

# **United Nations Development Account**

## **Terminal Evaluation of the DA (10<sup>th</sup> Tranche)**

**Programme on Statistics and Data**

**2016-2021**

**Global Assessment Report  
Final**

*Report completed on: May 30, 2022*



**Development Account**

*Department of Economic and Social Affairs*

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## Acknowledgements

The Evaluation Team highly appreciated the support, efforts and valuable contributions provided by the Programme Coordination Team at the United Nations Statistics Division – Mr. Gabriel Gamez and Ms. Indira Devi Persaud. We also acknowledge the contributions by the Programme implementing entities: the Economic Commission for Africa (ECA), the Economic Commission for Europe (ECE), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic and Social Commission for Western Asia (ESCWA), the Economic Commission for Latin America and the Caribbean (ECLAC), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Department of Economic and Social Affairs (DESA), the United Nations Environment Programme (UNEP), the United Nations Human Settlements Programme (UN-Habitat), the United Nations Office on Drugs and Crime (UNODC) and the Statistics Division of DESA (UNSD). We also acknowledge contributions made by the Evaluation Reference Group for their time, valuable assistance, strategic guidance and insights for design of the evaluation methodology. Finally, we would also like to thank all the people in Latin America and the Caribbean, Africa and the Arab region, Europe and Asia-Pacific who provided valuable inputs to this Global Assessment. Their frankness and an open-heart attitude and their contributions – in terms of time, effort, individual experiences, knowledge, insights and thoughts -- represent the most valuable elements of the evaluation.

This report was commissioned by the United Nations Department of Economic and Social Affairs. The findings, conclusions and recommendations of this report are those of the Evaluation Team and do not necessarily reflect the views of the United Nations Department of Economic and Social Affairs.

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## List of Abbreviations

CDO	Capacity Development Office
CDPMO	Capacity Development Programme Management Office (DESA)
CRVS	Civil Registration and Vital Statistics
DA	Development Account
DA-PMT	Development Account Programme Management Team (CDPMO/DESA)
DESA	Department of Economic and Social Affairs
EA	Expected Accomplishment
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ECLAC	Economic Commission for Latin America and the Caribbean
EECCA	Eastern Europe, Caucasus and Central Asia
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
EU	European Union
IA	Indicator of Achievement
ICCS	International Classification of Crime for Statistical Purposes
KI	Key Informant
KII	Key Informant Interview
LLDCs	Landlocked Developing Countries
LDCs	Least Developed Countries
MTE	Mid-Term Evaluation
NSDS	National Strategy for the Development of Statistics
NSO	National Statistical Office
NSS	National Statistical System
PCT	Programme Coordination Team
Prodoc	Programme Document
RPTC	Regular Programme for Technical Cooperation
SC	Steering Committee (Development Account)
SDGs	Sustainable Development Goals
SDMX	Statistical Data and Metadata Exchange
SIDS	Small Island Developing States

SEEA	System of Environment and Economic Accounting
TAG	Technical Advisory Group
ToRs	Terms of Reference
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UN-Habitat	United Nations Human Settlement Programme
UNCT	United Nations Country Team
UNCTS	United Nations Crime Trends Survey
UNFPA	United Nations Population Fund
UNODC	United Nations Office on Drugs and Crime
UNSD	United Nations Statistics Division (DESA)
USG	Under-Secretary-General

## Executive Summary

1. This document is the report of the Global Assessment of the Development Account (DA) 10th Tranche *Programme on Statistics and Data* (the “Programme”), one of the three evaluation studies to inform the Terminal Evaluation of the Programme.<sup>1</sup> The evaluation was designed to generate information on the Programme’s results achievement during its over 4.5-year implementation period and on the Programme’s unique programming model. It aims at providing the DA Steering Committee and the implementing entities with lessons learned and insights to help inform future programming.

