DRAFT

Programme Document

Statistics Denmark

Strategic Sector Cooperation

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Table of Contents

Indholdsfortegnelse

List of Abbreviations

AMG	Aid Management Guidelines
CCDR	Country Climate and Development Report
CES	Conference of European Statisticians
DFC	Danida Fellowship Centrree
DST	Statistics Denmark
ESCoP	European Statistical Code of Practice
ESS	European Statistical System
EUROSTAT	European Commission's Statistical Agency
FP	Framework Programme
GAMSO	Generic Activity Model for Statistical Organisations
GIS	Geographical Information Systems
GSBPM	Generic Statistical Business Process Model
GSO	General Statistics Office
GSS	Ghana Statistical Service
HCP	Haut-Commissariat au Plan
HEDAX	Health Data Exchange
HLG-PCCB	High-level Group for Partnership, Coordination and Capacity-Building for Statistics for the 2030 Agenda for Sustainable Development
MDAs	Ministries, Departments and Agencies
MEAL	Monitoring, Evaluation and Learning
MFA	Ministry of Foreign Affairs
MOU	Memorandum of Understanding
NSI	National Statistical Institute
NSS	National Statistical System
ODIN	Open Data Inventory
OECD	Organisation for Economic Co-operation and Development
PARIS21	Partnership in Statistics for Development in the 21st Century
PMG	Programme Management Group
PSG	Project Steering Committee
SCATS	Statistical Capacity Assessment Tool and Score
SEEA	System of Environmental Accounts
SEEA-CF	System of Environmental Accounting-Central Framework
SMG	Strategic Management Group
SPI	Statistical Performance Index
SSC	Strategic Sector Cooperation
TASK	Tool for Assessing Statistical Capacity
UNECE	United Nations Economic Commission for Europe
UNFCCC	United Nations Framework Convention on Climate Change
UNSC	United Nations Statistical Committee
UNSD	United Nations Statistics Division

Glossary

Statistics vs. Data	Aggregate quantitative information as published by statistical institutes is statistics. Statistics builds on individual observations, either by survey data collection or by records in an administrative system. When the information is disaggregated to the level of person, company, school etc. Statistics Denmark, define it as data.
Administrative data	Data or information created as a bi-product of an administrative process undertaken by government institutions. Administrative data refer to the re-use of data often from public service-delivery sources for building statistics. It can be tax information for a company or for an individual (import/export data can come from here). It can be information from the National Business Authority on companies registered, their sectoral definitions and location (with energy-consumption information, it can inform on sectoral emissions). And naturally it can be people, school children, heath-care information etc.
European Statistical Code of Practice	The European Statistical Code of Practice ESCoP aims to ensure that statistics produced within the European Statistical System (ESS) is relevant, timely and accurate, and that they comply with the principles of professional independence, impartiality and objectivity.
Data-eco system	The emergence of digital technologies has given rise to data sources and analytical methods, which were previously not possible. The community of interacting entities and the policy environment in which new data users and producers operate, creates an extended data eco-system of many new actors. The word refers to the environment of co-dependent networks and actors that contribute to data collection, transfer and use of data.
Data-owners	Data owners are either individuals or institutions, who make decisions such as who has the right to access and edit data and how it is used. Owners may not work with their data every day, but are (and feel) responsible for protecting a data domain.
Data-producers	A software service, an organization, or a person that produces data for update to a system-of-record.
Data-protection	Everyone has the right to the protection of his or her personal data, and anyone who processes personal data of others in a non-private context is obliged to observe these rights and to protect the personal data. These rights and obligations are collectively referred to as "data protection". In the EU the framework requirements for data protection is very well defined, not necessarily so elsewhere.
Digitalisation	Digitalisation is the incorporation of digital technologies into business/social processes, with the goal of improving them. For instance, changing registrations of "births and death" from paper forms to web services will "digitize" the information and allow information to be extracted in real time, thereby adding value through faster access and improved insight.
Denmark's Data Portal	User interface that allows authorized researcher's to access to micro data at Statistics Denmark in a user-friendly and automated platform

	ensuring that all processes around the data sharing are handled propporly.
ESS	European Statistical System – European Union system of European official statistics and the institutions who produces them.
Fundamental Principles of Statistics - UN	10 Principles Adapted by the UNSC guiding the production of official statistic. Fundamental Principles of Official Statistics (A/RES/68/261 from 29 January 2014). Principle 1: *Official statistics provide an indispensable element in the information system of a democratic society, serving the Government, the economy and the public with data about the economic, demographic, social and environmental situation. To this end, official statistics that meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honour citizens' entitlement to public information*
Mircodata sharing	When other government institutions, researchers or companies can access and share data allowing for anonymised identification of records or companies across registers. Mircodata sharing is needed for all advanced research.
Open Data Directive	Originally the Public Sector Information Directive. EU Directive (EU) 2019/1024). The directive mandates all EU Member State government institutions to share and re-use data and documents freely. The directive also defines a set of high value data sets including statistics that must be made available in machine readable form. The high value comes from an assumption that reuse of the data is associated with important benefits for society and economy and that is accelerates data driven growth.
Official statistics	Official statistics, by definition, are produced by government agencies and can inform debate and decision making both by governments and by the wider community. They are produced according to international methodologies and follow guidelines defined by the UN Statistics Division, Eurostat and other relevant bodies
Open data	Data and Statistics are public goods. Data or content is open if anyone is free to use, re-use or redistribute it, subject at most to measures that preserve provenance and openness. Data must be legally and technically open (machine readable from public servers without passwords).
Open data watch	NGO who support the efforts of national statistical offices (NSOs), particularly those in low- and middle-income, to improve data systems and harness the advancements of the data revolution – Produces ODIN (below).
Open data watch - ODIN	Open Data Inventory - Effort to measures the availability and openness of official statistical data in 192 countries providing base line of need but not yet produced official statistics.
Paris-21	The Partnership in Statistics for Development in the 21st Century, or PARIS21, was established in 1999 by the United Nations, the European Commission, the Organisation for Economic Co-operation and Development (OECD), the International Monetary Fund, and the World Bank, as a response to the UN Economic and Social Council resolution on the goals of the UN International Conference on Financing for Development. PARIS21's main objective is "to achieve

national and international development goals and to reduce poverty in low and middle income countries".

PARIS21 facilitates statistical capacity development, advocates for the integration of reliable data in decision-making, and coordinates donor support to statistics.

Statistical System vs. Statistical Institute	National Statistical System (NSS) is the combination of statistical organisations and units within a country that jointly collect, process and disseminate official statistics on behalf of a national government. A National Statistical Institute is usually in the centre of the system and best practice states that they should have a legal mandate to collect process and disseminate statistics and provide quality procedures for the entire NSS. The statistical institute oversees and ensures quality and use of international guidelines when other actors produces official statistics. If statistics are not produced inside the legal mandate according to UN guidelines, they cannot be considered official statistics.
Statistical Business Process	Description of, and guidance for, each of the individual processes needed to produce any given statistics. A generic statistical business process model (GSBPM) is defined by the UNECE and is used either directly or in an adapted form by most Statistical Institutes
User-producer relations	Interaction between users and producers of official statistics. ESCoP and UN Fundamental principles requires systematic interaction and feedback between users and producers to ensure relevance of the products produced and their dissemination form and accessibility.
Statistical Relevance	Statistics must be relevant, of a quality suitable for the use made, and in a form that facilitates easy and correct use. The key to achieving this is maintaining an understanding of what statistical information users want, what they need and how they want it.
Statistical Usability	Statistical products must be "fit for use" / "fit for purpose" ie. they must meet the needs of the users and accurately and reliably portray reality. They must be timely enough to be politically relevant. And they must be coherent and comparable over time and between countries. Usability often concern granularity and timeliness of data. If data is too aggregated and too old to be used safely for policy makers – then the data is in fact not usable to them.
System of Environmental Accounting-Central Framework (SEEA-CF)	A framework developed and endorsed by the UN and financial institutions, that integrates economic and environmental data to provide a more comprehensive view of the interrelationships between the economy and the environment.

1 Introduction

This document outlines the Framework Programme (FP) for Statistics Denmark (DST) with the Danish Ministry of Foreign Affairs (MFA) under the Strategic Sector Cooperation (SSC). The FP follows the SSC Guiding Principles (July 2021) and the specific requirements for Danish Authorities to deliver under one Framework Agreement with MFA. Since 2019, DST has been implementing individual SSC projects in Ghana, Morocco and Vietnam.

The FP covers the period 2024-2027, with a budget of DKK **46.9** million, subject to annual Parliamentary approvals. At the commencement, new SSC project phases II as part of the framework will be implemented in Ghana and Morocco, whereas the ongoing SSC project in Vietnam will be carried forward into the FP and used to develop a new framework approach with relevant Vietnamese partners. Based on the experiences through the last three years a fourth priority country will be included into the FP.

Overall, the FP is designed to be fully aligned with the Development Policy Strategy – the World We Share. DST in general and the DST SSC supports the direction in these strategies for an inclusive, green and sustainable transition, intensifying the focus on sustainable development. Globally, the recognition of reliable data and statistics to guide the decision making on the green transition is evident. Denmark and DST are at the front in producing and using administrative data, establish digitalized systems and amongst others delivering systems of environmental accounting.

Box 1: Statistics Denmark's core competencies mobilized under the FP:

- Administrative registers for Official Statistical Production
- Digitalization of the data-infrastructure from service provider to statistical register ensuring maximization of the use of administrative registers.
- Production of Green Statistical products underpinning the Green Transition (System of Environmental Accounting a.o.)

Jointly with Denmark's efforts in green and economic diplomacy, DST and its core partners will be able to support countries in the development of statistical systems that can increasingly leverage data and statistics that support the green transition. Statistics Denmark and its partners will target key inhibitors and challenges faced by statistical systems in the targeted countries. The FP will strengthen the role of statistical offices and the capacities of the statistical system in the data eco-system. Enhanced capacities and positioning of statistics offices will be pivotal for most countries' digitalization and green transitions including the provision of Environmental Accounting.

This FP presents the context, needs and challenges of Statistical Institutions/Systems in the Global South and the focus and additionalities of DST in support of the selected FP countries. The FP design is based on DST lessons learned from previous and ongoing SSC projects in Ghana, Morocco and Vietnam as well as DST's global engagement and EU twinning programs. The FP includes three SSC projects – one in each of the three core countries (two new phases and one existing phase) and suggestions to a new SSC engagement still to be agreed upon.

2 Programme context and justification

In the overall national governmental structure, Statistical Institutions are key to democratic, economic and environmental development providing the information that government, parliament, regions, municipalities and other governmental actors use in the democratic dialogue, in policy and decision making and planning - each within their mandate. Official statistics, if effective, provide free or low-cost information that private sector companies' use throughout their business process - from product and market planning, through to pricing and accounting. Likewise, official statistical institutions provide citizens and civil society organisations with information that allow them to hold governments accountable to their obligations.

Official Statistics is a public good. Information on vulnerabilities in terms of access to water, health and education services, infrastructure, food security and market information, job market development, and climate change are all key elements in public planning, service delivery and policymaking - for any sustainable development process. These statistical products have always been key to poverty reduction, not the least, in ensuring that no one is left behind. However, climate change has exacerbated the urgent need for information on where the vulnerable populations are and what their specific context is – adding a need for even more disaggregation and timely data.

Ghana is looking a devastating temperature rises where heat stress is predicted to affect crops, create land degradation, erratic rainfalls and flooding damaging and creating infrastructure and costing lives. As a response, the national Climate Change Development Report (CCDR) calls upon the acceleration of the development of Early Warning Systems. Systems that are fed by data – that at current are incomplete, old or simply lacking. Morocco is one of the most water-scarce countries in the world where the amounts of water available per person closes in on the absolute minimum threshold. To be able to act on this, Morocco faces a need for a comprehensive water account system on the one hand and more information on the population on the other.

It is in the light of these challenges, caused by the global climate crisis, that UN organisations, financial institutions as well as the Paris21 initiative have made a global call towards strengthening environmental statistics and the related statistical ecosystem, in order to support data-driven solutions to the crisis and challenges ahead.[1] Analytical efforts like the Intergovernmental Panel on Climate Change, as well as national data on population demographics, social statistics and statistics on vulnerabilities, and greenhouse gas and energy emissions, all contribute to understanding the effects of climate change and acting upon them.

This work culminated in the 53rd session of the Statistical Commission, held in March 2022, on Climate Change Statistics, where the United Nations Statistical Committee and the United Nations Framework Convention on Climate Change (UNFCCC) developed a consolidated inventory list of statistics and indicators inherent to climate change mitigation and adaption.[2] The data landscape needed to tackle climate change and implement mitigation and adaption is vast - calling for energy data from administrative registers, geospatial data, meteorological data, privately held data incl. production information, population, household and vulnerability data including consumption, income, education waste, land use and many others. All of which feed into the necessary modelling for climate action, for policymakers, company business-cases as well as for citizen accountability[3].

In the ambit of the 2030 agenda for action, goal number 17 was developed for this same purpose. To ensure that the underlying capacities and infrastructure to monitor progress are equally kept in mind.

As illustrated in Figure 1, official statistics and data support the green transition along three key pathways. *Firstly*, by creating transparency through statistics, citizens are provided with information that they can use to keep governments and stakeholders accountable. *Secondly,* by increasing the governments and organisations access to timely quality data and statistics, these are better positioned in their climate change mitigation, planning and service delivery activities. *Thirdly*, by providing data to private sector actors, these are better positioned to plan for their own adaption and/or investments in the green transition.

