organisational barriers, such as resourcing and organisational culture, and type of partnership (whether a partner organisation has an embedded ONS Strategic Adviser or not). This does not mean that the project cannot expect to see any longer-term changes in these contexts, but that these are likely to take more time. The expectation is for the achievement of outcomes to improve over time.

The achievement of outcomes will also depend on the ONS and partners managing some of the challenging factors identified as impacting on implementation. These include:

* consistently effective planning (for example, workloads, timing of specific holidays and elections)
* Communication
* Bureaucracy
* information sharing
* differences in ways of working
* managing expectations
* commitment to agreed actions and activities
* and the political economy of countries

## Intermediate outcome 1: Improved quality of statistics and data

**Confidence level that this outcome is on track:** High

**Level of project contribution to this outcome in 2022/2023:** Major

Partners fully agreed that one of their most important outcomes is to improve the quality of data by having the capacity to gather, collate, analyse, produce, disseminate, and broaden the use of statistics and data.

Evidence shows that the project has supported NSOs to use data and methods that produce assured statistics include improved coherence of the [GSS Labour Market](https://statsghana.gov.gh/gssmain/fileUpload/pressrelease/AHIES%20QUARTER%203%202022%20LABOUR_STATISTICS_REPORT.pdf) Module with existing Labour Force Survey Data after using a more appropriate estimation methodology (output 1), reducing the processing time of CRVS and creating reproducible pipelines and dashboards at the NSA using R (output 2) and PES support for Rwanda Census, [Zambia census](https://www.zamstats.gov.zm/2022-census/?playlist=b615aec&video=591c51e) and [Tanzania census](https://www.nbs.go.tz/index.php/en/census-surveys/population-and-housing-census/852-2022-population-and-housing-census-administrative-units-population-distribution-and-age-sex-reports) to measure the accuracy of census data and assure that the quality is reliable (output 1).

## Intermediate outcome 2: Improved value of statistics and data

**Confidence level that this outcome is on track:** Medium

**Level of project contribution to this outcome in 2022/2023:** Moderate

Statistics should be of value to society, support users’ information needs and be of high quality. This includes being demand-driven, keeping users engaged, informed, and consulted.

Numerous areas of the project have increased the value of statistics and data for partner NSOs over the past year including increased accessibility of SDG data for the public and decision makers through the GSS relaunch of [the SDG national reporting platform](https://sdgs-ghana.github.io/) (output 2), regional to make data more relevant and insightful (output 7), easier access and clarity of the impacts of inflation on citizens through [GSS personal inflation calculator](https://statsghana.gov.gh/CPI_Inflation_Cal.html) (output 1) and improving local data collection across local councils in Cameroon to include more demographics relevant to the public good (output 5).

Evidence of progress towards this goal shows partners are making efforts to produce user-driven, valuable, quality and data and there is some increase in demand and use.

For example, with the [2022 Rwandan census](https://www.statistics.gov.rw/datasource/fifth-population-and-housing-census-2022), the project advised Rwanda to include the Washington Group questions on disability as an international best standard. According to the FCDO in Rwanda, this information is important to their programmes:

“Originally [the questions] weren’t going to be included. That would have mattered for us. They are now included. That ONS helped to deliver that kind of thing is very helpful. And that is data that is incredibly valuable for our programmes”.

## Intermediate outcome 3: Improved trustworthiness of statistics and data, and of partner NSOs

**Confidence level that this outcome is on track**: Medium

**Level of project contribution to this outcome in 2022/2023**: Moderate

There are many examples of how the project has supported NSOs and other partners to inspire more confidence in themselves and their staff. This is often in the form of being more transparent about processes and management and showing professional capability and openness.

An important example of this is the outcomes from the project’s leadership training programme. By reflecting on their own leadership style and making action plans to improve, leaders are encouraged to drive better engagement and results from their teams, thus contributing to improving their organisations. In two partner NSOs (NSA and KNBS), this has fed directly into the initial development of their organisational strategies (output 6).

The use of Open SDG reporting at GSS has also increased the transparency of reporting, clearly showing a [reporting status](https://sdgs-ghana.github.io/reporting-status/) on which SDG indicators are fully reported on and which are still under development (output 2).

Other examples include:

* the KNBS Code of Practice for statistics providing a clear framework for production and use of statistics across the NSS (output 5)
* the creation of a draft data sharing agreement between PCBS and the ONS to ensure appropriate data governance during data science mentoring (output 3)
* project management training for GSS resulting in the use of planning tools and a risk register to run projects more effectively (output 4).

Using new ways of communicating with stakeholders and significant users increases the transparency of the organisation and shows integrity where there is a commitment to regular communication, for example, newsletters helping to make it more trustworthy. In an interview, a partner from UNECA commented:

“We were not really good enough to disseminate our work to the public and the stakeholders. Now we have started, you know, writing articles, communicating to our stakeholders and National Statistical Offices, other partners, I think in a more organized fashion through our statistical newsletter. And we also started what we call Census newsletter”.

## Summary of evidence against intermediate outcomes

Overall, there is sufficient evidence to show that the project is successfully delivering intermediate outcomes in at least five of the seven main partnerships. This is assuming that the review may not have captured all available evidence. This shows that in time it is reasonable to expect that the project will support the achievement of more improvements in the quality, value and trustworthiness of statistics and data from newer partnerships. The project’s reporting next year against indicators in the results framework should support this assumption.

Long-term outcome 1: Improved institutional performance through more effective and efficient production of data and statistics

**Confidence level that this outcome is on track:** High

**Level of project contribution to this outcome in 2022/2023:** Major

Institutions with a high-level of capacity operate efficiently and effectively. Efficiency can be achieved by producing outputs with appropriate levels of resources, by using less resource to produce statistics, for example by introducing processes that are easily reproducible. Effectiveness can be achieved by producing higher quality statistics that are timelier and that demonstrate their value to users (in the way they are understood and used)[[9]](#footnote-10). Evidence of progress towards this outcome shows that partners are implementing practices and using tools that are enhancing individual and institutional performance, and the production of data and statistics. Five examples of how the project has supported this outcome in 2022/23 are presented in the following case studies.

### Case study 1: Enabling faster census results in Rwanda

The quality of population and housing census data is very important for many reasons. It is the bedrock of a nation’s statistical system and a critical aspect of meeting user needs, as well as building public trust and understanding in the national statistical system. The purpose of a Post-Enumeration Survey (PES) is to provide users with a level of confidence when utilising the data and to explain limitations in the census results. Post-Enumeration Surveys primarily measure census coverage (how many people responded) and, for some topics, the accuracy of the census, by independently surveying a sample of the population.

The ONS conducted three separate visits to support and work with the National Institute of Statistics Rwanda to conduct its Post-Enumeration Survey.

The immediate outcome of this activity was significant resource savings for the government of Rwanda. The introduction of automatic matching reduced the processing time and analysis of the Post-Enumeration Survey from around six months to ten days. Consequently, census results were published only five months after the enumeration took place, significantly faster than in the previous census.

“ONS support saves us a lot of money. In the past, it used to take us eight months to reconcile the data, this was very expensive. Some of us felt sick by the amount of paperwork. It was a mess. We had people down in the basement [..] dusty and sweaty, they did not want to do this. PES this time took us one week. This has saved us time, money and [increased our] credibility.”