## The Programme on Statistics and Data

2. The DA *Programme on Statistics and Data* was implemented from September 2016 to April 2021 by 10 UN entities<sup>2</sup> with a budget of USD \$ 11.4 million. The Programme objective was “to strengthen the statistical capacity of developing countries to measure, monitor and report on the Sustainable Development Goals (SDGs) in an accurate, reliable and timely manner for evidence-based policymaking”.<sup>3</sup> The Programme was structured around seven components (or four pillars), each contributing to the Programme’s overall objective and four specified programme-level expected accomplishments (EAs). The Programme delivered 603 activities of global, regional, sub-regional or national scopes involving 193 countries. Seventy-five countries individually benefited from 213 national scope activities. Participants in Programme activities in most countries were mostly officials of the National Statistical Office (NSO).

## Global Assessment Methodology

3. The Global Assessment purpose was: “to support accountability for results, and to enable learning”. The Global Assessment assessed the Programme’s performance against the main criteria of relevance, coherence, efficiency, effectiveness, sustainability and human rights and gender equality mainstreaming. An additional criterion related to efficiency/effectiveness of the DA Programme on Statistics and Data Model was also included. A set of evaluation questions, which guided the entire evaluation, is presented in Evaluation Matrix (see Appendix 1). The Global Assessment addresses these questions within its scope of work, specifically in relation to Component 1 (in-depth), and other components (generally). Components 2 and 4 are the object of separate in-depth assessments.
4. The data collection strategy was designed to allow findings and conclusions to be drawn based on the analysis and triangulation of evidence collected from sources (primary and secondary), and using different methods. The data collection methods included: a) desk review; b) an electronic

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<sup>1</sup> Assessments of two thematic Programme components: Environment & Gender are also currently being conducted.

<sup>2</sup> Namely the Economic Commission for Africa (ECA), the Economic Commission for Europe (ECE), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic and Social Commission for Western Asia (ESCWA), the Economic Commission for Latin America and the Caribbean (ECLAC), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Department of Economic and Social Affairs (DESA), the United Nations Environment Programme (UNEP), the United Nations Human Settlements Programme (UN-Habitat) and the United Nations Office on Drugs and Crime (UNODC). The Programme was coordinated by the Statistics Division of DESA (UNSD).

<sup>3</sup> Prodoc

questionnaire to gather opinions from component co-leads and focal points; c) an on-line survey to gather inputs of Component 1 beneficiaries (national statistical offices); d) virtual key informant interviews (KIIs) with DA Programme stakeholders; and e) review of Google analytics data from on-line products produced under Component 1. Data and views of more than 110 people were gathered. The Global Assessment faced a few challenges and limitations, which are described in detail in section 4.5.

## Findings

5. A total of 28 findings in line with the evaluation criteria have been identified through the Global Assessment, reflecting the views of the evaluation team and are presented in Section 5 of this report. These findings can be summarized as the following:
6. The Programme design was relevant and coherent. It focused on collectively addressing the priorities and most pressing needs of the NSOs in relation to measuring, monitoring and reporting on SDGs in developing countries through global, regional, sub-regional and country-level activities. The Programme design did not include pre-established Programme-wide criteria towards selecting a group of countries to provide targeted support to address specific needs and it could have targeted the broader national statistical systems of Member States beyond the NSOs. The Programme was coherent and coordinated with the other relevant capacity development work undertaken by the participating entities, providing continuity to and/or complementing other projects underway by them. It provided flexibility to tailor assistance and respond to regional and sub-regional realities.
7. The Programme delivered its planned activities and outputs efficiently, despite some initial delays. External resources were leveraged and the implementing entities reported to have mobilized a significant amount of non-DA funds to support the implementation of the Programme.
8. Regarding effectiveness, more than 600 activities in total, designed to contribute towards one of the Programme EAs, were undertaken under the seven Programme components. Tracking and reporting on progress towards Programme EAs, component-level EAs and indicators of achievement (IAs), however, were quite limited due in part to the Programme's complex results framework. The Programme activities were believed to have contributed to enhancing participating countries' capacities to measure, monitor and report on the SDGs. Improved capacities of Member States were achieved through a series of knowledge products developed under each component and respective thematic areas, as well as through global, regional, sub-regional and national workshops, seminars and technical meetings. A limited number of countries received tailored support at country level and the Programme reached a relatively small number of least developed countries (LDCs). No notable unintended results of the Programme were identified.
9. The SDG agenda aims at improving statistics to highlight the situation regarding human rights and gender issues but the Programme's original design intended to go further, mainstreaming of gender statistics in all facets of the Programme. These perspectives were mainstreamed into the programme to a limited extent, through the gender statistics component and a small number of activities delivered in other components.
10. The Prodoc outlined a broad approach to promote the sustainability of the Programme results. About 67% of the NSOs surveyed believe the capacity increase gained through the Programme is sustainable. There was no evidence of concrete measures put in place to ensure the sustainability



of the Programme results.