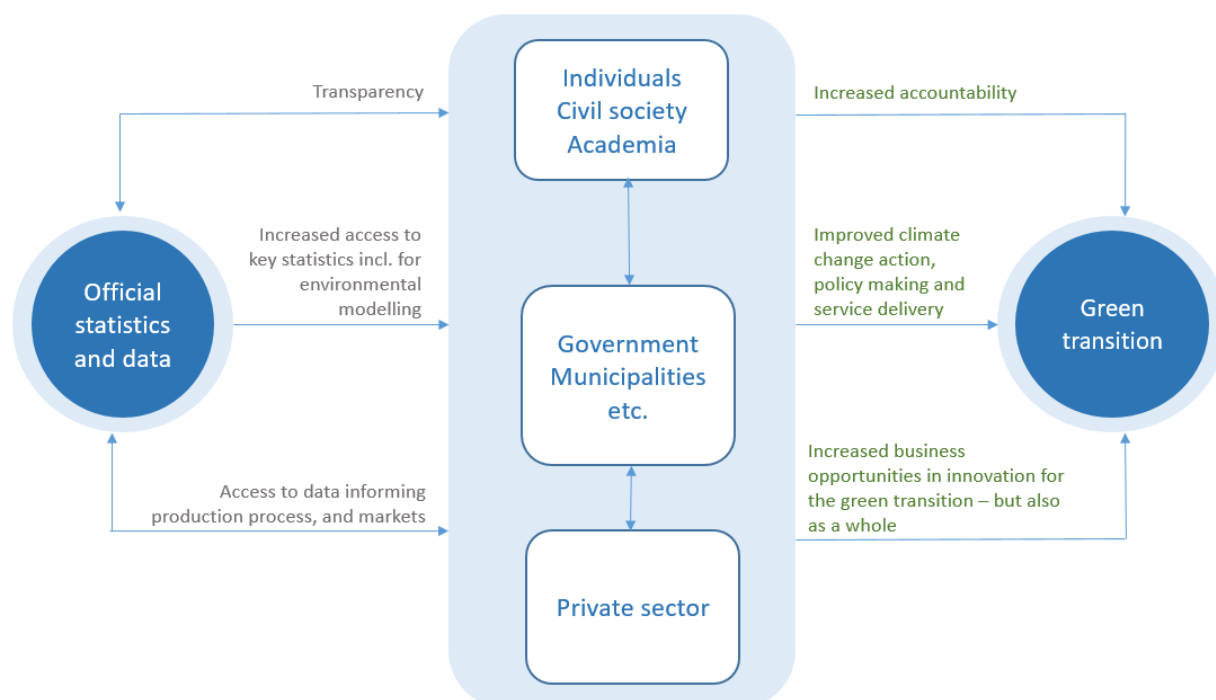[1] UNECE, In-depth review of the role of the statistical community in climate action, June 2020
PARIS21, Mobilising Climate Change Data Ecosystems for Better Climate Action, March 2023
[2] UNSTAT, Climate Change Statistics, March 2022 https://unstats.un.org/unsd/statcom/53rd-session/documents/2022-17-ClimateChangeStats-E.pdf
[3] UNSD, https://unstats.un.org/unsd/envstats/

Figure 1. How data and statistics can support the green transition

Model inspired in the World Bank, 'Better data - Better lives' publication, but developed by Statistics Denmark

In other words, official statistics and a strong independent National Statistical System has the obligation and potential to support and accelerate climate change mitigation and adaption actions, but also to address the multidimensional dimension of poverty, by providing access to information, indicate avenues for improvement, and contribute to a Human Rights Based Approach, HRBA, by assisting the right holders in holding the duty bearers accountable.

In this Framework Program all capacity building in statistical products or processes connected to them, feed into the UN definition of core Environmental Statistics and the production of the System of Environmental Accounts. The UN definition of climate change statistics is important as it reminds the statistical community that a large amount of statistics related to climate change are core statistical products like appropriate population statistics, business statistics, income statistics, climate related migration patterns and many others - without which, climate mitigation and adaption indicators cannot in fact be successfully constructed.

2.1   Official statistics for the Green Transition

In 2015 the United Nations Economic Commission for Europe (UNECE) and the Institute of the Conference of European Statisticians (CES), developed the current used definition of Climate Change Statistics as follows: "Environmental, social and economic data that measure the human causes of climate change, the impacts of climate change on human and natural systems, the efforts of humans to avoid the consequences as well as their efforts to adapt to the consequences.[4]"

Meanwhile the absence of statistics supporting the green transition is particularly present in the Global South[5]. The underlying root challenges causing this absence are similar to those causing a general lack of quality statistics such as those needed for the 2030 Agenda for Sustainable Development. Behind an

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[4] UNECE, CES Recommendations on Climate Change-Related Statistics, 2015
[5] PARIS21, Envisioning a climate change data ecosystem - A path to co-ordinated climate action, April 2022

incomplete environmental account and statistical system, there are common capacity challenges as shown by the Global Statistical Capacity Survey.

In the Paris21 Global Statistical Capacity Survey[6] mandated in coordination by the High-level Group for Partnership, Coordination and Capacity-Building for Statistics for the 2030 Agenda for Sustainable Development (HLG-PCCB) four key immediate and long-term capacity development priorities across regions and countries are identified. They are the immediate first-level capacity development challenges and inhibitors to leveraging on statistics and data for the green transition. They reflect statistical systems faced by core transversal challenges that need to be addressed:

(1) *Capacity to use and re-use administrative data for statistics,* stemming from a lack of coordination and trust among data-holders, on the one hand, and technical capacity around the entire data-infrastructure and management, on the other.
(2) *Digitalization capacity and reforms*, which is the way to redirect resources from high-cost man-powered statistical processes to automated systems – liberating funds for innovation and new statistical products such as green statistics.
(3) *Weak role of NSIs in the government complex,* reflecting a lack of capacity to leverage on relevant and quality statistics as well as a week collaboration and coordination capacity. In turn, this affects financing of the NSI creating a circular negative spiral.
(4) *Capacity to produce of Environmental Statistics*, such as the system of environmental accounts statistics. This is a challenge in itself, but is exacerbated by the above factors.

In all DST's SSC partner countries, Statistics Denmark will support the acceleration of climate change mitigation and adaption by addressing these four key challenges, thus contributing to unlock the potential of statistical systems, bringing Danish core competencies (Box 1) and drivers of change into play as described below:

(1) Addressing the capacity to use and re-use administrative data for statistics needed for climate change modelling

Climate change modelling and disaster impact assessments often need a large variety of data. Data from national statistical institutions on people (their location, their livelihoods and vulnerabilities), companies (their locations, businesses and production processes) or emissions and waste management are key to climate change actions. These data can stem from surveys or administrative data. In the wake of climate change, the usability of survey-based data is lacking, due to the timeliness and granularity of such data. An effective system that uses and centralises administrative data for statistical purposes can reduce time-lacks caused by expensive survey systems. Likewise, by delivering data on individual level (microdata), administrative data, allows for the application of whatever granularity is needed for the purpose.

All countries targeted in this FP are starting their journey with administrative micro-data sharing for statistics. Ghana and Vietnam are both working on replacing their census-based population statistics with up-to-date registry based data. When successfully done, this change will provide up-to-date and low-cost information – that inform everything from poverty reduction and food security measures to gender equality and climate change adaption and mitigation measures.

The Statistical System in Denmark has close to 50 years of experience with data-sharing and administrative registers for statistics. The competencies that Denmark brings address challenges across the entire statistical business process – including laws and MOUs, data management and production as well as data security issues and dissemination.

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[6] 4CD survey, Paris21, available at https://paris21.org/capacity-development-40/cd40-survey

(2) Addressing digitalization capacity and reforms of the statistical business process

For National Statistical Systems to be able to step up to the challenge of providing statistics that support the green transition a digitalization process must occur. This process not only involves statistical institutions, but data-owners and government structures as a whole. Digitalisation of statistical systems should be addressed centrally in an IT and digitalisation strategy that addresses technological leaps in an appropriate pace. To provide sustainable results, any training of people or implementation of software, must be supported by a human resource strategy and a technological infrastructure that supports said technology.

Ghana has initiated the very first intentions towards digitalising the statistical system focusing on secure data sharing, storage and modern dissemination tools. In Morocco the FP will support the implementation of their new IT- and Digitalisation strategy (developed in a previous phase) – paving the way for an overall reform of the statistical system. In Vietnam, the statistical system is taking its first steps towards using Big Data in the statistical production – while also battling the need for a transforming their data-infrastructure.

Unlocking the opportunities in digitalisation of the statistical system is a prerequisite for South-based statistical institutions to be able to liberate resources for the monumental statistical tasks facing them – including that of providing new climate change statistics while still fighting to bridge the gap on basic vital statistics.

Statistics Denmark embarked on the digitalization process more than 50 years ago. In Denmark, all processes in the statistical production are now digitalized to the point of delivering microdata back to data-owners through an advanced micro-data-sharing solution named 'Denmark's Data Portal' a one-of-its-kind technology – that in turn provides data for the Danish Governments 'Green Reform' data modelling tool. Statistics Denmark is therefore in a key position to engage in the digitalisation process within the statistical systems. By collaborating as far as possible with the Danish Agency for Digital Government, synergies and holistic solutions are sought.

(3) Reinforcing the role of National Statistical Institutions

In the government complex in the global south, the role of statistical institutions vis-à-vis other agencies are often weak. This in turn, is equally reflected among private companies and in the population. A weak role affects the capacities for Statistical Systems and Institutions to step up to the challenge.

Morocco has battled the approval of a new law on the statistical system since 2015, and it has yet to be passed. The absence of a proper mandate puts HCP in an impossible position when it comes to facing the statistical challenges that Morocco faces. Ghana Statistical Service, GSS, on the other hand, witnesses continued decrease in funding, crippling their ambitions for sustainable statistical production. Statistics Denmark in close collaboration with the Danish embassies, has worked with partners on building and strengthening their institutional capacities advocating the independence of statistical systems.

The weak positions of statistical institutions are caused by a variety of factors that reinforce the same position. On the one hand, there is a lack of capacity in cooperating with stakeholders whether public, private, international, media and others. This creates weak user-producer relations and has a direct effect on the perceived relevance and usability of data. Weak user-producer relations tend to weaken the capacity of NSIs in ensuring that what they are producing is in demand and disseminated in a way that it meets the needs of users. For the purpose of the green transition and disaster preparedness, granularity and disaggregation is key for usability of the information. If statistical institutions cannot deliver, then the fundamental data-gaps for any leveraging on any sustainable development agenda will remain.

Finally, if statistical systems and institutions produce data that are not of a sufficient quality or are perceived of a lacking quality, then the public will divert from using their resources on the production, affecting the quality of modelling and long-term sustainable solutions.

Statistics Denmark has collaborated broadly with public and private partners and stakeholders since its establishment in 1850 – and the recent strategy focused on opening the organisation even further to the public. This puts Statistics Denmark in a strong position to engage with statistical systems, bringing best practices on user-producer relations and other activities that can. In close collaboration with embassies, reposition statistical systems in order for them to be able to step up to the challenge.

(4) Providing Green Statistical Products

While working on the core underlying factors described in the above, this FP will also tackle the access to green statistics including that of the System of Environmental Accounting-Central Framework (SEEA-CF) developed by the UN, EU, WB, IMF and OECD and ratified in 2012 by the UN Statistical Commission[7].

Box 2. The System of Environmental Accounts (SEEA) in short

Biodiverse, healthy ecosystems provide essential contributions that humans depend upon in their daily lives - clean water, productive soils and flood control, to name just a few. But the economic contributions have often been taken for granted when making economic decisions.

The underlying premise of natural capital accounting is that since the environment is important to society and the economy, it should be recognized as an asset that must be maintained and managed, with its contributions (services) measured and considered in decision making.

The SEEA fills a gap in official statistics. Mainline economic indicators like Gross Domestic Product (GDP) provide important information about the state of the economy but omit the crucial role of nature. For example, if a country cut down all its forests in a single year, this would increase GDP in the short term, thanks to increased timber production.

However, such a move would be catastrophic for the country's natural wealth, destroying the forest sector's long-term viability and leading to irreversible environmental damage and massive long-term social costs. By integrating environmental assets and services with data on economic and other human activity, the SEEA expands the perspective and puts nature on an equal footing in decisions about economic development.

While statistical offices usually play a lead role in integrating data into the accounting framework, the process involves intensive collaboration across government ministries to prioritize accounts to be developed, bring together data from different sources and mobilize needed expertise.

Denmark has produced all of the modules in the system of environmental accounts.

As one of the only countries in the world, Denmark produces and disseminates all statistical-modules in the SEEA framework on a regular basis. Production is dependent on a strong cooperation with primary data-owners and stakeholders in Denmark. This positions Statistics Denmark in a key position to support the Green Transition through the development of sustainable Environmental Statistics in Danish priority countries.

2.2 International and national policies and considerations

Statistics Denmark applies an approach to Statistical Capacity Building that builds upon coordination and cooperation of peer-technical staff to peer-technical staff, in the understanding that the challenges specific to statistical institutions are best understood by partners that face or have faced the same challenges.

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[7] SEEA-CF, https://seea.un.org/content/seea-central-framework

However, the work on Statistics and on Statistical Capacity Building is governed by a series of international actors and decisions. This FP aligns to these, ensuring that methods, recommendations and approaches to capacity building are in line with the **governing development agenda on Statistics**, **Statistical Capacity Building** as well as specifically on the approach to **Environmental Statistics**.

In the world of Official Statistics, the **United Nations Statistical Commission** (UNSC) is the highest decision-making body for international statistical activities, standards, concepts and methods etc. The Commission was established in 1947 and is comprised of the Chief Statisticians (heads of the NSIs) from across UN member States. Denmark is an active participant in the Commission. The Statistical Commission is a functional commission under the framework of the UN Economic and Social Council. The Commission in turn oversees the work of the **United Nations Statistics Division (UNSD),** the operative branch of the UNSC. They compile and disseminate global statistical information, develop standards and norms for statistical activities, and support countries' efforts to strengthen their national statistical systems. Each **UN organisation or Bretton Woods institution**, are in turn required to coordinate with the UNSD – and vice versa. The UN organisation or financial institution may however be the ones providing specific guidance. In 1999, the international statistical community, comprising of the above, but also regional actors like the European Commission, created the **Partnership in Statistics for Development in the 21st Century (PARIS21)** in the spirit that more coordination was needed. Paris21 is hosted by the OECD, where Statistics Denmark is an active participant in several statistical groups.

Figure 3 shows the political context of Statistical Capacity Building efforts, a context that the FP operates under.