**Yusuf Murangwa, Director General, National Institute of Statistics of Rwanda**

The quality of matching also improved significantly. Fewer people doing manual matching improves overall quality, by reducing variation in matching quality.

More broadly - being a stepping-stone to wider matching opportunities and to maximising the value of administrative data sources - this activity provides a key contribution to the modernisation of statistical systems. The increased coding capability in Python programming language and the ability to carry out auto-matching between data sets is crucial for national statistical offices to work with other data sources - such as administrative data - to fill data gaps or improve efficiency and understanding of outputs. For example, matching census to birth data can offer insights into the characteristics of under coverage in birth registrations. This data could then be used to inform interventions to improve birth registrations.

The ONS worked jointly with UNECA to strengthen its capacity and capability to support more member states to conduct post enumeration surveys during the 2020 and 2030 census rounds. Support has been subsequently provided to Zambia, with more countries requesting technical assistance in this area.

“I think the most successful partnership which we have had with ONS has been the post enumeration surveys, which has been done in a number of countries.”

**William Muhwava, Chief, Demography and Social Statistics ACS, UN ECA**

The UN regional Hub for Africa on Data Science and Big Data also aims to share and expand the opportunities and capability of data matching with other countries in the region.

Lessons learnt will be included in the UNECA census e-handbook due for publication in 2023-24. With UNECA, the next steps include developing a clear package of the offer and guidance for national statistical offices on the costs and benefits of post enumeration surveys, as well as the factors that are key to make it successful.

### Case study 2: Developing a personal inflation calculator in Ghana

Amid steeply rising consumer inflation in Ghana15, the ONS supported the Ghana Statistical Service (GSS) to build an excel version of a personal inflation calculator (PIC) on their website. This enabled Ghanaians to determine their personal inflation rate, based on what they spend their money on, see what impact the goods and services they normally buy have on their inflation rateand inform their spending decisions. Although these detailed statistics were routinely published, the calculator has helped make them more useful and made inflation or the cost of living more meaningful to households. Some policymakers have also used it to determine which product and service groups in the basket of products are driving inflation.

“The Personal Inflation Calculator is more than a source of joy for me and the Ghana Statistical Service since Ghanaian households, businesses, and policymakers will utilise it to make decisions at the individual level. PIC appears more domestic since households can calculate their own inflation levels by keeping track of their monthly expenses and computing either their individual or household levels inflation”.

**Jibril Fuseini, Deputy Head of Price Statistics Section, GSS**

The long-term impact of this project is that GSS now have the capability to make further changes to the PIC tool without reliance on ONS technical expertise.

### Case study 3: Learning how to web scrape prices to build the Consumer Prices Index

The Consumer Prices Index is the rate at which the prices of goods and services bought by households rise or fall. It is calculated by collecting a sample of prices for a selection of representative goods and services in a sample of retail locations. Web scraping is an alternative data collection mechanism that can complement and improve traditional forms of data collection. It uses software tools to extract data from web pages and produces large datasets of detailed and very timely price information. It can offer significant time and cost saving for NSOs, providing large sources of price data.

The ONS facilitated a project through the UN Africa Regional Hub for Data Science and Big Data on web-scraping of prices using Python to seventeen people from four countries (Senegal, Nigeria, Ghana, Tunisia), and an in-person five-day workshop. Participants learnt the extent and range of online prices for the Consumer Prices Index, appreciated the ethical considerations prior to embarking on web scraping projects, developed web scraping skills for application elsewhere in the organisation, and develop a pool of new resources for regional cooperation with other national statistical offices.

Participants from Nigeria delivered training on the Python programming language to their own organisation immediately after completing the regional training. The immediate outcome of this collaboration was that that national statistical offices in the African region began to appreciate the opportunities offered by using alternative sources of prices data. This project also opened avenues for web scraping of other data, for example job vacancies. Finally, the project built new networks and brought new donor partners – Statistics Poland, Bank of Italy – to the UN Africa Regional Hub. Following on from this project, ONS started to strengthen the capacity of data scientists at the National Institute of Statistics Rwanda to web scrape to collect job vacancy data for labour market statistics.

### Case study 4: Building data science capability

Innovative methods, such as machine learning and natural language processing can provide richer, more informed measurement and analyses on the economy and wider society. National statistical offices can benefit from these opportunities to improve data for decision-making.

The ONS has been building partners’ capacity to identify potential areas where data science can make a difference and assess the relative value of different pieces of work to help prioritisation.

In 2022, the project directly improved the coding skills and use of R, Python and GitHub, by training and mentoring 27 people in three national statistical offices (Ghana, Namibia, Rwanda). The NSA said:

“We have applied our own data sets already on that tool and as we do that, I think capacity is really being built and you can see from the staff that they really are interested in this task.”

The ONS peer-to-peer mentoring is improving the quality of coding at the Namibia Statistics Agency (NSA). The teams co-developed a tool to automate some aspects of the coding of occupations from census and survey responses, aiming to reduce the resources required to code/process the data and increase the quality and consistency of the data. In NSA’s words:

“The tool will minimize our time required to produce the specific reports because it tremendously reduces all these manual workloads. So, at the end of the day, one comes out as a winning team if they must produce the Census report in the shortest time, then it had been if you were to do it manually. I feel it has been a very positive engagement and partnership.”

Through hands on learning, the ONS also introduced the Civil Registration team at the NSA to the R programming language, demonstrating how to use it to perform automated data cleaning tasks. During the training, the team were all using the same dataset to work on, writing their own code, and running it on the data. They went from having no knowledge of R, to being were able to write code, a key transferable skill for the whole organisation. This was confirmed by the NSA:

“The ONS team went through and then they give them some homework to do, and then they now check whether you understand it and able to apply it. The ONS is not the one doing the work, but they mentor and coach, they introduce the topic then our team does the work, and they then ask where they have difficulties to do what is expected.”

As a result, NSA now have the capability to reduce data processing time from over a month to two minutes. Quality assurance can also improve. This collaboration provided a platform for wider capability development in data science at the NSA, increased the Agency’s understanding of the value of data science and their demand for it.

### Case study 5: Strengthening capacity to maintain the Ghana National Reporting Platform for the Sustainable Development Goals

The Ghana National Reporting Platform for the Sustainable Development Goals was initially launched in 2018, with technical support from the ONS. The platform provides open access to re-usable data. It enables the Ghana Statistical Service (GSS) to report on Ghana’s development data.

In 2022, the platform was upgraded. The ONS facilitated a week-long workshop for 14 participants – training staff in setting up and maintaining an Open SDG platform. This has enabled the GSS to manage the platform sustainably going forward, with minimal input from ONS. This was essential in enabling the GSS to report on existing indicators and increase in the number of indicators reported on the platform from 83 to 120. Additionally, new data has been added for a significant proportion of the previously reported indicators. The GSS re-launched Ghana’s National Reporting Platform (NRP) at the African Statistics Day in 2022. Launching the revamped platform put the GSS on course to meet goal five of their 2020-2024 Corporate Plan, to ‘improve the production and use of official statistics for national development and planning’.