11. The Programme model with its various management and coordination mechanisms was considered to have enabled the effective and efficient delivery of outputs and component-level contributions towards EAs. The central on-line reporting portal was useful to standardize the information on the activities and to promote information sharing. The lead implementing entities did not have control over the implementation of the component budget, which they led. Each entity managed the activities it delivered in the various components as if they made up one individual “project”. Synergies and collaboration across components was limited, in the view of many stakeholders.

### Conclusions

12. In conclusion, the Programme of Statistics and Data successfully implemented a large number of activities, which combined skills and expertise of those UN entities participating in them. The Programme model was believed to have been mostly supported by an effective structure, although monitoring and reporting on progress and facilitating a shift towards joint implementation of activities under each component and the Programme as a whole, remained challenges; the Programme was considered to have successfully demonstrated that collaboration among the 10 DA implementing entities towards a common programme goal was possible.
13. “Well-structured platforms” were set up in various thematic areas, enabling collaboration, synergies and information sharing. However, the Programme-level results achieved were neither monitored nor documented and limited evidence was found to support the assessment that the expected results achieved were facilitated by the programme model or that the “far-greater impact and sustaining results” originally expected were in fact materialized.
14. A financial management system to support the management of the budget of “one programme” jointly delivered by 10 entities was not in place. The lead entities did not have the control over the implementation of the component they led. The allocation of the Programme budget per entity enabled them to implement all of their activities (in all components in which they participated) but reinforced the notion of 10 “individual” projects managed by the 10 entities across several thematic areas.
15. The Global Assessment did not involve the formulation of recommendations based on its findings. The final report of the Terminal Evaluation of the Programme (Final Evaluation Report), which will synthesize the findings of all three assessments undertaken as part of the evaluation, will include a set of recommendations at the Programme level.
16. Moving forward, the findings of this assessment will be incorporated into the final evaluation report, which will also incorporate the findings of the in-depth assessments of Components 2 and 4, which were separately conducted and designed to provide insights into the Programme’s performance and lessons learned at component level.

## 1. Introduction

17. This document is the report of the Global Assessment of the Development Account (DA) 10<sup>th</sup> Tranche *Programme on Statistics and Data* (the “Programme”), which was conducted as part of the Terminal Evaluation of the Programme. The DA Programme on Statistics and Data was implemented from September 2016 to April 2021 by 10 UN entities, with activities organized into four pillars or seven components and a budget of USD \$ 11.4 million. The Terminal Evaluation has two main levels of analysis and validation, namely this Global (Programme-level) assessment and the in-depth assessments of two thematic Programme components (environment and gender).<sup>4</sup>
18. The purpose of the Terminal Evaluation is to support accountability for results, and to enable learning. The evaluation is designed to generate information on the Programme’s results achievement during its over 4.5-year implementation period. As a forward-looking exercise, it also aims to provide the DA Steering Committee with findings and recommendations on how to improve the relevance, effectiveness, efficiency and sustainability of DA-funded projects and programmes. These include findings on the Programme’s implementation model involving 10 implementing entities, which constitutes a unique programming model. The evaluation also aims at providing the implementing entities with lessons learned and insights to help inform future programming.
19. The primary audiences of the Terminal Evaluation are the DA Steering Committee and the statistics divisions of the participating implementing entities. Other audiences of the Evaluation include the DA Focal Points and senior management of the participating entities, DA Programme Management Team and the General Assembly.
20. The Terminal Evaluation, along with the Mid-Term Evaluation (“MTE”) undertaken in the second half of 2018,<sup>5</sup> were planned from the Programme onset. This Global Assessment covers the entire Programme and all activities implemented between September 2016 and April 2021. During this period, the Programme delivered more than 600 activities and involved in its implementation, management and coordination more than 60 individuals in the roles of component lead, co-lead or focal point, a Technical Advisory Group (TAG) made up of senior statisticians from the 10 entities, as well as a Programme Coordination Team (PCT), consisting of a Programme Coordinator and a Statistician.