Figure 3. Context of the FP and Statistical Capacity Building
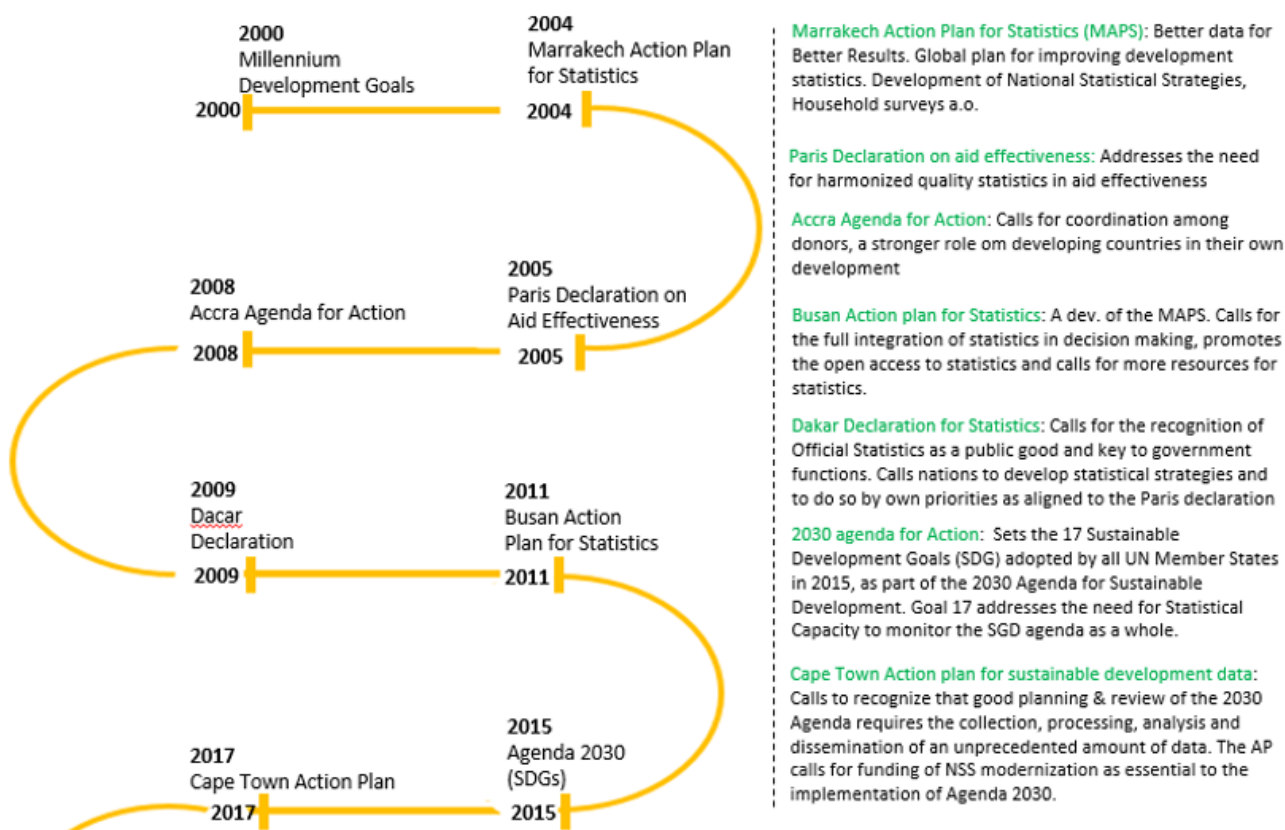
The guidelines and recommendations on the role of the statistical systems in climate change adaption and mitigation as well as the official definitions of what must be considered key environmental statistics have been developed under the above framework.

The Role of Official Statistics in Climate Change is also a subject covered in depth it the report from the UNECE in 2021, mandated by the Conference of European Statisticians (CES) to examine the role of the statistical community in providing data and statistics for climate action[8].**An endorsed definition of Environmental and Climate Change Statistics** is prepared in the report "Climate Change Statistics[9]" by the Statistics Division of the Department of Economic and Social Affairs of the Secretariat and the United Nations Framework Convention on Climate Change for the 53rd session of the UN Economic and Social Council. The report contains the final draft of the global set of climate change statistics and indicators, which provides a comprehensive statistical framework with statistics, indicators and metadata designed to support countries in preparing their own sets of climate change statistics and indicators according to their individual concerns, priorities and resources.

The FP aligns to the above definition and priorities and to the SEEA. The definition of climate change statistics is important as it reminds the statistical community that a large amount of statistics related to climate change are core statistical products like appropriate population statistics, business statistics and many others- without witch, the said indicators cannot be constructed.

Finally, recently in march 2023, the Paris21 initiative has called for the **mobilising of a data-ecosystem for better climate change statistics**. This work is in line with, and reflects the work of statistics Denmark in the sectoral ambit. Statistics Denmark and this FP will seek to align to this call by ensuring a broad engagement of stakeholders – and by seeking coordination with Paris21.

2.3   Results and lessons learned from previous phases

The FP builds on the results obtained in DST's SSC projects in Ghana and Morocco since 2019. The project in Vietnam was initiated in 2022, and results are yet to be seen.

In Ghana as well as in Morocco the key challenges facing capacity-building efforts turned out to be institutional, deriving at large from a weak position of the statistical institute in the government complex. In both projects activities aimed at strengthening this relation, mirroring the Danish model, in parallel with other capacity building activities have strengthened the positions of the NSIs – facilitating the reforms that need to happen for NSIs to be able to leverage environmental statistics and statistics for inclusive development.

The projects have also leveraged results on the improved SEEA accounts, on an improved Statistical Business Register that builds the foundation that will - in time - allow environmental accounts to be disaggregated by sector.

There are potentials and synergies to be harvested in broad sectoral cooperation's with local partners as well as with Danish partners.

Box 2: Selected results

Ghana. Involvement of a broad set of institutions and partners in Denmark including the Ghana Ministry of Finance flagging the opportunities of microdata increased the focus on the value of administrative data to a high political level involving the prime minister's office taking ownership for the reform to use administrative data.

Morocco. Initiating the development of the SEEA water accounts initiated a political dialogue in the Moroccan government complex, bringing increased attention to the need for advancing on the SEEA agenda.

Box 2: Selected lessons

- Tackling the role of statistical institutes in the NSS and cooperating broadly yields more results and eases/facilitates the changes.
- Broad governmental cooperation and user-producer relations yield trust and cooperation, strengthening the role of statistical institutes, facilitating their opportunities to leverage on environmental statistics.
- Digitalization efforts are best with a coordinated and structures IT and digitalization strategy and plan, ensuring that a holistic and sustainable approach to the activities.

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[8] UNECE, In-depth review of the role of the statistical community in climate action, 2020
[9] file:///G:/K15/IDV%20%C3%98konomi%20og%20Koordinering/Consulting/FRA%20DAGMAR%20-%20f%C3%B8r%20lukning/IR%20Rammeopgave/2022-17-ClimateChangeStatistics.pdf

Tackling digitalization efforts or environmental statistics call for cooperation among Danish partners. See also Annex 1 for country specific results and lessons learned.

2.4   Alignment with SSC principles and global results

The overall vision of SSC is to contribute to the green transformation and sustainable and inclusive growth and development in partner countries. Focus is on the green and inclusive transition and selected development priorities in areas where Denmark has special strengths and demonstrates international best practice e.g. in climate change. The FP objective is fully aligned with the SSC vision i.e.: <u>Partner countries statistical systems are better positioned to support the green transition and climate change</u>. DST current SSC projects are all aligned to the overall vision and outcome areas of the new SSC strategic framework.

DST is through capacity development supporting partner countries statistical institutes to work with administrative data for official statistics, and to develop strategies and processes for IT and digitalization, communication of official statistics to the wider society. The aim being to promote availability of and access to reliable statistics for citizens, public and private institutions. The three core countries and their Statistical Institutes are all committed to embark on improving their statistical systems to support country policies and plans for the green transition.
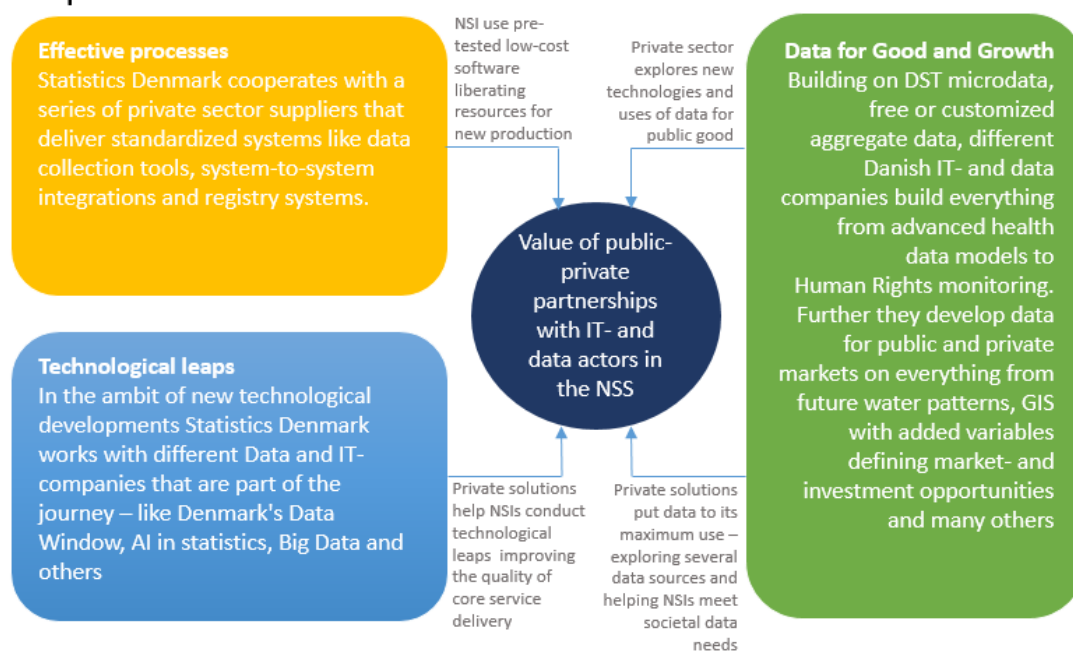
The capacity development approach combines peer-to-peer learning and trainings through deployment of DST experts and advisors, direct technical assistance to e.g. digitalization processes and IT, mentoring and leadership e.g. in organization and management of systems development. The overall focus of DST capacity development support is aligned with the SSC global outcome 1: Strengthening partner authorities' capacity to develop and implement conducive legislative and institutional mechanisms for the green transition.

DST is working in close dialogue and collaboration with Danish representations in partner countries. I all three countries DST is facilitating bilateral relations and green diplomacy with relevant national government authorities in supporting the role of statistical institutes. In all partner countries there is growing need and demand to establish national partnerships and ecosystem for statistics between government and private institutions. DST's experiences from Denmark working with sector ministries and other stakeholders is a reference point for DST's SSC projects. Overall, the facilitation of inter-institutional collaboration is aligned with the SSC global outcome 2: Increased climate ambitions and ambitions for green transition and sustainable development through strong bilateral relations and green diplomacy.

In Denmark, DST is working in close dialogue with Danish IT companies, Danish business associations and other Danish private actors. Moreover, it is clear that timely and reliable statistics is a key ingredient in an enabling environment for private sector development and investment. In Denmark, a variety of both public and private sector data- and IT companies make further use of the data and products that statistical institutions produce, whether in the form of aggregate statistics or as microdata, hence becoming the last brick in the data-infrastructure that have a role in bringing data further into the public. They are at the forefront of the technological development building on the data provided by Statistics Denmark. The services and technologies, that they provide, fulfil multiple purposes benefitting society at a large while also feeding an ever-increasing data-driven growth.

This particular cooperation between Statistics Denmark and Data-IT companies constitute a particular Danish model, that is putting register data to its maximum use. The European Union's PSI-directive, also called the Open Data Directive, further underlines this role of European Statistical Institutions in contribution to the data-driven growth and green solutions.

Figure 2. Development pathways in the Danish NSS private-public cooperation model

Effective processes
Statistics Denmark cooperates with a series of private sector suppliers that deliver standardized systems like data collection tools, system-to-system integrations and registry systems.

NSI use pre-tested low-cost software liberating resources for new production

Private sector explores new technologies and uses of data for public good

Data for Good and Growth
Building on DST microdata, free or customized aggregate data, different Danish IT- and data companies build everything from advanced health data models to Human Rights monitoring. Further they develop data for public and private markets on everything from future water patterns, GIS with added variables defining market- and investment opportunities and many others

Value of public-private partnerships with IT- and data actors in the NSS

Technological leaps
In the ambit of new technological developments Statistics Denmark works with different Data and IT-companies that are part of the journey – like Denmark's Data Window, AI in statistics, Big Data and others

Private solutions help NSIs conduct technological leaps improving the quality of core service delivery

Private solutions put data to its maximum use – exploring several data sources and helping NSIs meet societal data needs

In parallel, partnerships with Data- and IT-providers also feed into Statistics Denmark's work with the purpose of creating more effective processes and help in making technological leaps needed to modernise - for better quality of services as well as for liberating resources for the ever changing demand for data.

Statistics Denmark cooperates with specialised Data- and IT-providers in Denmark – with the purpose of facilitating the proof-of-concept on the role of public-private partnerships involving solutions and software's that can be applied in targeted countries in support the green transition.

In the current SSC projects, DST has organized and facilitated study tours for representatives from both public and private institutions in partner countries. Participants have been exposed to the Danish model for sector cooperation and collaboration with Danish data-solution companies

Overall, these activities align well with the SSC global outcome 3: Enhanced engagement of Danish private sector in identifying sustainable development solutions and opportunities for the promotion of green financial investments.

Box 3. A few examples

- **Datafair and the HEDAX technology.** In cooperation with the Data for Good initiative Datafair, their partnerships and Statistics Denmark are testing a technology that allows for health data analysis on microdata without accessing it nor changing the physical position of the data allowing for maximum data-security. The technology can apply to any purpose and may have major impact where microdata cannot easily be shared.
- **CPHData and Denmark's Data Window.** Faced with a modernization of microdata-delivery Statistics Denmark partnered with CPHData to develop a modern platform while bringing technological leaps as AI into the application. The platform is key to researchers and to environmental research and modelling. Data from the platform feed into the governments Green Reform data model.

2.5 Alignment with Danish cross-cutting priorities and aid effectiveness

DST's approach and vision for SSC is fully aligned with Danish development priorities and strategies. Whereas the first pilot SSC projects in partner countries have tested the sustainability of the strategic sector cooperation with statistical institutions as well as the potential to be impactful and contribute to partner countries development plans and strategies, the FP will have stronger alignment with partner

countries needs and visions to produce, manage and disseminate green data and statistics supporting the green transition, climate adaptation and mitigation. DST is closely aligned with "The World we Share" and DST aims to be a green pioneer in the global climate effort, utilising its platform as global lead on producing green national accounting, and facilitating capacity development and bringing inspiration to partner countries. With DST's experiences and capacities, DST can contribute significantly to partner countries' ambitions for the climate, environment and nature, and actively advance the Paris Agreement and sustainable development in line with the SDGs. Goal number 17 being about statistical capacity. Apart from goal number 17, this FP contributes to the SDGs related to environment including SDG 6 on water and sanitation, SDG 7 on energy as well as SDG 12 on sustainable consumption and production patterns, SDG 4 on education and SDG 13 on Climate Change.