## Long-term outcome 2: Increased institutional stability from institutionalising statistical good practice

**Confidence level that this outcome is on track:** High

**Level of project contribution to this outcome in 2022/2023:** Moderate

Stability reflects how an institution operates in both standard and emergency scenarios and the consistency of its performance over time. This includes clear and transparent business processes and management, effective knowledge sharing to develop institutional memory and performance management of staff, all to promote systematic improvement. The wording of this outcome implies that it only relates to ‘statistical’ good practice and not the broader management and institutional memory aspects. As these are central to the stability of NSOs, it is recommended that the word ‘statistical’ is removed from this outcome not to limit its scope.

Partners spoke of observable change at both individual and organisational levels, such as better organisational capacity, change in staff attitude, more confidence among women in the office, improvement in work through strategic thinking and planning and improvement in operations. The example below focuses on staff performance and morale through promoting effective and equitable leadership.

### Case study 6: Empowering female leaders to rise in national statistical offices

Globally, women remain disproportionately excluded from leadership positions in national statistical offices. Only 16% of top leadership positions in Africa are occupied by women[[10]](#footnote-11) (and only 30% in Europe). Addressing this disparity is an important part of the modernisation of statistical systems. Inviting more diverse experiences and backgrounds to the decision-making table can be catalytic for internal change and innovation, embed statistical good practice, and improve how well an organisation performs over time.

In 2022, the ONS, in partnership with UNECA developed a programme aimed at encouraging more women to progress to leadership positions within national statistical offices. The programme was delivered to eighty-one female aspiring leaders from Jordan, Kenya, Ghana, and Tanzania, who were identified by their own organisations as having the potential to progress into more senior roles.

“The programme touched every part of my life” … “I see myself not the same person after this.”

The heart of the programme was a five-day classroom experience that used real work challenges brought by participants, to enable them to bring skills, tools, and ideas back to the workplace and action them immediately, benefitting their teams and organisation:

“I know I will be able to apply it on my day-to-day activities.”

It also brought in successful role model guest speakers – respected female leaders in the world of statistics, economics, or government:

“What they spoke was so motivating, it inspired me to know I can do anything, especially it made me understand how strong I am as a woman.”

Finally, all participants were offered the opportunity to work with a mentor to support them to implement the learning. A quarter of participants (20) entered the mentoring programme.

An analysis of key themes around perceived or expected change and implementation of learning18 suggests that all learning objectives were met:

* developing self-awareness and confidence:
  + “My confidence level has gone up” … “The course moulded me to be courageous in dealing with my work” … “I feel encouraged to make an impact and to stand for what you believe in when necessary” … “make my voice heard on issues that will bring positive change” … “It motivates the women to be strong” … “being firm and balancing my needs with the needs of others”
* leading teams:
* “I changed a lot, by now I have improved my approach to the subordinates, even to the boss” ... “I got to understand people better”
* improving influencing skills:
  + “I have become more assertive” … “I can communicate well with my introvert coun-terparts, and I have purposed to listen more and well”
* leading and managing change:
  + “I will be able to see more outside the box and be innovative” … “I was empowered to improve innovation and aid in shaping the organisation”
* building networks
  + “We shared visions discovered our colleagues and rediscovered yourself”

In addition, other key emerging themes were:

* the need to support other women:
  + “I will encourage other women in the office to soar higher”
  + “[I have learnt] to support and mentor the young women in my organisation and elsewhere”
* gaining a new perspective:
  + “I now look at things differently with a ‘possibility’ mind-set”
* perception of own leadership:
  + “I learned how to grow as a woman in management”
  + “I have become more aware of my role as a leader”
  + “I have now started to see myself holistically as leader and feel more empowered”
* a renewed focus on professional development:
  + “I am very eager to develop myself in my career, developing as a leader”
  + “I will move on to improve myself and never go back”

Wider outcomes following the programmes include senior leaders at the Kenya National Bureau of Statistics reflections on the noticeable increase in confidence and proactiveness in their female team members:

“I have seen that change of attitude in terms of how assertive they are in what they want to do.”

**Vivianne M. Nyarunda, Senior Manager, KNBS**

The programme also informed the revision of the KNBS gender mainstreaming policy:

“The training we had on women in leadership provided information that guided the policy development, and it was also in our action plan to develop it to guide on gender issues at KNBS”

**Rose Awino, Senior Manager, HRM & Development, KNBS**

As a result of the programme, participants from the Ghana Statistical Services (GSS) set up a Women’s Network with the aim encouraging women to take up leadership roles, develop confidence and assertiveness and strengthen their skillsets. Most female employees have joined the network. ONS mentors supported by giving ideas and materials, such as example Terms of Reference for the equivalent network at the ONS. The All-Staff Survey at the GSS gained momentum as a direct result of the programme. Four participants represented the Women’s Network at the working group set up to deliver the survey. Specific questions around workplace issues that affect women disproportionately were added to the survey as a result.

An unintended outcome of the programme was that, in one NSO, participants sent a report to their Director General about the experiences of sexual harassment in the workplace that participants had been able to disclose in the safe space of the training room. The report contained several recommendations. The Director General pledged to act, starting with sexual harassment training to be made mandatory for all staff members. Participants who led this process confirmed this action was a direct result of the discussions and the actions plans that were devised with the ONS’s support.

## Long-term outcome 3: Raised profile and legitimacy of partner NSOs within national and international contexts

**Confidence level that this outcome is on track:** High

**Level of project contribution to this outcome in 2022/2023:** Moderate

The third long-term outcome is raised profile and legitimacy, both in national statistical systems and globally. This is a product of the institution being proven to be more trustworthy and producing higher quality, more useful data. It is also a mutual benefit for both the ONS and its project partners, where successful international collaboration raises the profile of both institutions. This provides compelling evidence of the continued value of NSOs for national governments and in the international development landscape.

There is some evidence from interviews that the project has enabled this outcome in partner countries. Feedback from GSS noted that the ONS has helped them think more strategically about user engagement, which has led to more visibility and increased awareness of the use of data nationally. They added that this cannot be totally attributed to the project. Another example is KNBS showing ambition through proactively seeking collaboration by requesting the set-up of a statistical capacity building community of practice to build a group of local experts and for skills sharing.

The case study below shows how the project’s coordination of development partners brings more benefit to partners, raising their profile through providing better targeted support, while bringing reputational benefits to the ONS.

### Case study 7: Coordination of development partners to avoid duplication and maximise impact

A crucial feature of the ONS’s international development work is coordinating with other development partners (DPs) to come up with effective ways of working together in complex environments. This is necessary to ensure that our capacity strengthening work is not being duplicated, and to highlight opportunities for collaboration and streamlining. In the last year, this work has proved important in enabling the ONS to provide more effective and efficient assistance, while also raising the profile of the ONS and its partners in the international statistical capacity building landscape.

The ONS sometimes plays a leading role in coordinating partners – for example in Ghana the ONS collated the workplans of at least 13 DPs that were supporting the Ghana Statistical Service (GSS) in 2022. Mapping out the areas of support clearly showed the broad themes that were liable to duplication and led to closer engagement between DPs to get a detailed understanding of areas of support and how synergies could be maximised. The ONS’ secretariat role included developing terms of reference, which helped to guide the operations of the coordination group the identification of partners that had not taken part. Investing the time in building the group has led to a coordinated discussion with GSS, creating a platform for the fruitful exchange of information. For example - including a meaningful discussion on the importance of high-quality data for evidence-based policymaking with some development partners pledging to support, either technically or financially, the writing of the population housing census thematic and analytical reports. To make it worthwhile for development partners, and to enhance effective participation, the ONS will rotate the hosting of the meetings. As such, it will hand over to UNICEF and the IOM in 2023. We are keen to see the success of these efforts sustained for years to come.