## 2. Description of the Programme

21. The DA *Programme on Statistics and Data* was originally designed as a 4-year intervention to be implemented jointly by all 10 DA implementing entities, namely the Economic Commission for

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<sup>4</sup> The three evaluation studies are being carried out by different independent consultants and managed by different Entities. An Inception Report was prepared for each assessment. The *Global (Programme-level) Assessment* was undertaken by an independent evaluator (Global Evaluation Consultant), who prepared this Report with the support of a Senior Statistician, and was managed by the Evaluation Officer with the Capacity Development Programme Management Office (CDPMO) of DESA. The *Thematic Component Assessments*, including Component 2 (Environment statistics and indicators) and Component 4 (Gender statistics and indicators) are managed by the Evaluation Office of UNEP and the Strategic Programme Development, Coordination and Partnership Section of CDPMO/DESA respectively and undertaken by different Independent Consultants.

<sup>5</sup> Mid-term external evaluation of the 10th tranche Development Account Programme on Statistics and Data. Hallgrímur Snorrason. Final 12 November 2018.

Africa (ECA), the Economic Commission for Europe (ECE), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic and Social Commission for Western Asia (ESCWA), the Economic Commission for Latin America and the Caribbean (ECLAC), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Department of Economic and Social Affairs (DESA), the United Nations Environment Programme (UNEP), the United Nations Human Settlements Programme (UN-Habitat) and the United Nations Office on Drugs and Crime (UNODC). The Programme was coordinated by the Statistics Division of DESA (UNSD).

## **2.1. About the Development Account**

22. The Development Account (DA) is a capacity development programme of the United Nations Secretariat aiming at enhancing capacities of developing countries in the priority areas of the United Nations Sustainable Development Agenda. The DA is funded from the Secretariat's regular budget and implemented by the five Regional Commissions and five entities with global mandates, covering all regions of the globe. Projects are typically programmed in tranches, which represent the Account's programming cycle. The Programme on Statistics and Data is one of the "projects" of the 10th tranche.
23. The Under-Secretary-General (USG) for Economic and Social Affairs is designated as the Programme Manager of the DA with responsibility for overall coordination, programming, monitoring and evaluation, as well as for reporting to the intergovernmental bodies. The DA Steering Committee (DA SC) provides advice to the Programme Manager on strategic policy and programme-support matters.
24. The DA Programme Management Team (DA-PMT) located within the Capacity Development Project Management Office (CDPMO) of DESA assists with all aspects of the management of the DA, specifically programming, monitoring, evaluation and reporting. The DA-PMT also liaises with the DA Focal Points in the implementing entities, who are most often the head of the entity's unit responsible for programme planning, programme management, capacity development or technical cooperation, on all aspects of the management of DA-funded projects.<sup>6</sup>

## **2.2. Programme Objectives and Expected Accomplishments**

25. The Programme objective was "to strengthen the statistical capacity of developing countries to measure, monitor and report on the Sustainable Development Goals (SDGs) in an accurate, reliable and timely manner for evidence-based policymaking". The Programme also aimed "to heighten awareness within countries of the need to prioritize the strengthening of their statistical systems, including through increased budgetary allocations, streamlining production processes, drawing on new and innovative data sources and using new tools and methodologies."<sup>7</sup>
26. The Programme was founded on the need to enhance Member States' capacities to measure progress against the SDG targets established by the 2030 Sustainable Development Agenda,

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<sup>6</sup> For this Programme, a decision was made that DA-PMT would directly deal with UNSD on all aspects of programme management, with very limited involvement of the DA Focal Points of DESA and the other implementing entities, compared to regular DA projects.