Robust statistical systems based on valid and validated data is pivotal for any policy planning addressing a more sustainable and resilient society, fighting poverty, inequalities, and climate change. Therefore, and in alignment with Denmark's Strategy for Development Cooperation - The World We Share. Relevance effectiveness and sustainability are core principles of DST's capacity development support and approach. DST works closely with partner countries to support their own development priorities and build their capacity to lead and manage their statistical systems including in support of SDGs and Paris Agreement. With the new FP and its strong focus on green national accounting, DST will be in a unique position to support partner countries towards greater participation of society (private, public and citizens) in the use of data and statistics, creating greater accountability among duty bearers and decision makers. With greater access to disaggregated data, statistical systems will be a means to enhance non-discrimination and create greater transparency on e.g. the impact of government initiatives to combat poverty, inequality and climate change.

Overall, the effectiveness of the FP is to be found in the strengthening of partner countries statistical systems, capacities to collect, manage and disseminate statistics in an open and transparent system supporting public and private institutions, as well as society and citizens in general. The specific SSC projects in partner countries will be based on statistical institutions needs and demands, with DST as a strategic partner with a unique knowledge and capacity to e.g. develop systems and capacities for green national accounting.

3   Framework Programme objectives and Theory of Change

The **long-term FP objective** is: *Partner countries statistical systems better positioned to support the green transition and climate change. The long-term and expected impact is that Green National Accounting is supporting the green transition in partner countries.* The FB objective is supported by the following three strategic outcomes, each with strategic outputs and deliverables. A detailed and tailored results framework with country specific outputs and activities will be prepared for all partner countries.

> **Strategic Outcome 1**: Improved statistical frameworks (or systems) supporting the green transition in partner countries through strengthening of capacities to work with administrative data for statistics, for digitalization processes and for communication.
>
> **Strategic Outcome 2**: Statistical systems improved through strengthening of the role of statistical institutes, their capacities to cooperate, and their provision of relevant and in-demand green statistics to government and private institutions.
>
> **Strategic Outcome 3**: Partner countries exposed to Danish data-solution companies and the Danish statistical system to inform and enable accelerated required decisions on viable solutions for green national accounting.

The Strategic Sector Cooperation has three outcomes, defined from the onset of the establishment of the SSC, and further developed over time. The three outcomes are different in nature. Outcome 1 is the

principal outcome of SSC and the basis for unfolding the following two outcomes. All three outcomes combined delivers the program objective of the framework programme, but outcome 2 and 3 cannot stand alone and must support the green transition and development priorities of outcome 1.

Theory of Change for DST SSC Framework Programme

ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
Capacity building Technical assistance Mentoring Leadership	Administrative-data for statistics Digitalisation processes Communication of statistics Access to green statistics	Enhanced capacity of statistical systems	Green National Accounting supporting the green transition
High-level meetings Conferences Seminars	Green diplomacy and collaboration Inter-institutional collaboration Green accounting working groups	Strengthened role of statistical bureaus	
Study torus Events Danida Fellowship training	Exposure to Danish statistical systems Exposure to Danish data-solutions	Acceleration of data-solutions for green accounting	

The theory of change is based on the following assumptions:

If DST and Danish Embassies are successful in signing SSC agreements in support of green national accounting for the green transition with relevant national authorities in selected partner countries;

And if DST deploys its core staff of experts, managers and leaders with good practice skills and knowledge on statistical systems to conduct and implement capacity development (capacity building, training, mentoring and leadership support) on the use of administrative (green) data, digitalization processes, communication of and provision of access to statistics;

Then partner countries and their statistical institutes will be able to enhance the capacity of their respective statistical systems;

And if, at the same time, DST jointly with Danish Embassies deploys high-level representatives and managers to engage with partner countries decision makers in relevant government authorities on the pivotal role of statistical institutes in the green transition;

And if, DST jointly with Danish Embassies, engage with relevant government authorities in partner countries to strengthen partner countries' inter-institutional collaboration for sharing of data for (green) statistics;
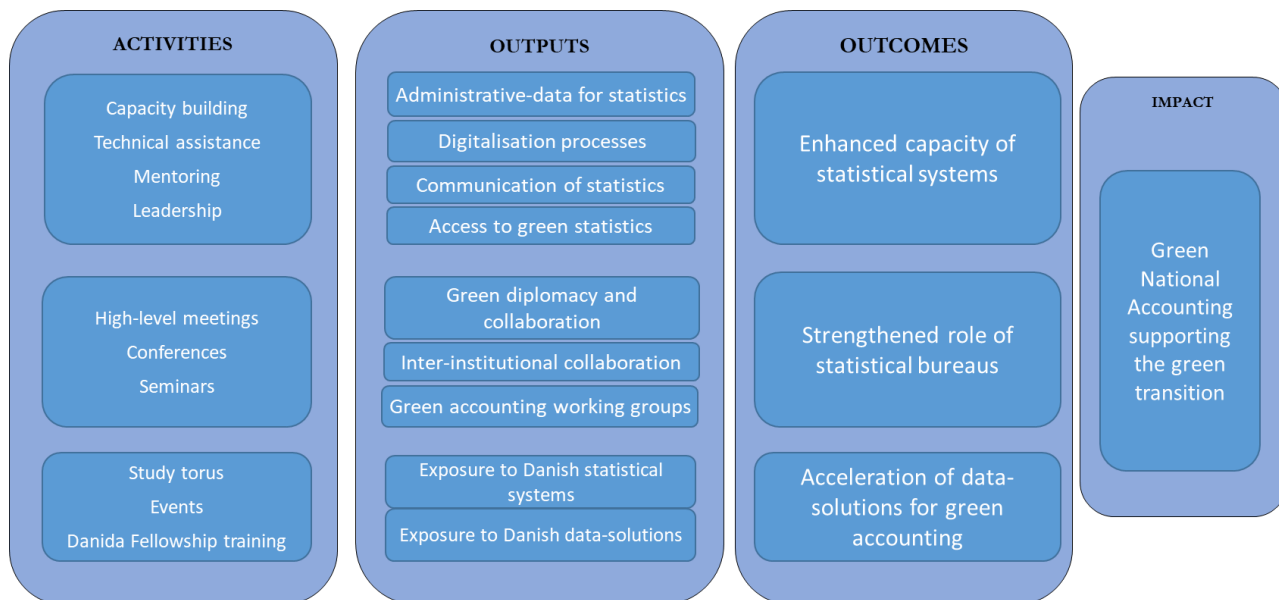
Then statistical systems improved through strengthening of the role of statistical institutes, their capacities to cooperate, and their provision of relevant and in-demand green statistics to government and private institutions.

And if, at the same time, DST in collaboration with the Danish Embassy (Trade Council), Danish private sector and other Danish institutions, organize and facilitate that representatives from partner countries statistical institutes and others, are exposed to the Danish statistical systems, models for Danish sector cooperation and collaboration with Danish data-solution companies;

Then partner countries and their statistical institutes, will be informed and able to accelerate required decisions on suitable data-solutions for the provision of their individual national green accounting;

And if, the below critical assumptions endure;

Then, partner countries will have improved their statistical systems and be in a better position to support the green transition and climate change including through national green accounting.

SSC and FP critical assumptions include that:

- Partner countries' commitment to the green transition is maintained during the FP,
- Partner countries, despite of political changes and changes in staff and leadership, remain committed to enhance the role of statistical institutes;
- Despite staff turn-overs in statistical institutes and other relevant government institutions, new capacities and skills are sufficiently institutionalized;

4 Results Framework

The following results framework includes the strategic focus of the FP. All SSC projects in partner countries will be tailored and aligned with the three strategic outcomes and outputs. At output level the specific results frameworks of the SSC projects will take point of departure in country specific needs and demands for deliverables in order to achieve the strategic outcome. The selected partner countries are at different stages in their green transition and green national accounting, hence requiring tailored outputs and activities. The planning and detailing of the individual SSC projects and their results frameworks will be concluded prior to commencement of the FP. The risks and DST's risks management framework including DST's monitoring and reporting of results is presented in Chapter 9.

Table 2: Summary of the results framework for DST SSC

Programme		DST SSC 2024-2027	
Programme Objective		Partner countries statistical systems better positioned to support the green transition and climate change. The long-term and expected impact is that Green National Accounting is supporting the green transition in partner countries.	
Baseline	Year	2024	
Target	Year	2027	
Strategic Outcome 1		Improved statistical frameworks and systems supporting the green transition in partner countries through strengthening of capacities to work with administrative data for statistics, for digitalization processes and for communication.	
Outcome indicator 1		FP Statistical Capacity Assessment score improved[10]	
Baseline	Year 1	2024	TBD
Target	Year 4	2027	TBD
Output 1.1 (DST TA)		Capacity development plans for working with administrative data for improved environmental statistics developed and implemented.	
Baseline	Year 1	2024	0 plans

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[10] For information on the statistical capacity assessment score se Chapter 8, page 27

Target	Year 4	2027	Plans for each core partner country (3) and four pilot projects implemented
Output 1.2. (DST TA)		Strategies for IT- and digitalization processes developed and endorsed.	
Baseline	Year	2024	0 strategies
Target	Year	2027	Strategies for each core partner country (2) under implementation
Output 1.3. (DST TA)		Selected priority processes digitalized (4) key processes digitalized	
Baseline	Year	2024	0
Target	Year	2027	7 prioritized statistical processes digitalised
Output 1.4. (DST TA)		Capacities strengthened for development and implementation of communication and dissemination products of official statistics including environmental to the wider society.	
Baseline	Year	2024	0 environmental webpages exist following SEEA guidelines (see annex 1)
Target	Year	2027	4 environmental web-pages developed and launched following UN-guidance and 3 communications initiatives initiated
Output 5 (DST TA)		Availability of and access to green statistics for citizens, public and private institutions increased.	
Baseline	Year	2024	4 (SEEA global progress assessment)
Target	Year	2027	12 (SEAA global progress assessment)
Strategic Outcome 2		Statistical systems improved through strengthening of the role of statistical institutes, their capacities to cooperate, and their provision of relevant and in-demand green statistics to government and private institutions.	
Outcome indicator 2		Statistical Capacity Assessment Score Improved	
Baseline	Year	2024	TBD
Target	Year	2027	TBD
Output 2.1 (embassies + others)		Enhanced bilateral relations and green diplomacy in support of statistical institutions' role in delivering environmental statistics.	
Baseline	Year	2024	0
Target	Year	2027	20 no. of high-level meetings, conferences, study tours
Output 2.2 (DST–high level + TA)		National partnerships and ecosystem for (green) statistics with government and private institutions established and implemented	
Baseline	Year	2024	0
Target	Year	2027	24 activities implemented (advocacy events, joint seminars/workshops, study tours etc.)
Output 2.3		Establishment of inter-institutional working groups (NSIs and other producers of statistics) to be trained in development of national green accounting and/or best-practice communication of environmental statistics	
Baseline	Year	2024	0
Target	Year	2027	4 groups established and 8 inter-institutional trainings held

Strategic outcome 3		Partner countries exposed to Danish data-solution companies and the Danish statistical system to inform and enable accelerated required decisions on viable solutions for green national accounting.
Outcome indicator 3		Partners' awareness increased regarding the potential role of public-private partnerships in the data-ecosystem and in the contribution to the green transition and inclusive development (based on the Danish model).
Baseline	Year	2024	0
Target	Year	2027	Improved Capacity Assessment Score
Output 3.1		Exposures to the Danish statistical system, models for Danish sector cooperation and Danish data-solution companies planned and implemented.
Baseline	Year	2024	0 good-practices, such as systems, models and solutions presented
Target	Year	2027	At least 8 good-practices, such as systems, models and solutions presented
Output 3.2		Proof of concept of the Danish-public-private partnership model as a good-practice of data eco-system for accelerating climate change, developed and launched
Baseline	Year	2024	0
Target	Year	2027	Proof of concept launched

5   Emerging project portfolio

This Framework Programme outlines the strategic focus and priorities for four country-level cooperation projects. Each of the countries of DST's engagement share common features and challenges in their statistical productions that call for the core competencies of Statistics Denmark as outlined in Box 1 (Chapter 1) above.

The four countries share one or several of the following features and challenges:

1. They are embarking in the journey of using administrative data for statistics within statistical areas pertaining to the development of environmental statistics – input and basic statistics.
2. They are mature for an IT and digitalization strategy and committed to digitalization of statistical production processes.
3. The role and capacity of the NSI is not sufficiently robust to ensure inter-institutional coordination and collaboration.
4. There is support and commitment to embark on the production of environmental statistics including their input statistics - as well as to the production of the System of Environmental Accounts.

Prior to all DST's engagements, a standardized statistical capacity assessment is conducted, which also allows for an evaluation of the maturity of the system, in terms of the appropriateness of the four core competencies that Statistics Denmark brings.

Engagements seek to align with other Danish priorities in the countries, to cooperate, and seek synergies in engagements with other Danish authorities implementing programs. In Morocco DST has worked with the Danish Environmental authority on the development of the water accounts, while DST in Ghana has cooperated with the Danish Agency for Digital Government. This has ensured a holistic approach to digitalization, that must be underpinned by a strong intra-governmental cooperation. Administrative registers are not made for the purpose of statistics – they are made to improve service delivery of the government, however thinking of statistics and management information in this process is an advantage.

Financing has also been set aside to enable DST to provide assistance to other Danish FP authorities where their programmes could benefit from a statistical input. Being a new modality, DST will seek to cooperate closely with the embassies and other authorities engaged in SSC in order to identify the areas of interest. This type of cooperation has already taken place in ad hoc mode in the past years, but setting aside a budget for this will enable a scale up and broadening of such cooperation.

Statistical cooperation and alignment among bi- and multilateral donors is a requirement and obligation as per the Paris and Dakar Declarations. Statistics Denmark and the Strategic Sector Advisor with a strong anchor in the embassy will therefore seek to create, support and participate in any Bi- and Multi-lateral Statistical Sector Coordination Group.

A new-targeted country will be opened for an inception phase in January 2024, and the identification is currently ongoing.

Possible countries of engagement that are being evaluated are Brazil, due to the synergies that could be harvested with other authorities working there, such as health, and including the possible synergies in data and IT-technological providers. Others that are been reviewed are South Africa, Rwanda and Kenya. Meetings have been held with Paris21, the African Development Bank and with the African Union to inform about their current priorities in the statistical ambit on their side. No clear picture has emerged, so the dialogue will continue in close cooperation with GDK.