Similarly, in Jordan, the ONS saw the opportunity to take a strategic approach to coordinate development partners to help drive the Department of Statistics’ (DoS) work. The ONS Strategic Adviser led the effort to join partners (EU, UN and World Bank) into forming a wider group. The Strategic Adviser’s proposal that all participants agree on common terminology led to a shared understanding of what constitutes a National Strategy for the Development of Statistics (NSDS), enabling the Department of Statistics to become clearer on their asks to partners. A stakeholder in Jordan commented:

“I think we’ve managed to present the ONS [in] Jordan as leaders in their statistical capacity, for example, training on leadership styles and on change management, which was highly regarded by the receiving entity the Department of Statistics and other donors.”

The World Bank has also requested further ONS assistance in different countries because of its visibility and expertise.

The ONS also builds its and its partners’ reputations through the way that it collaborates with and coordinates other development partners. For example, the ONS is part of a highly successful collaboration with UNFPA through UNECA to aid the development and delivery of workshops on dissemination of census results across Africa. Speakers from various National Statistical Offices and agencies who had already, or were planning to, disseminate of their census results shared plans and experiences, promoting a peer learning approach. The two workshops were delivered in 2022 in Zambia and Côte d’Ivoire, reaching 43 countries. The collaboration between these organisations enabled broader reach of the workshops, including to Francophone countries, which the ONS may not otherwise have reached. Now this relationship is established and UNFPA have publicly shown their support for the joint working, this can also boost the profile and reputation of the ONS and UNECA across the continent, opening more opportunities to assist countries with their censuses. Feeding back on this collaboration, ONS staff working with UNECA said:

“it’s part of [the ONS’] international strategy. We’re sharing expertise - we’re strengthening capability across the region... [there are] cultures that are relevant within ONS in the context it works in in the UK. And I think it makes [the ONS] better at thinking about things differently. I think it gives us a better perspective on risk and where our true risks lie and what’s really important.”

The variety of examples here shows the benefit to the ONS of not only collaborating with other development partners but taking the initiative to lead that collaboration through coordination. It ensures that DPs are aligned on the work that they deliver, improving the quality and value of any technical assistance delivered by all development partners. The ONS also becomes more highly regarded by other international partners when the work is a success. Our partner NSOs’ profiles are also raised across the sector when they are involved in the coordination. This way of working is critical to the success of the ONS International Development programme.

# Cost, timescale and risks

The project is on-track against financial forecasts. The overall project budget is £12.6 million, of which 3.6 million for 2022/23, £4.2 million for 2023/24, and £4.8 million for 2024/25. In 2022/23, the project spent £3,586,204.09[[11]](#footnote-12) (99.6%). The funds were spent in accordance with aid spending requirements[[12]](#footnote-13).

The project is on-track against all original timescales as described in the business case, namely:

* establishing team and governance structures
* publishing a Theory of Change and results framework
* signing new service level agreements with relevant new business areas in the ONS
* and on-boarding of new partnerships

The key overall high-level project risks as identified in the [business case](https://devflow.northeurope.cloudapp.azure.com/files/documents/ONS_International-Development_Business-Case_2022-2025-20230222090225-(2)-20230331090329.docx) (delivery, operational, reputational, and fiduciary) are still present and being managed. On an ongoing basis, new risks are identified and rated, and mitigations agreed and assigned by all partnerships and at the overall project level. New significant risks, or risks for which mitigating actions are not achieving the desired effect, are escalated to the monthly project board.

# Value for money

This section considers how well the project met key value for money indicators: economy, efficiency, effectiveness, and equity (the 4 Es[[13]](#footnote-14)).

## Recommendations

1. Use improved monitoring data to assess Value for Money of most expensive activities more critically
2. Increase focus on value for money in next year’s annual review and build into monitoring processes
3. Continue to consider and clearly define the specific need for residential training events in the context, as accommodation and subsistence for participants often account for most of the activity budgets. Review the format of in-person training sessions to decrease spending and maximise number of participants attending

## Findings

Overall, the project has systems and policies in place to support good value for money. This review has found examples of the 4 Es being met. It should be noted that the project operates in a complex environment and, as such, it is difficult to produce comparable measures of what constitutes good value for money. The project would benefit from specific Value for Money sub-indicators, with data collected against these from the start of the project year.

### Economy[[14]](#footnote-15)

Analysis of systems, processes and records shows that good monitoring, financial management and project management practices and processes have provided the tools and controls to keep the project on track, reallocate resources to achieve the intended results, and deliver on time and within budget. The project delivery staff track live expenditure on a regular basis and report to a monthly board. A clear focus on economy has ensured that project staff are aware that all spending decisions at all levels should be guided by VfM principles.

The project also supports its partners to spend well and wisely, for example by promoting the use of open-source software such as Python, R, GitHub, and Open SDG.

### Efficiency [[15]](#footnote-16)

A review of the most expensive activities carried out in 2022/23 revealed that the project’s largest single activity expenditures are driven by travel and expenses costs – including accommodation and flights - for participants from NSOs at large workshops or training courses. It is therefore vital to ensure that both the outputs and long-term outcomes of these activities are tightly monitored and assessed to ensure the extra money spent has led to clear results that would not have been achieved if less money had been spent.

### Effectiveness[[16]](#footnote-17)

This review uses a Basic Effectiveness Resource as a simple cost-effectiveness-based framework for the evaluation of complex activities that provides results that are easy to understand. It has been used as part of this review because it offers a relative perspective on performance where the units analysed (outputs)[[17]](#footnote-18) are judged in comparison to other peer units (outputs). It aims to initiates a deeper discussion within the team to understand why units fall into specific boxes and what the main costs drivers are in any given year. The chart considers activity costs[[18]](#footnote-19) and the outcomes of project outputs. The seven project outputs occupy a space in the chart based on the relationship between inputs and results. For example, ‘strengthened data science capability’ is the most expensive output in the project, but it is also the most impactful. Outputs in the amber boxes indicate average efficiency; outputs in the red box indicate below average efficiency; and outputs in the green boxes show above average efficiency.



### Equity

One of the eight factors the project considers when approving budgets is inclusivity. All partnerships must demonstrate that proposed activities in workplans answers the two following questions: “Will the activity promote inclusion in partner organisations? Will the activity promote inclusivity of data as part of collection, analyses, and dissemination?”

This review also found examples of the project considering equity implications of money spent. For example, the project spent a higher-than-average sum to bring Palestinian colleagues to the UK for a study visit to the ONS. This is because Palestinian nationals are not safely permitted to travel into Israel, therefore the only route to the UK is via Jordan (requiring additional overnight stays in both directions). Although this is an additional step, and therefore an additional cost in comparison to other partnerships, this was an equitable choice to ensure colleagues at PCBS could carry out the visit.