<sup>7</sup> Prodoc.

particularly in the domain of statistics and data. The 2030 Agenda placed additional demands upon countries to demonstrate progress towards the SDGs using data. These included the need to develop or redefine national targets and indicators, adjust National Strategies for the Development of Statistics (NSDS), and streamline processes for timely production of official statistics.<sup>8</sup>

27. The Programme was designed to address these challenges, with “a new and innovative approach that brings the 10 implementing entities of the [United Nations] Secretariat together, capitalizing on their individual technical capacities and comparative advantages, with a common objective to help developing countries face the data challenges of the new development agenda”.<sup>9</sup>
28. The expected accomplishments (EAs) and indicators of achievements (IAs) at the Programme level are shown in Table 1 below:

**Table 1: Logical Framework at Programme Level**

Expected Accomplishments (EA)	Indicators of Achievement (IA)
(EA1) Enhanced capacity of developing countries to strengthen statistical institutional environments to measure, monitor and report on the sustainable development goals	(IA1.1) Number of target countries that have adopted revised national strategies for the development of statistics based on inputs from the Programme. (IA1.2) Number of country participants trained who confirm increased understanding of the institutional arrangements required for measuring the sustainable development goals. (IA1.3) Number of countries that establish institutional mechanisms to foster dialogue between users and producers of statistics in the context of the sustainable development goals
(EA 2) Strengthened capacity in developing countries to improve statistical production processes to address increased data needs across multiple statistical domains	(IA2.1) Number of improved statistical production processes in countries to measure specific sustainable development goals indicators and targets based on inputs from the Programme.
(EA 3) Strengthened capacity in developing countries to measure and monitor indicators and targets in new statistical and data areas	(IA3.1) Number of countries that started reporting in new areas where the Programme provided support
(EA 4) Enhanced leveraging, partnerships and collaboration by United Nations system and other partners to help countries strengthen their national statistical systems for measuring the sustainable development goals	(IA4.1) Number of partnerships created within the United Nations system to provide support for statistical strengthening at the national level in the context of the sustainable development goals with the input of the Programme. (IA4.2) Number of partnerships created with external partners to provide support for statistical strengthening at the local, national, regional and international levels. (IA4.3) Number of countries that are supported by the Programme in mobilizing financial resources for strengthening national statistical systems.

**Source: Prodoc**

29. The Programme was structured around seven components (or four pillars), each guided by a results framework containing specific EAs and IAs and designed to contribute to the Programme’s overall objective and Programme-level EAs.<sup>10</sup> Table 2 below shows the linkages between these Programme-level EAs and the Programme components.

<sup>8</sup> Prodoc.

<sup>9</sup> Prodoc.

<sup>10</sup> The pillar-level results frameworks are presented in the Annex II of the ToRs for the Global Evaluation Consultant (see Appendix 9).

**Table 2: Linkages between components and programme-level expected accomplishments**

Component  Programme-level expected accomplishments (EA)	1. Means of implementation	2. Environment statistics & indicators	3. Population and demographic statistics & indicators	4. Gender statistics & indicators	5. Poverty and inequality statistics & indicators	6. Peaceful and inclusive societies indicators	7. Economic statistics & indicators
	<b>EA1:</b> Enhanced capacity of developing countries to strengthen statistical institutional environments to measure, monitor and report on the sustainable development goals						
<b>EA2:</b> Strengthened capacity in developing countries to improve statistical production processes to address increased data needs across multiple statistical domains							
<b>EA3:</b> Strengthened capacity in developing countries to measure and monitor indicators and targets in new statistical and data areas							
<b>EA4:</b> Enhanced leveraging, partnerships and collaboration by United Nations system and other partners to help countries strengthen their national statistical systems for measuring the sustainable development goals							