Table 3. DSTs portfolio 2024-2027

	Project title	Country	Period	Project objective	Partner authority	Thematic focus	Project document
1	Strengthening Official Statistics in Ghana – Phase 2	Ghana	January 2024 to December 2026	Improved statistical frameworks and systems supporting the green transition in partner countries through strengthening of capacities to work with administrative data for statistics, for digitalization processes and for communication.	Ghana Statistical Service (GSS)	Administrative data for statistics and NSS strengthening, SEEA	Submission for approval at the SMG November 2023
2	Strengthening the Statistical Systems in Morocco – Phase 2	Morocco	January 2024 to December 2026	Improved statistical frameworks and systems supporting the green transition in partner countries through strengthening of capacities to work with administrative data for statistics, for digitalization processes and for communication.	Haut-Commissariat au Plan (HCP)	Digitalisation, Admin data and SEEA	Submission for approval at the SMG November 2023
3	Quality of official statistics in Vietnam Phase 1	Vietnam	October 2022 to October 2024	Improved statistical frameworks and systems supporting the green transition in partner countries through strengthening of capacities to work with administrative data for statistics, for digitalization processes and for communication.	General Statistics Office (GSO), Hanoi, Vietnam	Administrative data for statistics, Big Data and SEEA	Approved
5	Quality of official statistics in Vietnam Phase 2	Vietnam	November 2025-November 2029 (estimated)	Improved statistical frameworks and systems supporting the green transition in partner countries through strengthening of capacities to work with administrative data for statistics, for digitalization processes and for communication.	General Statistics Office (GSO), Hanoi, Vietnam	TBD	Submission for approval March 2024
6	Strengthening the Statistical Systems in Morocco – Phase 3	Morocco	January 2027- (estimated) December 2029	Improved statistical frameworks and systems supporting the green transition in partner countries through strengthening of capacities to work with administrative data for statistics, for digitalization processes and for communication.	Haut-Commissariat au Plan (HCP)	TBD	Submission for approval November 2026
7	Strengthening Official Statistics in Ghana – Phase 3	Ghana	January 2027- (estimated) December 2029	Improved statistical frameworks and systems supporting the green transition in partner countries through strengthening	Ghana Statistical Service (GSS)	TBD	Submission for approval November 2026

				of capacities to work with administrative data for statistics, for digitalization processes and for communication.			
8	Strengthening the Statistical Systems in (new country) - inception	TBD	April 2024-november 2024	Improved statistical frameworks and systems supporting the green transition in partner countries through strengthening of capacities to work with administrative data for statistics, for digitalization processes and for communication.	National Statistical Institute	TBD	Submission for approval at the SMG November 2023
9	Strengthening the Statistical Systems in (new country) – phase 1	TBD	December 2025-December 2027	Improved statistical frameworks and systems supporting the green transition in partner countries through strengthening of capacities to work with administrative data for statistics, for digitalization processes and for communication.	National Statistical Institute	TBD	Submission for approval at the SMG November 2024

6 Budget

The figures in the below budget are indicative and are preliminary subject to dialogues with partner countries and well as to parliamentary approval.

Table 3: Programme budget (million DKK)

	2024	2025	2026	2027	Total
Ghana Phase 2	2.600.000	2.600.000	2.600.000		**7.800.000**
Ghana Phase 3				2.600.000	**2.600.000**
Morocco Phase 2	2.600.000	2.600.000	2.600.000		**7.800.000**
Morocco Phase 3				2.600.000	**2.600.000**
Vietnam Phase 1	2.500.000				**2.500.000**
Vietnam Phase 2		2.800.000	2.800.000	2.800.000	**8.400.000**
Country inception	1.000.000				**1.000.000**
Country Phase 1	100.000	2.400.000	2.400.000	2.400.000	**7.300.000**
Statistical support to other authorities	1.000.000	1.000.000	1.000.000	1.000.000	**4.000.000**
Public diplomacy and Communications	100.000	100.000	100.000	100.000	**400.000**
Monitoring, Evaluation and Learning	500.000	500.000	500.000	500.000	**2.000.000**
Mid-Term Review			500.000		**500.000**
Total	**10.400.000**	**12.000.000**	**12.500.000**	**12.000.000**	**46.900.000**

* Dependent on annual provisions in subsequent annual Finance Act

The budgets for the projects in Ghana, Morocco and Vietnam are developed based on our experiences with the partners and context – and on out initial dialogue with partners in-country and in Denmark. A new country is under review for opening, and the estimated budget is based on our experienced with the opening up new programmes.

As mentioned funds have been set aside to fund supporting of other SSC authorities in the strategic frameworks in the ambit of official statistics. The budget entails around 3-4 missions yearly. A budget is set aside for communications and Public diplomacy purposes allowing the Embassy as well as Statistics Denmark to budget for activities together.

Finally, a budget has been set aside for monitoring and evaluation purposes to ensure a professionalised MEAL function (see also below).

This program is financed by Official Development Assistance (ODA), and as such abides by the OECD DAC ODA definition, which states that official aid promotes and specifically targets the economic development and welfare of developing countries. As such, the allocation of SSC funds for outcome 3 must always have the realization of outcome 1 (green transition and development) as the prime objective. For activities that support the identification of sustainable development solutions and opportunities for the promotion of green financial investments (outcome 3), it is important to note that project funds cannot be disbursed to private companies, Danish or other. Companies can participate in

program/project activities but must cover all costs related to their own participation. However, consultancy companies contracted to deliver technical inputs to the program/projects are exempt from this ground rule.

7   Governance and management

The governance and management setup of the FP is designed in accordance with the guiding principles of the Strategic Sector Cooperation[11], the Administrative Manual for the Strategic Sector Cooperation[12], the Aid Management Guidelines (AMG) and the Financial Annex[13] further defining the specific financial management framework applicable to the FP.

Statistics Denmark will be overall responsible for the implementation of the Strategic Framework Programme in close collaboration with the embassies including the sector advisors and the Ministry of Foreign affairs.

The Framework Programme will install three governing bodies – each with their separate responsibilities, i.e. Strategic Management Group (SMG) Programme Management Group and Project Steering Committee.

The Strategic Management Group (SMG) will be responsible for the overall strategic direction of the strategic framework programme with an eye to maximising the impact of the programme in relations to its ambitions in supporting the acceleration of the Green Transition and Inclusive Development.

The SMG will address and advise on sectoral developments, emerging strategic issues affecting the core areas addressed by the programme. The SMC is the entity responsible for the approval of phases, budgets, and the allocation or re-allocation of funds – all within the overall objective defined in this programme. New phases or new projects must be approved by the SMG.

The SMG is comprised of High Level representatives at Statistics Denmark and the Ministry of Foreign Affairs. Four strategic anchors in Statistics Denmark will advise the SMG and participate as necessary. The Strategic Anchors are high-level personnel in Statistics Denmark responsible for being a technical-strategic anchor in each of the core areas addressed: Digitalisation, Administrative data, Environmental Statistics and Public-Private partnerships.

The Programme Management Group (PMG) is responsible for the overall implementation of the programme comprising of all the implementation countries. The PMG review overall programme progress, project progress as well as programming for the next year. They have a key role in ensuring the programme progresses together against the overall objective.

They meet Bi-Annually. In February/March to review the overall progress report and individual progress reports and October/November then in October/November to review and approve next year's programme and planning – overall and at project level.

The PMG is comprised of DST management, Contact at MoFA, the M&E and QA officer and the DST strategic anchors.

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[11] https://amg.um.dk/-/media/country-sites/amg-en/bilateral-cooperation/mynsam-2-guidelines-for-strategic-sector-cooperation/the-guiding-principles.ashx
[12] https://amg.um.dk/-/media/country-sites/amg-en/bilateral-cooperation/mynsam-2-guidelines-for-strategic-sector-cooperation/the-ssc-manual-for-administration.ashx
[13] https://amg.um.dk/-/media/country-sites/amg-en/bilateral-cooperation/mynsam-2-guidelines-for-strategic-sector-cooperation/the-financial-annex.ashx

The international Advisory Team at Statistics Denmark is the secretariat for both groups. All materials for the PMG and SMG will be circulated at least 14 days prior to the meeting and all minutes' form meetings will be equally circulated for comments maximum 14 days after the meeting.

All existing and new SSC projects, will be presented to the PMG for review and quality assurance and then to the SMG for approval.

All existing and new projects and project documents will be developed in accordance with the AMG and the specific SSC's Guiding Principles, Administrative Manual and Financial Annex, including description of objectives, results frameworks, risks, ToC, budgets, work plans.

The Project Steering Committee (PSC) is responsible for the administration and management of the individual project. It is comprised of the project manager, the partner authority, the Sector Advisor and the M&E and QA officer.

New projects or phases will be submitted and agreed upon in the PSC prior to the submission to the PMG for comments. Upon the review and approval by the PMG the document will be submitted in good time to the SMG for approval.

Figure 3. Governance structure and responsibilities

	Responsibilities	Meets
Strategic Management Group and Strategic Anchors High level personnel in DST High level personnel MoFA Four senior level strategic anchors in DST	**Strategic direction** • Sector developments • Emerging strategic issues • Approve use of unallocated funds • Approves new phases and projects • Guides to maximize impact of the international strategy and FP	*Annually in April/May*
Programme Management group PMs DST, Contact MoFA, M&E and QA officer, Four senior level strategic anchors in DST	**Overall implementation of the FP** • Project results, challenges and compliance • Screens new phases and project prior to SMG approval • Act as Quality Assurance of progress and financial reports	*Bi-annually February/March for review progress report(s) and* *October/November for approval of next years planning*
Project Steering Committee Project Manager, Partner authority, Sectoral Advisor, Embassy, M&E and QA officer	**Project Steering Committee** • Governance and management of the individual project • Develops work plans, documents and reports	*Quarterly*

8 Financial management, planning and reporting

Statistics Denmark will ensure that the Financial Management of the project is done in accordance with the Danida Guidelines for Financial Management and the specific annex made for the purpose of the Strategic Sector Corporations.

Funds from the Ministry of Foreign Affairs will be disbursed on an annual basis, in one disbursement, based on the official approved reporting.

Statistics Denmark will provide two reporting products that will be key to the PMG and the SMG namely the Annual Work Plan and budget and the Annual Progress Report – as described below.

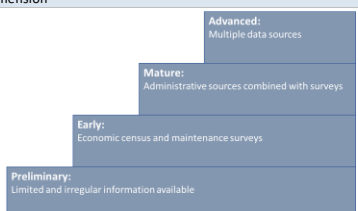| Reporting products	Detail
Consolidated work plan and budget for coming year to be presented to the PMG in October/november	The work plan and budget will describe planned FP-level activities and highlight significant project-level activities that is expected to have an impact on the overall FP progress and expected FP results. The plan will show priorities and budgets, and main deviations from previously approved plans. All proposed new phases and projects will be reflected in the work plans.
Annual FP progress report and financial expenditure report presented to the PMG for the previous year in February/march	The Annual Progress report will assess progress, developments, and lessons learned in relation to the FP Results Framework, the overall Theory of Change, and it will provide a synthesis of results and progress across the outcomes and outputs in the individual projects. The report will show deviations and challenges in implementation of individual projects with significance or impact on the overall progress and results of the FP. The annual progress and expenditure reports will be reviewed as basis for directions on adjustments or approval by the PMG. The PMG will decide on overall adjustments to coming 6-months work plan based on the review and discussion of progress.

9 Monitoring, evaluation, learning and risk management

In connection with the Framework Programme a **MEAL plan** will be developed, ensuring that monitoring or outcome and output results are collected across projects and as well as the programme. Following that, a **monitoring** system will be established to regularly monitor progress against all results levels.
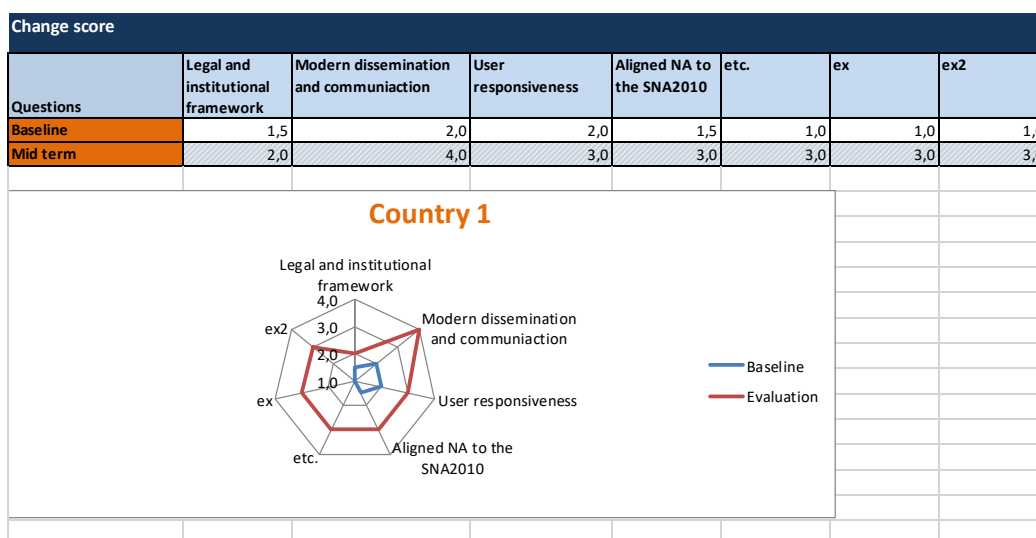
A **Quality Assurance function and system** will be established that will be an integral part of the PSC, the PMG and the SMG. The MEAL Officer will be responsible for the implementation of the MEAL plan, and for monitoring of regular programme outputs and outcomes. Furthermore, the MEAL Officer will be in charge of monitoring changes in the transversal criteria such as continued monitoring of relevance, effectiveness, efficiency, possible pathways towards impact, coherence, sustainability and added value. For the monitoring of these results indicators will also be developed and form part of the annual reports.

For the purpose of outcome monitoring a standard **Statistical Capacity Assessment Tool and Score** (SCATS) will be established building on a standardized capacity assessment methodology used in Statistical Capacity Assessments. The assessment is adjusted to assess capacities in the core changes targeted in the FP like organisational capacity, administrative capacity, digitalization and communications capacity. The tool will be used to monitor capacities prior to any new phase – informing on priorities while also building a baseline.