# ONS core principles

This section is based on the core principles in the Authority strategy[[19]](#footnote-20) – statistics for the public good, and the strategic plan for international development[[20]](#footnote-21).

Radical

The project delivers innovation designed to make a difference to partner national statistical offices. This includes the data science work, but also support to Namibia to automate their civil registration system and automated data matching between a census and its post enumeration survey. These activities have used cutting edge tools and techniques to make processes more efficient and effective.

In 2022/23, to expand the topics the ONS can offer technical assistance on, the project signed new service level agreements with different areas of the ONS - legal services, prices, data governance, legislation and policy, methodology and quality - from which partners have required expertise regularly. These enabled the project to have a regular pipeline of experts to support the work.

**Ambitious**

A new partnership with the PCBS was added this year. This, alongside a young partnership with Jordan, and wider relationships with UNESCWA members has increased the ONS’s presence in the Middle East. The new partnerships have built on lessons from working in the African region, while adapting to the context. The project has also been building a strong relationship with the United Nations Economic and Social Commission for Western Asia (UNESCWA) to amplify influence with non-partner countries. The ONS has also adapted ways of working to amplify impact by working more often with a regional remit (including via the regional hub for data science (output 3) and via UNECA and partners on censuses (output 1).

**Inclusive**

Through our support to the Inclusive Data Charter secretariat, we have directly supported countries to develop and implement commitments to inclusive data (see output 5). The Women into Leadership programme is the most visible commitment to inclusion in NSOs. The ONS also led a highly visible debate at a regional conference in Zambia on how to enable more women to reach leadership roles in NSOs in the African region.

**Sustainable**

The sustainable nature of our partnerships was highlighted in the stakeholder interviews. For example, UNECA told us: “you know, when you hire consultants, there is no guarantee of sustainability because there is a temporary arrangement. But what we have [with the ONS] are sitting and transferring the knowledge of what they are practical doing. No theory involved at all.”

# Benefits to the ONS

1. Re-run the survey of benefits to ONS staff involved in delivering technical assistance to partners

The project brings several benefits to the ONS.

The first is a raised profile as a leading national statistical office, as highlighted by colleagues in NSOs: “The others [donors] have actually have great respect for the ONS as leaders in the statistical space globally”

“using UK technical expertise to support African implementation of their own objectives like… that’s our gold standard and that’s yeah, it’s incredibly valuable”

“I think ONS is really rich in terms of what they are able to support statistical offices with, because it’s cutting across so many different areas, it’s like a whole range of knowledge that they have. I think they have this will this beautiful will to really assist, and when you raise that, they are invested in providing that support for us”.

The second is a widened perspectives and improved ways of working, from sharing experiences on modernisation and use of different data sources with different countries; bringing back ideas from other contexts and applying them to make their own work more radical and more efficient. As project’s strategic Advisers put it:

“there are cultures that are relevant within ONS in the context it works in in the UK. And I think it makes the ONS better at thinking about things differently. I think it gives us a better perspective on risk and where our true risks lie and what’s important.”

Another Adviser agreed: “It’s a chance to test your own skills in a different environment, but it’s easy to forget how lucky we are in ONS having using the latest technology, having everything at our fingertips, but by working in environments where people don’t have that luxury, it really gets you back to basics and it really reinvigorates you” … “I think we are also learning from them... We are not just there to tell [the partners] about the ONS transformation journey, they also started their transformation journey, so it may be useful for us to also learn something from them” … “Methodologically, we’re not just helping them; I said to the CPI team here that [partner NSO] tried scanner data in certain supermarkets and they didn’t think was much good, because it just wasn’t a big enough coverage. They can comment and contribute to stuff that we’re doing in the UK.”

The third is increased skills and personal development of its staff – communication, stakeholder management and leadership skills. 95% of ONS staff who have been involved in this work either agreed or strongly agreed that “they personally learned a lot from their engagement”. From the strategic advisers’ perspectives, there is a strong emphasis on soft skills: “it is about learning and having more patience, managing expectations, finding different ways to do things, being very open to try stuff and fail”. The survey of benefits to ONS staff involved in delivering technical assistance to partners should be rerun to confirm these findings.

# Conclusion

This review has found that the project is operating as expected, by delivering outputs and outcomes across the different partnerships. In-depth qualitative evidence has shown that key stakeholders value the support of the project and trust the ONS to deliver quality technical capacity strengthening. The project also provides good value for money and delivers benefits to the ONS as a key player in the international development sector. Evidence collected for the review has confirmed the validity of the overall project logic set out in the Theory of Change, which will continue to provide the framework for evaluation reporting going forwards.

The model of having embedded Strategic Advisers in partner organisations is highly successful and helps to deliver outcomes that may not otherwise be possible from purely remote working. The project’s collaborative, peer-to-peer approach and equitable power dynamics within partnerships are recognised by all partners. The demand-driven approach to technical assistance is also confirmed by partners and is seen as being based on each country’s national statistical priorities.

While the project is mostly successful, several recommendations for improvements have been highlighted throughout the review. These include improving in-year project monitoring to capture outputs and outcomes more consistently between partnerships and different types of activities, maintaining frequent and effective communication with partners and FCDO and refining value for money reporting methods. The full list of recommendations is presented in a summary table at the start of this report.

# Annex 1: Methodology

## Stakeholder interviews

A total of 36 stakeholders (representing 26 middle management and senior leaders) from 13 organisations based in seven overseas countries and the UK were invited to participate in interviews [see Annex 2 for more details]. 33 people were interviewed, two of whom were not directly invited, with five unresponsive. Interview questions were adapted to suit different stakeholder groups: national statistical organisations (external); Strategic Advisers (internal); other in-country development agencies (FCDO, Sweden NSO, UNFPA, World Bank). Six of the external interviewees had participated in the Annual Review of the previous year (2021/22) while 18 were new. The total number of potential interviewees is 38 with 33 interviewed, giving a good response rate of 87%. Responses were collected, collated, and coded to enable a combination of thematic and narration analysis and interpretation of the perceptions and opinions expressed by those interviewed and to confirm the veracity or not of the initial hypothesis.

## Output reports

The data collection mechanism for 2022/2023 outputs was designed based on the updated project Theory of Change (see Annex 3) and results framework.

A new reporting process was introduced, as part of the project management changes in 2022/23. Some delays in recruitment meant that the indicators were agreed mid-way through the reporting period, and therefore some under reporting is expected. It is important that in 23/24 comprehensive reporting systems against all indicators are established.

A template was designed to collect information purposively by output from each partnership in the project and the key other business areas that co-deliver the project. These were structured using the associated indicators in the framework, where possible, to collect relevant information on the number of activities completed contributing to achieving that output, number of people reached, types of activities used and linked evidence. The templates were only mandatory to complete for the relevant output areas targeted by partnerships.

The review uses data from 25 output reports. There are between two and six reports per output for reasons outlined above. This is also partly due to some uncertainties in the new reporting process and inconsistencies in reporting between project partnerships. Therefore, if activities that were expected to be reported under a particular output are either missing or have been miscategorised, this will be highlighted in the review.

This is a capacity strengthening project, which means that the support provided to individuals and organisations is tailored to different contexts using different methods such as training, on the job technical assistance, informal advice, meetings, workshops, roundtables, mentoring and more. New indicators to capture this information were added to reporting this year because the success of the methods used will vary depending on context. The more data collected across the project on why this happens, the better the project will be able to achieve its outcomes for the remainder of the funding period.

A summary of indicator data collated from the reports is displayed at the start of each output section. This is based on the data available and has been included to establish a baseline for 2022-2025 reporting, with the accuracy of reporting increasing each year. For example, where possible each indicator counting people should be sex disaggregated, but for the new indicators this information was not always available. Each output has also been given an overall rating of how well it has been delivered, using data on relevant activities, self-reported data on lessons learned from the output reports and comments from key stakeholder interviews[[21]](#footnote-22). A RAG scale has been used to represent this, where red represents an area of concern that would require a rethink as to how the project targets this output, amber shows there are some areas of improvement identified, and green indicates where delivery is as expected.

## Case studies

Case study examples were sought as illustrative cases of how the project achieves its outcomes in practice. This means that these are not necessarily typical cases but show in more detail how the capacity strengthening of national statistical offices depends on the context and how individual, institutional, and system-level factors come together. The ONS team submitted suggestions of key examples from their partnerships which demonstrated the impact of different pieces of work in line with the project’s three long-term outcomes. These were sifted by the Monitoring, Evaluation and Learning Lead with senior leadership, using stakeholder interview comments and existing monitoring evidence. A few key examples were selected which illustrate the different ways that organisation and system-level changes in capacity can be brought about, in line with the project’s Theory of Change.

# Annex 2: Stakeholders interviewed

|  |  |  |  |
| --- | --- | --- | --- |
| **Name** | **Role** | **Institution** | **Date** |
| Dr Saleh Habashneh | Director of Strategy | DoS | 05/06/2023 |
| Adam Drury | Deputy High Commissioner | FCDO Kigali | 05/06/2023 |
| Anjana Dube | Regional Advisor at ACS | UNECA ACS | 05/06/2023 |
| Husam Khaleifeh | Head of External Trade Statistics | PCBS | 12/06/2023 |
| Dima Masad | International Relations Officer | PCBS | 12/06/2023 |
| Haitham Zedan | Director of Dissemination and Documentation Department | PCBS | 12/06/2023 |
| Najem Ghraibeh | Economic Policy Officer | FCDO Jordan | 12/06/2023 |
| Vivianne Nyarunda | Senior Manager | KNBS | 13/06/2023 |
| Benjamin Avusevwa | Director, Statistics Methods, and Coordination | KNBS | 13/06/2023 |
| John Bore | Senior Manager | KNBS | 14/06/2023 |
| Therese Uwimana | Director, Data Revolution and Big Data | NISR | 19/06/2023 |
| Kathy Kantengwa | Assistant Representative Population and Demography | UNFPA Rwanda | 19/06/2023 |
| Owusu Kagya | Director, Communications and Dissemination Directorate | GSS | 19/06/2023 |
| David Rinnert | Team Lead, Political and Governance Team | FCDO Kigali | 20/06/2023 |
| Peter Nilsson | Statistics Adviser, Kenya | Statistics Sweden | 20/06/2023 |
| Caroline Wangeci | Strategic Adviser, KNBS | ONS | 20/06/2023 |
| Mark Gautrey | Strategic Adviser, DoS | ONS | 21/06/2023 |
| Madeleine Garlick | Ambassador to the African Union | FCDO Addis Ababa | 22/06/2023 |
| Selma Shifotoka | Senior Data Quality Specialist | NSA | 22/06/2023 |
| Ndapandula Ndikwetepo | Manager, Population & Housing Census & Demographic Statistics | NSA | 22/06/2023 |
| Uzo Gilpin | Team Lead, Human Development Team | FCDO Accra | 22/06/2023 |
| William Barnes | Strategic Adviser, GSS | ONS | 22/06/2023 |
| Garnett Compton | Strategic Adviser, UNECA | ONS | 23/06/2023 |
| Nicholas Palmer | Strategic Adviser, PCBS | ONS | 23/06/2023 |
| Dale James | Project Manager, NSA | ONS | 23/06/2023 |
| Mrs Ottilie Mwazi | Deputy Statistician-General | NSA | 26/06/2023 |
| Nduati Kariuki | Economist, Poverty and Equity Global Practice | World Bank Kenya | 26/06/2023 |
| Cyrus Kwesi Darpoh | Team Lead, SDGs National Reporting Platform | GSS | 26/06/2023 |
| Molla Hungenaw Asmare | Lead Statistician, Data Development Innovation and Outreach Section | UNECA ACS | 26/06/2023 |
| Oliver Chinganya | Director, African Centre of Statistics | UNECA ACS | 28/06/2023 |
| Theodore Joloza | Strategic Adviser, NISR | ONS | 28/06/2023 |
| Ms Tersia Gowases | Executive, IT and Data Processing | NSA | 28/06/2023 |

# Annex 3: Interview response rate

Office for National Statistics

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Roles** | **Country** | **No. of invites** | **Interviewed** | **Not interviewed** | **Interviewed in 2022?** | **Response rate %** |
| Strategic Advisers | Occupied Palestinian Territories  Jordan  Rwanda  Kenya  Ghana  UNECA (Ethiopia | 6 | 6 | 0 | No: 6 | 100 |
| Project Manager | Namibia | 1 | 1 | 0 | No: 1 | 100 |

Foreign and Commonwealth Development Office (FCDO)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Roles** | **Country** | **No. of invites** | **Interviewed** | **Not interviewed** | **Interviewed in 2022?** | **Response rate %** |
| Ambassador | African Union | 1 | 1 | 0 | No: 1 | 100 |
| Deputy High Commissioner Team Lead - Political and Governance Team | Rwanda | 2 | 2 | 0 | Yes: 1 No: 1 | 100 |
| Economic Policy Officer | Jordan | No: 1 | 1 | 0 | No: 1 | 100 |
| Team Lead, Human Development Team | Accra | 1 | 1 | 0 | No: 1 | 100 |

Ghana Statistical System (GSS)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Roles** | **Country** | **No. of invites** | **Interviewed** | **Not interviewed** | **Interviewed in 2022?** | **Response rate %** |
| Director, Communications and Dissemination Team Lead (SDG National Reporting) Government Statistician | Ghana | 3 | 2 | 1 | No: 3 | 66.6% |

Jordan Department of Statistics

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Roles** | **Country** | **No. of invites** | **Interviewed** | **Not interviewed** | **Interviewed in 2022?** | **Response rate %** |
| Director of Strategy | Jordan | 1 | 1 | 0 | No: 1 | 100% |

Kenya National Bureau of Statistics

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Roles** | **Country** | **No. of invites** | **Interviewed** | **Not interviewed** | **Interviewed in 2022?** | **Response rate %** |
| Director of Strategy | Kenya | 4 | 3 | 1 | Yes: 1 | Director of Strategy |

Namibia Statistical Agency

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Roles** | **Country** | **No. of invites** | **Interviewed** | **Not interviewed** | **Interviewed in 2022?** | **Response rate %** |
| Statistician General & CEO  Dep Statistician General  Executive IT & Data Processing  Senior Data & Quality Specialist  Manager Population and Housing Census & Demography | Namibia | 5 | 4 | 1 | Yes: 1 | Namibia |