Country no 1					
Level specification		Advanced	Mature	Early	not developed
Questions	Score	4	3	2	1
Legal and Institutional framework	2	<-- fill in the score for the overall assessment of the dimension			
1	Is there a law, and does the NSI effectively coordinate the entire NSS? Please specify	Comments:			
2	There is a law, however there are lacking coordination procedures that allow for the NSI to effectively coordinate the OPOS	Comments:			
3	There is a law and certain procedures for coordination of the NSS, however there is no monitoring and quality system for the other OPOS and hence the entire NSS	Comments:			
Data sources for the SBR	3	<-- fill in the score for the overall assessment of the dimension			
1	Do you use business census and/or maintenance surveys for the SBR? Please specify.	Comments: Census was used in 2016. 400.000 companies was identidfied		**Advanced:** Multiple data sources	
2	Do you use data from administrative sources, and from whom do you receive data? Please specify	Comments: They receive data from the social security and the fiscal department.		**Mature:** Administrative sources combined with surveys	
3	Is there a source for local units/establishments?	Comments: Not local units		**Early:** Economic census and maintenance surveys	
4	Are other sources being used for the SBR?	Comments: No		**Preliminary:** Limited and irregular information available	

The same Statistical Capacity Assessment Tool and Score is applied at mid-term and final evaluations. The Capacity Assessment criteria are built on already existing tools such as the Eurostat Snapshot Tool, the Generic Activity Model for Statistical Organisations (GAMSO) and the WB TASC tool[14]. The assessments will allow for timely adjustments and changes to SSC projects relative to contextual, institutional and programmatic changes.

Change score							
Questions	Legal and institutional framework	Modern dissemination and communiaction	User responsiveness	Aligned NA to the SNA2010	etc.	ex	ex2
Baseline	1,5	2,0	2,0	1,5	1,0	1,0	1,0
Mid term	2,0	4,0	3,0	3,0	3,0	3,0	3,0

In Parallel, the internationally accessible assessments such as the World Banks Statistical Performance Index (SPI) and the Open Data Inventory (ODIN) assessment will also form part of the outcome monitoring – informing on major changes. Being relatively broad in their assessment, they will mainly be used to supplement the SCATS.

Annex 4 include the main **risks** associated with the FP. For the purpose of timely reaction, all risks will be monitored on a regular basis and will form part of the assessments on progress delivered by the MEAL officer to the PMG and the SMG.

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[14] Overview provided here https://paris21.org/sites/default/files/2018-08/NSS-Assessment-Guide%20-%20WEB.pdf

10 Closure

The process for closure and exit will follow the procedures defined in the SSC guidelines and Danida AMG. No single SSC project will have more than three phases or a total of maximum 10 years. Hence, a SSC project can have between 1-3 phases depending on the decision to be made by the SMG.

All SSC projects and phases will include, as part of the project documentation for approval, considerations for sustainability and an exit. The documentation will outline how the SSC project could be sustained within the partner authority systems after termination of the cooperation. Considerations will be made with regard to how the SSC project will be institutionalized within the partner country context, reform processes or within the wider engagement in the country of e.g. other Danish aid or business instruments, commercial cooperation or other donor funded programmes etc. Project documents, regardless of phase, will include considerations on the process and time required to achieved the expected objective and longer term vision with the engagement.

A final FP results report, with a summary of achieved results and outcomes, will be submitted to MFA by DST for learning as well as for approval by the SMG. Similarly for learning, debriefings will be organized with Danish embassies, partner institutions and if relevant with private sector actors.

The closure of accounts will follow the principles of the AMG.

At the beginning of the final year of the FP, the SMG will assess and agree on the feasibility and possibility of applying for a new four year FP.

Annex 1 Context Analysis and design choices

1. Overall development challenges, opportunities and risks

As mandated at the 47th session of the UN Statistical Commission in 2016, the United Nations Statistical Division (UNSD) in collaboration with the United Nations Framework Convention on Climate Change (UNFCCC) began the development of a Global set of Climate Change Statistics and indicator that would be applicable in all countries. The consolidated report and seven page long list was launched in 2022 making the challenges that face national statistical systems around the world apparent.

To understand the complexity of the task at hand, it is worth remembering, that most LDC's and MICs continue to struggle to modernise and/or strengthen fundamental statistical products. This includes products core to climate change e.g. like basic up-to-date geographically disaggregated population statistics. At the same time, several development agendas operate simultaneously requiring statistical institutions to produce new statistical products on several fronts as is the case of the SDG indicators.

While official statistics have never been more important, Statistical Institutions and Systems are faced with a series of key underlying challenges and inhibitors that affect their capacities to step up to the challenge and that reinforce a negative spiral undermining their mandate and opportunities to deliver quality statistical products.

The World Development Report 2021, "Data for Better Lives", and the Paris21 Global Statistical Capacity Survey touch upon the same underlying capacity development challenges affecting the statistical capacity of NSS in low- and middle income countries. Challenges that in turn block NSSs capacity and opportunities to provide the data and statistics needed for climate change adaption and mitigation.

These challenges are all common features affecting the statistical systems in the countries targeted by the FP. The following provides an overview of the contextual and institutional challenges in the three priority countries Ghana, Vietnam and Morocco.

Lack of experience with administrative data for statistics as an inhibitor for the expansion and integration of the statistical production

All three countries included in the FP targets are new in the journey towards using administrative microdata for statistical purposes. In Ghana the new law was passed in 2019 providing GSS with the legal basis for the requiring data from administrative sources. However, there are other inhibitors, apart from the legal setup. There is an institutional inhibitor where trust and cooperation must be built amongst institutions, and a culture where institutions see and feel the value of such data sharing. GSS is currently facing these challenges, which is a key reason behind the program design focusing on strengthening the role and intra-governmental cooperation capacity of GSS. Morocco uses some administrative data, however they are only starting to create the basic register – namely the population register – this year. While a plan is underway, Morocco has never produced the population statistics using registers, and they are calling for support in this process.

In Ghana the Vice President's office has called for fast development of capacities to use administrative data for statistical purposes. In Vietnam, the changeover form census-data to administrative data is also developed into the priorities of the National Statistical Institute. In Morocco likewise. All three countries intend to start the journey with building population statistics based on administrative registers – but they are battling the transformation due to the natural lack of experience in doing so. Statistics Denmark can bring the practical experience to peers in all three countries, supporting then in the transformation.

In Ghana a new Ghana Card and connected civil registration number provides possibilities for improvements in the government's service delivery while also providing the opportunities that civil registration means for statistics and modelling. In Vietnam, they have come further on the matter of registering

individuals – but installing governance structures, data sharing and statistical production are all new to the statistical system.

In Morocco structured civil or business registration is not in place either and the lack of a consolidated system with unique identifiers such as social security numbers or other personal IDs, a unique ID number for businesses and a unique code for addresses, and the fact that HCP at present do not take advantage of existing identifiers, also impedes the possibility for combining data from different sources. The reasons for this not taking place is that the digitalization process of the public sector is still in its making and there is a lack of relations and formal agreements on data exchange between HCP and other public institutions.

With more than 50 years of experience in using administrative data for statistical production, Statistics Denmark can support the countries' ability to work with administrative data, foster inclusive development and support the green transition along two pathways. *Firstly*, through the FP the targeted countries will acquire experience with the institutional and technical requirements for working with administrative data for statistics – forming the foundation for other statistics. *Secondly,* up to date disaggregated population data with maximum granularity with geographical identifiers provide basic information for climate change adaptation and mitigation on where men, women, children and the elderly live (and changes in the same).

Digitalising the statistical process – liberating resources and producing better quality

Technological opportunities have created a need for a redefinition and redesign of traditional statistical institutions. While the technologies already exist, the institutional migration towards a digitalized statistical institute, where statistical processes are atomised require a broad set of technical capacities within the statistical institutes – that do not currently exist. It will require investment in time and money that statistical systems do not have - but also IT and Human Resources plans, that have not been developed. All three FP countries are facing this need for reforming of their statistical systems towards being IT-organisations – a process that Statistics Denmark will support.

Unlocking the opportunities in digitalisation of the statistical system is a prerequisite for South-based statistical institutions to be able to liberate resources for the tasks facing them – including that of providing new climate change statistics while still fighting to bridge the gap on basic statistics.

Ghana has initiated the very first steps towards digitalising the statistical system focusing on secure data sharing, storage and modern dissemination tools. In Morocco the FP will support the implementation of a new IT and digitalisation strategy – paving the way for an overall reform of the statistical system. In Vietnam, the statistical system is taking its first steps towards using Big Data in the statistical production.

General lack of understanding of the core benefits of the digitalised statistical processes undermines the development processes and prioritisations, which is one of the key factors causing resource constraints affecting statistical institutions' transition.[15]

Statistics Denmark is in an exceptional position to support the efforts in the targeted countries to apply a holistic and sustainable approach to digitalisation[16]. By supporting, the changeover from man-power or analogue driven statistical processes to more automated processes the statistical systems will better placed to liberate time and funds to invest in new statistical productions or modernisation of others.

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[15] World Development Report, "Data for Better Lives", 2021

[16] A reference to the WDR, citing the challenge that donor funding for statistical purposes can affect the priorities of statistical institutes. In the situation described priorities tend not to be national and institutional, but rather donors become clients of statistical institutes and priorities shift where the money is. Statistics Denmark being a Statistical Institute itself will advise based on the priorities we would ourselves make. Without being dependent on external funding.

Capacity for production of Environmental Statistics

Morocco, Vietnam and Ghana are all early in the production of the implementation of the System of Environmental Economic Accounting (SEEA). In the yearly UN assessment of the progress on the SEEA implementation, the current status of the targeted countries place Vietnam, Morocco on a Stage I phase – lacking most accounts. Ghana is placed on a Stage I in 2020 and a Stage III in 2022 – due to the production of a series of accounts in 2022. In comparison Denmark is at Stage III and is considered one of the frontrunners in the application of the SEEA.

Table 4. Global Assessment Results on progress of the SEEA implementation[17]

Country	Denmark	Ghana	Morocco	Viet Nam
Programme currently active	Yes	Yes	Yes	No
Stage of implementation (SDG 15.9.1)	Stage III	Stage III	Stage I	Stage I
Compiling institution	Statistics Denmark	Ghana Statistical Services	High Commission of Planning	General Statistics Officce
Compiling SEEA CF?	Yes	Yes	Yes	
Compiling SEEA EA?	Yes	Yes		
Website(s)	Yes			
Water	Yes		Yes	
Air emissions	Yes	Yes		
Energy/minerals	Yes	Yes		
Material flow	Yes			
Waste	Yes			
Taxes & subsidies	Yes			
Environmental protection and management expenditure accounts	Yes			
Environmental Goods and Services Sector	Yes			
Agriculture/forestry/fisheries	Yes		Yes	
Land	Yes	Yes		

There are several challenges for the FP countries beside the technical production of the SEEA. For the regular production of the SEEA, as opposed to none or a one-time production, statistical institutes must have strong coordination with a multitude of private and public institutions that are able and willing to share data. Data sharing agreements based on mutual trust and understanding must exist as well as an effective data-infrastructure that supports the production process. Hence, the challenge is not only technical, it is to a large extend an attitude and trust issue. Lastly, an effective user-focused dissemination is needed to facilitate the use of SEEA.

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[17] https://seea.un.org/news/recent-progress-and-trends-global-seea-implementation

Denmark and DST stand in a unique position to support the targeted countries progressing on the implementation of their SEEA. The support will require both technical assistance as well as diplomatic and political engagement on the need and resource requirements of the SSEA.

Strengthening the role of Statistical Institutions and Systems

As emphasised above Statistical Institutions and Systems face multiple technical, human attitude and political challenges. While having to digitalize and modernize the entire statistical process, and also leverage data for a climate crisis evolving at present, the statistical institutions also face the challenge of communicating and showing the benefits for policy planners and decision makers, private sector and citizens in general. Without the recognition of the benefits, Statistical Institutions will continue to be challenged on their capacity to secure resources and influence national development processes. Statistical Institutions need to gain trust in society and to be seen as a legitimate and relevant institution producing what users need, in a quality that inspires the use of and trust in statistics. In order to achieve this the dissemination of statistics in a form that aspire to users and recipients.

Called upon by the European Commission's Statistical Agency EUROSTAT and other international actors, Statistics Denmark has provided support on capacity building issues to peer statistical institutions globally for the past 27 years.

In each of the targeted FP countries, Statistics Denmark will direct the support towards the priorities in the National Statistical Plans developed under the UNSD framework and aligned to the Dakar Declaration for Statistics.

2. Human Rights, Gender and Youth and applying Human Rights Based Approach

Statistics as development and human rights drivers

The production of official data and statistics as a public good is an underlying driver for development on a large variety of development agendas including that of human rights, inclusive development, gender and youth.

Firstly, the dissemination of relevant and reliable statistical information is essential to meet people's right to information and delivering on related entitlements to participation and accountability. *Secondly*, statistics plays a critical role in supporting evidence-based policy- and decision-making, and in measuring civil, economic, political and social rights, as well as in monitoring policy implementation.

In terms of human rights, this FP tackles the rights to education, the right to health, gender rights and many others by providing the information needed to understand and act. When we mention granularity and disaggregation in chapters 1 and 2, the direct implication of this is the visibility of women, children, youth and the elderly in the information provided.

The 2030 agenda for Sustainable Development and its 17 goals seek to realize the human rights of all and official statistics report on achievements against all 17 goals – goal number 17 being about exactly statistical capacity. Apart from goal number 17, this FP contributes to the SDGs related to environment including SDG 6 on water and sanitation, SDG 7 on energy as well as SDG 12 on sustainable consumption and production patterns and SDG 13 on Climate Change, SDG 4 on education.

When the European Statistical Code of Practice underlines the independence of statistical institutions, it is in the understanding that statistical institutions play similar roles and have similar risks to those of the national ombudsman and the supreme audit institutions. Information can become tool in a democratic dialogue while the lack of access to information can hamper democratic development.

The Human Rights Based Approach in statistical programming

Further, the United Nations and EU principles applied throughout the statistical business process that Statistics Denmark applies in its capacity building activities are sensitive to rights and apply a Rights Based Approach.

In the process of defining and designing statistics the principle of leaving no-one behind and the right to be represented are applied. In the process of data collection and production, it's the right for individuals not be identifiable while protecting information security and confidentiality ensuring that privacy of individuals is protected. In the process of producing and analyzing information, the transparency on data sources, methods and compilation processes (metadata) become key as they represent openness and accountability.