PCBS

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Roles** | **Country** | **No. of invites** | **Interviewed** | **Not interviewed** | **Interviewed in 2022?** | **Response rate %** |
| Head of External Trade Statistics  International Relations Officer  Director of Dissemination and Documentation Department | Occupied Palestinian Territories | 1 | 3 | 0 | No: 3 | 300% |

NISR

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Roles** | **Country** | **No. of invites** | **Interviewed** | **Not interviewed** | **Interviewed in 2022?** | **Response rate %** |
| Deputy Director General  Director, Data Revolution & Big Data | Rwanda | 2 | 1 | 1 | Yes: 1 | Rwanda |

Rwanda Environment Management Authority (REMA)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Roles** | **Country** | **No. of invites** | **Interviewed** | **Not interviewed** | **Interviewed in 2022?** | **Response rate %** |
| Director General | Rwanda | 1 | 0 | 1 | No: 1 | 0% |

Statistics Sweden

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Roles** | **Country** | **No. of invites** | **Interviewed** | **Not interviewed** | **Interviewed in 2022?** | **Response rate %** |
| Adviser | Kenya | 1 | 1 | 0 | No: 1 | 100% |

UNECA – African Centre for Statistics

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Roles** | **Country** | **No. of invites** | **Interviewed** | **Not interviewed** | **Interviewed in 2022?** | **Response rate %** |
| Regional Adviser  Director  Lead Statistician, Data Development  Chief of Demography and Social Statistics | UNECA (Ethiopia) | 4 | 4 | 0 | Yes: 1 No: 1 | 100% |

UNFPA

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Roles** | **Country** | **No. of invites** | **Interviewed** | **Not interviewed** | **Interviewed in 2022?** | **Response rate %** |
| Assistant Rep, Population and Demography | Rwanda | 1 | 1 | 0 | No: 1 | 100% |

World Bank

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Roles** | **Country** | **No. of invites** | **Interviewed** | **Not interviewed** | **Interviewed in 2022?** | **Response rate %** |
| Economist, Poverty and Equity Global Practice | Kenya | 1 | 1 | 0 | No: 1 | 100% |

# Annex 4: Theory of change list

## Outputs

* Output 1: Improved statistical methods and tools
* Output 2: Increased use of relevant digital technologies
* Output 3: Strengthened data science capability
* Output 4: Improved ways of working
* Output 5: Strengthened national statistical systems through establishing legislation, frameworks and data ethics principles
* Output 6: More sustainable and inclusive leadership
* Output 7: Improved communications and dissemination of statistics

## Intermediate outcomes

* Intermediate outcome 1: Improved quality of statistics and data (linked to output 2, output 3, output 4 and output 5)
* Intermediate outcome 2: Improved value of statistics and data (linked to output 1, output 3 and output 7)
* Intermediate outcome 3: Improved trustworthiness of statistics and data, and partner NSOs (linked to output 4, output 5, output 6 and output 7)

## Long-term outcomes

* Outcome 1: Improved institutional performance through more effective and efficient production of data and statistics (linked to intermediate outcome 1)
* Outcome 2: Increased institutional stability from institutionalising statistical good practice (linked to intermediate outcome 1, intermediate outcome 2 and intermediate outcome 3)
* Outcome 3: Raised profile and legitimacy of partner NSOs within national and international context (linked to intermediate outcome 1, intermediate outcome 2 and intermediate outcome 3)

N.B. at this point is where monitoring and evaluation of the project’s impact ends. Beyond long-term outcomes, the project contributes to but cannot be fully accountable for the impacts stated.

## Medium-term impacts

* More and better data available for partner countries as a result of transformation (linked to outcome 1 and outcome 2)
* More and better data available for other global development initiatives as a result of transformation (linked to outcome 1 and outcome 2)
* Stronger, more sustainable & well-trusted national statistical organisations (linked to outcome 1, outcome 2 and outcome 3)

## Long-term impact

* Enable evidence-based decisions and policy-making in partner countries and globally

## Vision

* High-quality statistics to improve people’s lives globally

## Assumptions

* Activities and outputs targeted at individuals and organisations will promote system-wide change
* Partners will employ skills and knowledge gained from training to improve official statistics
* Partner NSOs have adequate resources and financial investments available
* Success of programme creates buy-in from senior leadership (in partnerships, ad hoc partners and ONS)
* Partners are incentivised to continue partnerships due to success of programme

The current version of the Theory of Change was created in consultation with internal and external stakeholders and will be regularly reviewed in collaboration with them to ensure its continued accuracy and relevance. The project’s logic is based on evidence of the impact of statistical capacity strengthening from across the international statistical system (including Paris21, UNDP and UNECA).

The project’s outputs include increasing individual and organisation-wide skills and knowledge, for example, in statistical methods and data science, supporting good management to ensure these skills are implemented, and providing the mechanisms necessary to support the sustainability of this work at a system level through resources such as legislation, a National Strategy for the Development of Statistics (NSDS) and improving relationships with stakeholders.

The intermediate and long-term outcome levels show the direct changes that are expected to occur as a result of the outputs being achieved. These relate to improved trustworthiness, quality, and value of statistics in low and middle-income countries, as well as increased institutional performance, profile, and legitimacy of key partners. Although not fully attributable to the project, it is important to evidence the role that the project played (or what may have limited it) to learn what works and why and how we can improve our logic and delivery.

The impacts and vision show the long-term change that our work should bring about. Our goal is to improve the quantity and availability of better data both in our partner countries and for global development initiatives, leading to more evidence-based decision-making and policy making, ultimately improving people’s lives globally through the power of data and statistics.

This project operates in complex environments, and it is vital to understand the assumptions that need to hold true for the links between stages of the desired change to be realised. A key overall assumption is that while the project can directly create change at the individual and organisational level (skills and knowledge, management), the subsequent effects will lead to changes at system-level (politics and power, resources) and this will be the incentive for our partners to maintain our partnerships. Other assumptions include that partners’ skills and knowledge gained will be successfully applied to improve official statistics, adequate resources/financial investments are available, and our partners are incentivised to use the new ‘tools’ given to them. Monitoring assumptions allows us to understand how the logic is (or is not) translating.

# Annex 5: Recommendations from the 2022 annual review and progress made

|  |  |
| --- | --- |
| **People** | **Progress** |
| (18.) Conflict resolution training | Not addressed. Recommend carry forwards recommendation. |
| Improved briefing for staff before travelling to partner countries | Ongoing. Significant improvement made this reporting period on how staff travelling abroad are briefed. |
| Succession planning work be undertaken to remove single points of failure | Addressed. In 2022/23, the project signed new service level agreements with business areas across ONS and expanded the core team. |
| Increase pool of experts to avoid overstretch | Addressed. In 2022/23, the project signed new service level agreements with business areas across ONS and expanded the core team. |

|  |  |
| --- | --- |
| **Building capacity and legacy** | **Progress** |
| (19.) Develop a legacy plan to ensure sustainability of work | Partially addressed. New project management processes include a review of sustainability. However, a “legacy plan” has not been created as such. |
| Consider framing the knowledge transfer documents as legacy pieces | Partially addressed. All ‘products’ produced during the lifetime of the programme will remain with the partner. |
| An assessment of what success looks like for each partner country is conducted and these findings are used to sense check resource allocation | Partially addressed. Monitoring of partner capacity is integrated in the new results framework, which includes a partner organisation capacity self-assessment. Questions about long-term outcomes were included in the annual review interviews and findings included in this report. |
| Increased joining up with other international development donors/stakeholders that are active in this field | Ongoing. New regular meetings with USA, Canada, Australia initiated; active discussions with others working on admin data, and proactive identification of ways of coordinating with the World Bank. |

|  |  |
| --- | --- |
| **Demand management** | **Progress** |
| Consider allocating additional resource to the UNECA partnership to facilitate more regional working | Partially addressed. New project management were added to the UNECA partnership. The budget reflects the high ambition for regional events.. |
| Demand management processes are designed to enable triaging of requests. | Addressed. Improved project management and work planning, and the preparation of concept notes for activities. |
| Partnership workplans allow a shared understanding of expectations including staffing commitment, scope, duration, and resource allocation. | Addressed. A new approach to producing the partnership workplans was launched, which takes this recommendation into account. |
| Regional capacity building may be a useful model of support to be replicated | Ongoing. In 2022/23 the project supported a number of regional initiatives including via the UN regional hub in Africa and new relationships with UNESCWA . |
| (20.) Consideration be given to recording the allocation of data science and other technical support activities across the partner countries | Partially addressed. The provision of technical assistance happens via one process, allowing oversight, prioritisation and better planning. More could be done to monitor actual allocations and to calculate total activity costs by partnership. |

|  |  |
| --- | --- |
| **Partnership measurement** | **Progress** |
| Strongly recommend revising the scoring mechanism for the UNECA partnership to reflect the impact that it is delivering. | Addressed. The new results framework uses a different scoring mechanism, which allows partnerships to choose relevant indicators, and several were specifically developed to better capture the results of regional work. |

|  |  |
| --- | --- |
| **Output reports** | **Progress** |
| (21.) To continue to provide training and mentoring statistics by sex, but to collect and share statistics by age band too. | Not addressed. Recommend carry forwards recommendation. |

# Annex 6: Acronyms

**ACS:** African Centre for Statistics

**ARH:** Africa Regional Hub

**CPI:** Consumer Price Index

**CRVS:** Civil Registration and Vital Statistics

**DSC:** IDS ONS Data Science Campus International Development Squad

**DoS:** Department of Statistics, Jordan

**DP:** Development Partner

**FCDO:** Foreign, Commonwealth and Development Office

**GSS:** Ghana Statistical Service

**HMG:** His Majesty’s Government

**HoM:** Head of Mission (Ambassador or High Commissioner)

**IACC:** Inter-Agency Coordination Committee

**IDC:** Inclusive Data Charter

**IDT:** International Development Team

**IOM:** International Organisation for Migration

**KNBS:** Kenya National Bureau of Statistics

**NSA:** Namibia Statistics Agency

**NISR:** National Institute of Statistics of Rwanda

**NSDS:** National Strategy for the Development of Statistics

**NSO:** National Statistical Office

**ODA:** Official Development Assistance

**ONS:** Office for National Statistics, UK

**PCBS:** Palestinian Central Bureau of Statistics

**PES:** Post-Enumeration Survey

**PIC:** Personal Inflation Calculator

**REMA:** Rwanda Environment Management Authority

**SA:** Strategic Adviser

**SDGs:** Sustainable Development Goals

**SDMX:** Statistical Data and Metadata Exchange

**STATCOM:** Statistical Commission for Africa

**ToC:** Theory of Change

**UNECA:** United Nations Economic Commission for Africa

**UNESCWA:** United Nations Economic and Social Commission for Western Asia

**UNFPA:** United Nations Population Fund

**UNICEF:** United Nations International Children’s Emergency Fund

**UNSD:** United Nations Statistics Division

**VfM:** Value for Money

1. [The business case and results framework](https://devtracker.fcdo.gov.uk/projects/GB-GOV-24-High%20quality%20statistics%20that%20improve%20lives%20globally/documents) [↑](#footnote-ref-2)
2. <https://www.gov.uk/government/publications/uk-official-development-assistance-oda-spending> [↑](#footnote-ref-3)
3. Phase 1: [DevTracker Project GB-GOV-1-300443](https://devtracker.fcdo.gov.uk/projects/GB-GOV-1-300443/summary); Phase 2: [DevTracker Project GB-GOV-24-001](https://devtracker.fcdo.gov.uk/projects/GB-GOV-24-001/summary) [↑](#footnote-ref-4)
4. For an explanation of county structure in Kenya see: DevTracker Programme GB-GOV-1-300645 (fcdo.gov.uk) [↑](#footnote-ref-5)
5. See INTRAC [guidance on different capacity strengthening activities](https://www.intrac.org/wpcms/wp-content/uploads/2022/06/PCS-tool-menu-of-CS-activities.docx) [↑](#footnote-ref-6)
6. Sex disaggregated data was not available for two training sessions, but 73 women were trained through the four Women into Leadership courses. [↑](#footnote-ref-7)
7. <https://www.intrac.org/wpcms/wp-content/uploads/2021/01/ME-of-capacity-strengthening-portfolios.pdf> [↑](#footnote-ref-8)
8. <https://uksa.statisticsauthority.gov.uk/wp-content/uploads/2023/08/Prospectus_UNECA_ONS_Statistical_Leadership1.pdf> [↑](#footnote-ref-9)
9. [https://www.undp.org/sites/g/files/zskgke326/files/publications/UNDP\_  
   Measuring\_Capacity\_July\_2010.pdf](https://www.undp.org/sites/g/files/zskgke326/files/publications/UNDP_Measuring_Capacity_July_2010.pdf) [↑](#footnote-ref-10)
10. <https://paris21.org/news-center/news/leadership-gap-statistics-where-are-women> [↑](#footnote-ref-11)
11. This includes £199,889.95 transferred to FCDO for platform costs. This is reported to IATI by FCDO directly. [↑](#footnote-ref-12)
12. <https://www.oecd.org/development/financing-sustainable-development/development-finance-standards/officialdevelopmentassistancedefinitionandcoverage.htm> [↑](#footnote-ref-13)
13. https://www.ukaiddirect.org/wp-content/uploads/2021/02/Equity-and-VfM-Guidance-2019\_FCDO\_EXTERNAL.pdf [↑](#footnote-ref-14)
14. This refers to spending less by minimising the cost of resources used. [↑](#footnote-ref-15)
15. This refers to the relationship between the output from goods or services and the resources to produce them. [↑](#footnote-ref-16)
16. Spending wisely: relationship between the intended and actual results of public spending (outcomes) [↑](#footnote-ref-17)
17. <https://www.betterevaluation.org/sites/default/files/cugelman_otero_ber-whitepaper_v22.pdf> [↑](#footnote-ref-18)
18. Salary costs are not included in this analysis [↑](#footnote-ref-19)
19. <https://uksa.statisticsauthority.gov.uk/statistics-for-the-public-good/> [↑](#footnote-ref-20)
20. <https://uksa.statisticsauthority.gov.uk/publication/statistics-for-the-global-good-high-quality-statistics-to-improve-lives-globally/> [↑](#footnote-ref-21)
21. For more detail on interview methodology see Outcomes and Impacts section. [↑](#footnote-ref-22)