In the process of dissemination users' right to information is secured by ensuring that, data is prepared and visualized adapted to users, including here the public while also ensuring that data is shared on platforms with relevant outreach.

In the end, the ultimate reason for official statistics as a public good is that statistics is a means towards better decision making, accountability and human rights – "better data for better lives"[18]. DST will apply the four main principles of HRBA i.e. Participation, Accountability, Non-discrimination and Transparency (PANT).

3. Country profiles

Ghana – Phase 2 – new phase expected to start January 2024

Project Title	Strengthening Official Statistics in Ghana
Project period	Phase 2 from January 2024 – to December 2026
Country	Ghana
Main sector development issues	**Climate Change situation and environmental statistics** Ghana is vulnerable to the effects of climate change being prone to temperature rises where heat stress is predicted to affect crops, create land degradation, erratic rainfalls and flooding damaging and creating infrastructure and costing lives. The World Banks (WB) 2022 Country Climate and Development Report (CCDR)[19] for Ghana estimates that the costs of climate shocks will plunge 1 million more people into poverty by 2050. ' Among a variety of possible actions and policies the WB calls upon improvement of National Early Warning Systems, while UNDP calls upon a general improvement in data that inform public and private actors for them to take climate friendly actions[20].

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[18] World Bank Group, World Development Report, 2021
[19] World Bank Group, Country Climate and Development Report (CCDR) for Ghana, 2022
[20] UNDP, Policy Brief - Environment and Climate Change in Ghana, 2021

Disaggregated, timely, accurate and easily accessible environmental statistics as defined by the UNSD and the UNFCCC are an underlying driver and potential inhibitor, if they do not exist, for those plans.

State of the statistical system

Ghana issued a new act governing the Ghanaian Statistical System and institute (GSS) in 2019. Key to the act, designed very much in line with international guidelines, is that it cements the role of GSS in relation to the Ministries, Departments and Agencies (MDAs) and mandates other government institutions to share data with GSS. This forms the basic framework for working with administrative data[21].

However, GSS has also faced the challenges that despite having an appropriate law other institutions are not prepared or willing to share data. The work now facing GSS in the upcoming years is to install trust, cooperation and processes that facilitate inter-institutional cooperation. Objective 2 in the current FP supports GSS in this work.

GSS developed a new "National Strategy for the Development of Statistics 2018- 2022" as recommended by the UNSD and UNSC. The Strategy under update focuses on replacing expensive and time-consuming survey based data collections with data from administrative systems.

It is among others in this light that Ghana has been working with development of the Ghana card, the development of a personal identification number. This number will allow for the registry of people – their births, their deaths and their ages. Such system can be, if developed properly, form the basis of an equivalent to the Danish CPR system. However, this will require the institutional as well as technological infrastructure to be developed to be used for statistics from the beginning.

The priorities in the corporate strategy for Ghana Statistical Service[22] underline the focus on harnessing technological opportunities through increased digitalization and the use of administrative data for statistics. This process means that Statistics Denmark has an important role to play in this phase, while also flagging the possibilities in the registry system for future advanced data-sharing solutions for policymaking statistics.

Finally, the World Bank SPI Statistical Capacity assessment score shows that Ghana has had the capacity and will to develop on several statistical ambits, while still facing significant capacity development needs[23]. This means that there is a potential and maturity for statistical capacity to be improved.

In terms of environmental statistics, the UN yearly monitors progress towards the implementation of the SEEA framework. In 2022, Ghana has jumped from a Stage I in 2020 to a Stage III implementation, having developed a series of

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[21] Ghana Statistical Act, 2019, https://statsghana.gov.gh/gssmain/storage/img/STATISTICAL%20SER-VICE%20ACT,%202019%20(ACT%201003).pdf
[22] Ghana Statistical Service Corporate Plan 2020-2024
[23] World Bank, Statistical Performance Indicators Data Explorer (worldbank.org), 2022

	one-time measurements (see table 4 above). The accounts are calculated as one-time measurements and not as regular monitoring systems, which reduces the value of such affecting sustainability.
Thematic issues	Strengthening Ghana's capacity to work with administrative data for statistical purposes, digitalizing prioritised statistical processes to bridge data gaps, and technical support to the further development of the implementation of The System of Environmental Accounts.
National partner authority	Ghana Statistical Service (GSS)
Other partners to include, incl. Danish authorities Tentative	**Ghanaian partners:** Potential partners that GSS and DST will reach out to are the ministry of planning, universities and the prime ministers office. **Danish partners:** Potential partners that DST will reach out to are the Danish ministry of environment, the Danish Business Authority **Bi- and Multilateral Partners:** Office of National Statistics (ONS), Statistics Norway SSB, UNFPA, UNICEF, UNDP, WB, IMF
Objective	Partner countries statistical systems better positioned to support the green transition and climate change
Main possible or expected components and outcomes (indicative)	**Outcome 1:** *Improved statistical frameworks supporting the green transition in Ghana through a strengthened capacity to work with administrative data for statistics, for digitalization processes and for communication.* To strengthen GSS and the Ghanaian statistical systems capacities to work with administrative data, digitalization while working on the development of environmental statistical capacity in parallel, the project will continue its work on the development of a population register. Building on the experiences of how the political and institutional landscape is detrimental to the endeavors of GSS, the project is designed to also target these challenges. Likewise, following a series of donor financed digitalization efforts in Ghana, and the need for a planned digitalization, Statistics Denmark will support the development of an IT- and digitalization strategy and action plan. It is key that IT developments are driven by the NSI at the correct pace rather than by the sudden availability of financing. To support this process the embassy, through the Strategic Sector Advisor, and Statistics Denmark will create and form an active part of the Bi-and Multilateral Statistical Sector Coordination Group. Finally, and in parallel, the project will support the development of two new environmental accounts – while also working on the recommended webpage and communication endeavors with environmental statistics. **Outcome 2.** *Statistical Institute of Ghana (GSS) has a strengthened role in society as a whole and their capacities to provide relevant and in-demand environmental statistics to government and private institutions are strengthened.* The success of the above activities will depend on the development of engagements that strengthen the institutional role of GSS. For this purpose Statistics

	Denmark, in close collaboration with the embassy, will design a series of activities that target this. Firstly, Statistics Denmark will expose GSS to the partnership model that has existed in Denmark for the development of the SEEA. Secondly, and statistics Denmark will support and encourage de establishment of a national partnership for environmental statistics – inspired by the data ecosystem model of Paris21. In this work Statistics Denmark will establish ties to universities in Denmark and others to seek synergies in a collaboration for environmental statistics.
	Outcome 3. *Exposures to Danish data-solution companies and the Danish statistical system contributed to partner countries identification of viable solutions for acceleration of green national accounting.*
	Under this component Statistics Denmark will expose GSS and partners to the model for data-infrastructure that exists in Denmark and the role that public-private partnerships can have in the digital leaps ahead. For the purpose, close collaboration with the DFC will be sought and a series of Danish IT- and data companies have agreed to cooperate with Statistics Denmark in common and coordinated study visits flagging the solutions that exist in Denmark – and their opportunities.
And lessons learned from previous projects	In Phase 1 of the project, we witnessed how Ghana Statistical Services was on an earlier development stage, in terms of matureness for working with administrative registers, than first anticipated. The limitations of the technical infrastructure, the institutional role of GSS and the human resources available to GSS and MDA's in the NSS were significantly underestimated in the projects Phase 1.
	The projects phase 2 takes note of this, designing the project to tackle the underlying inhibitors simultaneously with a pilot project.
	Key adaptions caused by lessons learnt
	1. GSS abilities to influence national policy and to coordinate the NSS is insufficient in relations to the ambitions envisioned in the national legislation. Phase 2 will need address this in the project design by increasing direct interactions between all partners and applying basic advocacy activities.
	2. Phase 2 will apply a systemic approach working with the entire statistical system strengthening GSS' role in it.
	3. In the understanding that the statistical digitalization process (including the use if administrative data) must include Ghana as a whole, Phase 2 will apply a holistic approach to the digitalization process internally in GSS as well as towards the government complex.
	4. While phase 1 initiated to look at "Green Goods and Services" statistics, relevant to monitor the green transition, Phase 2 will step up activities in this ambit.
Considerations about how "greening" would be addressed	Greening is a key objective to the project where all outcome areas have immediate and direct effects in targeting the core inhibitors to transformation e.g. lack of capacity to, modernise the statistical production with administrative data. Outcome 1 is a core statistical product in climate change modelling but it is also core to most other development agendas.

Pending questions and issues for further clarification	The work-plan has initially been discussed with GSS however, it must be further discussed and agreed upon. In addition, partnerships need to be established with clear roles and expectations discussed.

Morocco – Phase 2

Project Title	Strengthening the Statistical Systems in Morocco
Project period	2024-2026
Country	Morocco
Main sector development issues	**Climate Change situation and environmental statistics** Climate change in Morocco poses a serious threat to Morocco's economic growth and human potential. Water scarcity, desertification and floods are the most serious environmental challenges faced by Morocco. Morocco is one of the most water scarce countries in the world closing in on absolute scarcity thresholds of 500 m3 per person per year. At the same time floods are the most frequent climate-related natural hazard, causing an annual loss of approximately 450$ mio. yearly, disproportionately affecting vulnerable people. As a core principle and action in strengthening the institutional and governance structures underpinning climate mitigation and adaption, Morocco's Climate Change Development Report (CCDR), recommends strengthening the climate information and analysis system as a public good. *"Generating, compiling, sharing, and analyzing reliable information on climate indicators is a public good that can inform decision-making processes, both public and private, and can foster climate action by reducing the level of uncertainty."[24]* In the face of this call, however, Morocco is lacking such open data and an information system making responses to shocks and long-term stressors difficult. **State of the statistical system** HCP started its journey towards a more digital and modern statistical production system in 2007 with the introduction of the first computer-assisted personal interviews for the labour force survey. In line with the national commitment to establishing a digital public sector (Strategy for Digital Transformation of the Public Sector in Morocco), HCP has made the digital transformation of the statistical production a strategic priority for the institution in its Statistical Development Strategy. Being a key priority and inhibitor for the modernization of HCP, Statistics Denmark will continue to support HCP in this process.

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[24] World Bank Group, Morocco Country Climate and Development Report, p.54-55, 2022

	The legal basis for producing statistics is from 1968. In order to modernize the national statistical system and meet new demands for data, as well as a coordinated Official Statistical System, a draft "Law on the National Statistical System" was put forward in 2015 – but it has not yet been passed following political disagreements. In line with UN guidelines, the revised law strengthens the role of the statistical institute in coordinating the official statistical system.
	Continued work on the legislative framework of Morocco, to be coordinated and independent, is a prerequisite for a transformation of the statistical system of Morocco and a key priority to HCP.
	Morocco is moving away from household surveys that are extremely expensive and cannot provide up to date, granulated data. Instead, they are embarking on the work of using administrative data for statistics. A population register is under design currently – to be deployed by end 2025. Being a key product in the Environmental Statistical modelling a population register can have large effects on modelling efforts. Having worked with the population register for more than 40 years Statistics Denmark stands at a strong position to support this process.
	Finally, the Paris21 Global Survey on the progress towards the SEEA implementation Morocco is at Stage I, having advanced very limited on the implementation (see table 4 above)[25].
	Water being the most prominent climate change related risk, Morocco's CCDR emphasises the need for urgent development of the water accounts system to provide information on availability of water resources (surface, groundwater, and non-conventional) as well as water use by sector. This would help decision-making regarding water resources management and investment planning[26].
Thematic issues	Strengthening Morocco's capacity to work with administrative data for statistical purposes, digitalizing prioritised statistical processes to bridge data gaps, and technical support to the further development of the implementation of The System of Environmental Accounts.
National partner authority	Haut-Commissariat au Plan (HCP)
Other partners to include, incl. Danish authorities	**Morocco partners:** The Tax Authority, The Social Security Administration and the Social Security Fund, The Ministry of Equipment, Transport, Logistics, The Ministry of Interior, The National Office of Electricity and Water Danish partners: **Danish partners:** Ministry of Climate, Energy and Utilities, Danish Energy Agency, Ministry of Environment of Denmark, Danish Environmental Protection Agency **Multilateral Partners:**

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[25] https://seea.un.org/news/recent-progress-and-trends-global-seea-implementation
[26] World Bank Group, Morocco Country Climate and Development Report, p.55, 2022

	Institut national de la statistique et des études économiques (INSEE), Statistisk Sentral Byrå (SSB), Central Institute of Statistics (CBS), Paris21, African Union (AU)
Objective	Partner countries statistical systems better positioned to support the green transition and climate change
Main possible or expected components and outcomes (Indicative)	**Outcome 1:** *Improved statistical frameworks supporting the green transition in Morocco through a strengthened capacity to work with administrative data for statistics, for digitalization processes and for communication.* To deliver on this outcome a series of activities are in the process of being designed to best tackle the imminent challenges. On the one hand HCP is in the process of developing a population register together with the ministry of interior. It is the intention that this register will form part of future population and demographic statistics. The process is in its initiation – and the hopes are that the register is functioning by end 2025. Population Statistics are a key data in Environmental Statistics[27], and assisting Morocco in the development of a live population database is a high priority. Adding to this the environmental statistics and the SEEA are deeply dependent on administrative data as well as data from other data sources. For this reason mapping, and securing the routine delivery of environmental data form administrative registers will be key to delivering on the SEEA and other environmental statistical products. Specifically, Morocco has shown interest in assistance with the development of Green Growth statistics. Adding to this it is expected that the project will deliver at least two SEEA productions and a webpage ensuring state of the art dissemination of environmental data. **Outcome 2.** *Statistical Institute of Morocco (HCP) has a strengthened role in society as a whole and their capacities to provide relevant and in-demand environmental statistics to government and private institutions are strengthened.* To reach this objective Statistics Denmark and the embassy will engage in a collaboration with HCP and other stakeholders, to get the amended Moroccan Law on Official Statistics passed. An amended law in line with international statistical recommendations has been put forward since 2015. The old law in itself poses a challenge to the modernization and reform of the NSS – among others due to the lack of independence and coordination of the statistical system. Adding to this Statistics Denmark will design a series of additional activities that also target the role of the statistical institute in society. HCP will be exposed to the partnership model that Denmark has had for the development of the SEEA. In this work Statistics Denmark will establish ties to universities in Denmark to seek synergies in a collaboration for environmental statistics. Finally, Statistics Denmark will support and encourage de establishment of a national partnership will for environmental statistics – inspired by the data

	eco-system model of Paris21. Under this umbrella, a series of inter-institutional trainings will be held on the SEEA providing technical capacity but also forging alliances and cooperation.
	Outcome 3. *Exposures to Danish data-solution companies and the Danish statistical system contributed to partner countries identification of viable solutions for acceleration of green national accounting.*
	Under this component Statistics Denmark will expose HCP and partners to the model for data-infrastructure that exists in Denmark and the role that public-private partnerships can have in the digital leaps ahead and for supporting green growth.
	Close collaboration with the DFC will be sought and a series of Danish IT- and data companies have agreed to cooperate with Statistics Denmark in common and coordinated study visits flagging the solutions that exist in Denmark – and their opportunities.
And lessons learned from previous projects	A key learning in the phase 1 on the project is that a more strategic and political angle must also be thought into programmes in contexts like Morocco. Phase 1 has seen several challenges connected to the weak role of HCP in the NSS and in the government complex – exemplified by the current law governing HCP.
	Strategic Outcomes 2 and 3 in Phase 2, and a close cooperation with the Danish Embassy and other donors, will therefore be key to reach results.
'Considerations about how "greening" would be addressed	Greening is a key objective to the project where all objectives have immediate and direct effects in targeting the core inhibitors to transformation. Objectives 1 is a core statistical product in climate change modelling, but it is also core to most other development agendas.
Pending questions and issues for further clarification	The work-plan has initially been discussed with HCP however, it must be further discussed and agreed upon. In addition, partnerships need to be established with clear roles and expectations discussed.

Vietnam – Phase 1 – ongoing (2022 to 2024); current project will be completed in Q4 2024

Project Title	Quality of official statistics (MFA File no. 2022-11955)
Project period	Phase 1 – ongoing (2022 to 2024). Current project will be completed in Q4 2024
Country	Vietnam
Main sector development issues	**Climate Change situation and environmental statistics**
	Vietnam is among the worlds most vulnerable to climate change ranked 127 of 182 by the Notre Dame Global Adaptation Initiative (ND-GAIN) and 13th highest among 180 countries by the Germanwatch Global Climate Risk Index. With 3,260 kilometres of coastline Vietnam is highly exposed to sea-level rise.
	In 2020 the monetary cost of Climate Change to Vietnam was estimated at 3.2 percent of GDP. Without proper adaption and mitigation, the World Bank

	Group estimates that the cost will increase to 12-14.5 percent a year by 2050 – plunging up to one million people into extreme poverty by 2030[28].
	With the right mix of policies and strategies, the WB argues, Vietnam stands in a position to leverage on its decarbonisation efforts and climate change adaption measures in general.
	Vietnam has a National Plan for the Implementation of the System of Environmental Economic Accounts dating back to 2015, however the Statistical system in Vietnam still struggles to capture fundamental environmental impacts of climate change in the National Statistics[29].
	State of the statistical system
	Vietnam is at stage I in the progress towards producing the SEEA, having advanced very limited on the implementation (Table 4 above).
	Adding to this Vietnam still struggles to modernize core data and statistical products like an up to date, timely and geographically referenced population statistic coupled with basic vulnerability indicators like education.
	The main challenges relate to the jump from time consuming and expensive survey/census that cannot produce up-to-date population data - to the consistent use of low cost and automated administrative data for statistics.
And lessons learned from previous projects	Since the project has just begun, no conclusions can be made yet.
	It is however clear, that the Department of Social and Environment Statistics at the General Statistics Office (GSO) has the motivation and probably also the capacity to scale up their efforts towards a full "green national accounts".
	It is also considered promising to implement scalable methodologies in GSO regarding use (re-use) of already existing administrative data owned by external public authorities for the purpose of producing national official statistics. The developments within the current SSC-project are expected to form the basis of an accelerating ketchup-effect, where methods and approaches learned can easily be adapted to statistical areas and sectors not covered in the current project.
Thematic issues	Strengthening Vietnam's capacity to work with administrative data for statistical purposes, digitalizing prioritised statistical processes to bridge data gaps, and technical support to the further development of the implementation of The System of Environmental Accounts.
National partner authority	General Statistics Office (GSO), Hanoi, Vietnam
Other partners to include, incl. Danish authorities	**Vietnamese partners:** Ministry of Agriculture and Rural Development, Information and Statistics Center, Ministry of Education and Training (MOET), Ministry of Foreign Af-

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[28] World Bank, Vietnam Country Climate and Development Report, 2022
[29] Vietnam National Statistical Plan 2022, World Bank, Vietnam Country Climate and Development Report, 2022

	fairs, Ministry of Health, Ministry of Information and Communication, Department of tele communication, Ministry of Justice, Ministry of Labour (Molisa), General Directorate of Vocational Training, Ministry of Natural Resources and Environment, Department of Climate Change, Ministry of Public Security, Ministry of Trade and Industry, Department of Electricity and Renewable Energy, Ministry of Trade and Industry, Department of Energy Efficiency and Sustainable Development, Ministry of Trade and Industry, Institute of Energy, Private company: Bach hoa xanh Supermarket chain **Danish partners:** Danish Embassy, Ministry of Climate, Energy and Utilities, Danish Energy Agency, Ministry of Environment of Denmark, Danish Environmental Protection Agency **Multilateral Partners:** UNFPA, WB and IMF
Objectives (current SSC project)	**Outcome A:** Foundation for using administrative data for producing population statistics improved. **Outcome B:** Quality of education statistics is improved by the consistent use of administrative data on education. **Outcome C:** Big data is used as a new data source for producing statistics in Viet Nam. **Outcome D:** System of environmental-economic accounts improved.
Considerations about how "greening" would be addressed	Greening is a key objective to the project where objective D has an immediate and direct effect, while objectives A, B and C target the core inhibitors to transformation being lack of capacity to, modernise the statistical production with administrative data. Objectives A is a core statistical product in climate change modelling but it is also core to most other development agendas.
Pending questions and issues for further clarification	This project has recently started, due to a delayed approval.

Annex 2 Partner Assessment

Statistics Denmark (DST)

Statistics Denmark has more than 25 years' of experience in capacity development projects in direct partnership with agencies in recipient countries, and has since 2020 been engaged in SSC project with Ghana and Morocco, and since 2022 with Vietnam. Moreover, SSC projects of other authorities have requested Statistics Denmark's support in their implementation, such as the Danish Patent and Trademark Office SSC in Brazil, specifically on the links between digitalized data and production of statistics including green national accounts. Projects are housed within the International Advisory team in DST, counting profiles within statistics as well as international development cooperation.

In DST's International Advisory's Strategy 2021-2025, the vision of how DST supports Danish, European and International agendas including the Sustainable Development Goals and the Global Green Transition is presented. This is achieved through knowledge sharing and capacity building within state-of-the-art official statistics and through strategic partnerships for official statistics. The four strategic goals include:

1) Key competencies and project portfolio: we engage where needs are greatest and our key competencies have the greatest potential for impact.
2) Organisation and processes: our organizational processes are efficient, robust and transparent.
3) Partnerships: We engage in strategic partnerships to support the development of official statistics internationally, and we actively foster dialogue and collaboration with our stakeholders.
4) Communication: We actively communicate about our activities with a focus on targeting and adaptation to specific contexts we communicate in.

DST collaborates with several international organisations e.g. the UN Statistical Commission and its European branch, the Statistical Department of the UN Economic Commission for Europe (UNECE), the Organization for Economic Co-operation and Development (OECD), the International Monetary Fund (IMF) and the International Labour Organization (ILO).

DST is also part of the European Statistical System (ESS). ESS is a partnership between the statistical authority of the Commission (Eurostat), the national statistical offices and other national statistics producers in the Member States. The purpose of the European statistical cooperation is to produce comparable statistics of high quality. A large part of the EU statistics is determined through legislation and Statistics Denmark actively participates in all phases of the EU legislative process. DST is member of the Commission's (Eurostat's) working groups, where experts from Statistics Denmark and the other member states are consulted in connection with the preparation and implementation of the EU's statistical legislation. The DST General Director of DST is member of the European Statistical System Committee (ESSC), which is the overall body within the ESS cooperation.

Summary of DST relevant capacities
Overall, DST has more than 50 years of experiences in using administrative data for statistical production. Hence, DST will be in a position to support the selected countries with their plans to strengthen the institutional and technical requirements for working with administrative data for statistics. Hereunder green and environmental data and statistics.
Further, DST has the capacity and experiences to support the targeted countries in their effort and requests to apply a more holistic and sustainable approach to digitalisation. DST has undergone the transition from analogue driven statistical processes to more automated processes of statistical systems.

Today, DST has more than 500 staff, mainly technically skilled statisticians, organised in five Directorships and lead by the Chief Statistician. See also the Organisational Chart in the box.

DST has engaged in International advisory for 27 years. Since 1995 40-50 people have participated in international capacity building activities on a yearly basis – pertaining to all the different branches of the organization. Programs and projects are mostly EU-twinning programs, however projects have also been implemented on behalf of the WB, SIDA and others.
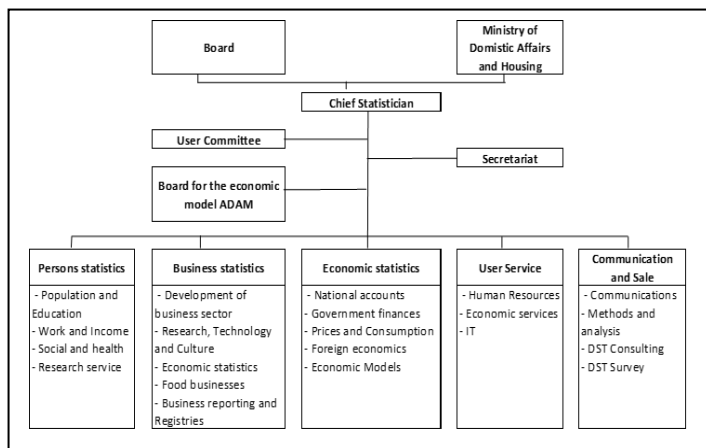
DST has implemented statistical capacity programs in more than 50 countries since 1995 pertaining to a large variation in institutional setup, needs and objectives. Activities vary from short missions to large programs.

Adding to that DST regularly provides specific advice to peer statistical institutes that ask for it around the world – but most often in Eastern Europe. DST also participates in various expert groups as part of the regular work of the organization – in the UN, OECD but most strongly in the EU through EUROSTAT. Working Groups might be groups set up in the development of new guidance or regulations, they might concern implementation of new or difficult products - or they might also concern strategic considerations where Denmark feeds into a specific agenda.

Capacity Building activities have been provided on a large variety of issues pertaining to all the different statistics and processes in DST – from IT to National Accounts, Balance of Payments and Data Collection.

While scaling up certain activities from 2020 to 2023 DST has employed a policy of deploying expert pairs, ensuring that experts are never sent alone and that senior personnel are deployed with an extra, often more junior, expert. In doing so DST guards against personnel changes, and harvests the dynamics of bringing on board different skills. The adjustment towards this policy has meant that capacities have been broadened out – ensuring a larger expert base.

DST's engagement and experiences in international forum and agendas, enables a holistic support modality where DST can deploy experienced and good practice technical assistance and staff for capacity and systems development, as well as diplomatic and political engagement with partner authorities through the various directorships of DST. A key lesson learned within DST is the need for a statistical institute like DST to establish trust within society and within the political landscape. Among other, trust is gained through delivery of good quality data and statistics servicing all actors in society including the political and government system, private sector as well as communities and citizens.

Annex 4 Risk Management

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Contextual risks					
International crisis or pandemic that affects the Programme implementation by impeding travel	Unlikely	Major	The first COVId-19 related closures has allowed for experience in how to adjust to virtual activities.	However, even if held virtually, the experiences during the previous closures, is that the impact of the programme will be affected.	While the covid is still present in 2023, we have not seen an indication that closure will be a solution – also due to the major impact thereof. For that reason we do not see it as a likely scenario. An international crisis affecting operations in the countries that we are in is not a serious risk scenario at this point.
Local political changes redirecting focus or replacing leadership in the institutions – affecting prioritization and advancement om the Programme.	Likely	Major	Programmatic design must consider this. For this reason, working closely with mid-level personnel and technical staff is key to the institutional memory of the organization. In the case of new administrations disregarding the work done by the previous, a close collaboration with the embassy staff is key.	Delays however in this situation is expected.	The strategy of the SSC is to engage government stakeholders even more and raise priorities in the countries of operation. This means that there is a large political focus. This focus however also creates the risk that new administrations will disregard the work done by a previous administration.
Programmatic risks					
Lacking absorption capacity of partners.	Likely	Medium	Based on the lessons learnt from the previous phase the programme design in each country considers this – aiming at a deep focus rater than many activities all at once.		Lacking absorption capacity of partners – meaning that local staff do not have time to participate, or capacity to take in the information or capacity to make the adjustments linked to the capacity building. All three may diminish the impact of the Programme.

Crisis or strategic shift in Denmark that affects Statistics Denmark's capacity to deliver a specific expert.	Medium	Major	Experiences during the last phases has been to ensure to diversify the activities on the one hand, and in risk thematic (National Accounts etc.) try to send two experts -the key expert and their substitute (foul/føl).		Experts used in the FP are usually key experts in the production of statistical products in Denmark. The FP is important but the experts first priority will be the law mandated production in Denmark. In the case of certain crisis situations deploying said expert may be impossible.
Institutional risks					
Challenges affecting programme implementation a's a result of the new FP modality	Certain	Minor	To strengthen the capacity of the team a new role as M&E and QA officer has been installed. At the same time new administrative officer was added last year in an attempt to reinforce the administrative capacity of the team.		The programme modality is new and there may be unexpected challenges.

Annex 6 Tentative Process Action Plan (PAP)

Date	Activity	Responsible unit
20th April	Submission to MFA Programme Committee	GDK / DST
16th May	MFA Programme Committee meeting	GDK with DST rep.
1st June	Submission of revised programme document to MFA appraisal team	DST and GDK
June	Appraisal of draft programme document	ELK
End June/early July	Draft Appraisal Report, responses to report, and adjusted final appraisal report	ELK
31st August	Update of programme documentation and submission of final draft programme document to UPR	GDK
14th September	UPR meeting	ELK
September-October	Approval by the Minister of Development Cooperation / MFA. Presentation to the Finance coommitee	GDK
November	Publish on Danida Transparency	GDK
November	Agreement formalised	GDK and DST