### 2.3. Programme Strategies & Key Activities

30. The Programme was formulated as a unified and structured whole, rather than an amalgamation of individual projects and proposals, which would combine the unique skills and expertise of the UN entities and provide a well-structured platform to support developing States in addressing their statistics and data challenges, achieving far-greater impact and sustaining results.<sup>11</sup>
31. During Programme design, an additional principle was added when defining the substantive focus of the Programme: *Mainstream gender statistics in all facets of the Programme*. “While SDG 5 is a stand-alone goal which promotes gender equality and women’s empowerment, approximately one-third of the 230 indicators are gender relevant”.<sup>12</sup> The Programme intended to “incorporate a gender dimension in all facets of its work, particularly in strengthening existing methodologies/tools, or developing new methodologies”.<sup>13</sup>
32. The Programme activities were designed to focus mainly on two broad issues: i) developing methodology, classifications and guidelines; and ii) providing training and guidance through e-learning, e-training, workshops and direct technical assistance. These were linked to the achievement of each expected result at the component level. Appendix 7 shows the planned programme clusters of activities, their expected contributions towards programme level EAs and respective IAs.

<sup>11</sup> Prodoc.

<sup>12</sup> Prodoc.

<sup>13</sup> Prodoc.

33. Programme Component 1 would articulate its activities and deliverables with producers of statistics (statistical systems), policy makers and other users and stakeholders at national level by conducting fact-finding, advisory missions complemented at the (sub-) regional level with workshops and seminars aiming at developing guidance and training material, sharing good practices and identifying common challenges.<sup>14</sup>
34. The Programme delivered 603 activities, each of them well documented in the “factsheets”<sup>15</sup>. These included, among others: workshops and technical meetings (e.g. expert meetings, forums, training); research and production of knowledge products (e.g. guidelines, methodologies, tools); technical advisory services and missions to selected countries; and travel for participation in internal and external events and advocacy.
35. According to data extracted from the factsheets as reported in the End-Programme Report dated August 2021 (shown in Table 3) and updated as of September 30th,<sup>16</sup> the largest number of activities (41%) undertaken by the Programme were Workshops, Seminars and Training (including virtual and on-line); this was the type of activities delivered most under all components but Component 3. About 19% of activities were Advisory Services of a variety of types and in-country missions for technical assistance.<sup>17</sup> Components 1 and 2 delivered the largest number of activities.

**Table 3: Number of Activities per Type and Component**

Type of Activity	Components							Total	%
	1	2	3	4	5	6	7		
Workshop / seminar / training	62	62	27	37	14	6	37	245	41%
Advisory services / country mission	24	36	30	5	8	3	8	114	19%
Guidelines / methodology / tools	16	18	9	10	7	4	18	82	14%
Training material / case study / best practice	5	16	7	4	13	3	20	68	11%
Expert group / technical group meeting	8	17	9	9	4		10	57	9%
Participation in third party meeting / advocacy	10	3	5	6			5	29	5%
Website/Portal	3	1		2			2	8	1%
<b>Grand Total</b>	<b>128</b>	<b>153</b>	<b>87</b>	<b>73</b>	<b>46</b>	<b>16</b>	<b>100</b>	<b>603</b>	<b>100%</b>
<b>%</b>	<b>21%</b>	<b>25%</b>	<b>14%</b>	<b>12%</b>	<b>8%</b>	<b>3%</b>	<b>17%</b>	<b>100%</b>	

Source: Factsheets. End Programme Report. August 2021.

36. As seen in Table 4 below, 213 of these activities (35%) were National in scope, while the remaining 393 (65%) were Sub-regional (27 or 4%), Regional (232 or 38%) or Global (134 or

<sup>14</sup> According to the Concept Note for the Programme included in the Proposed project budget for 2016 (A/70/6 (Sect. 35)).

<sup>15</sup> The factsheets were simple reports of planned and completed activities, which from the start of the Programme, all leads, co-leads and focal points were requested to compile.

<sup>16</sup> The final End Programme Report was shared with the Evaluation Team on 18 August 2021. The list of activities was updated by the PCT and shared with the Evaluation Team on the 16<sup>th</sup> of September. Entities had the opportunity to provide additional documentation up until the 30<sup>th</sup> of September.

<sup>17</sup> Note that some variations are possible in the categorization. Since some activities had multiple objectives, they could be associated with more than one category of activities. The Global Evaluation Consultant applied some judgment in the categorization.

22%).<sup>18</sup>

**Table 4: Activities per component and scope**

Scope & activities	Component							# of activities	%
	1	2	3	4	5	6	7		
<b>Global</b>	17	24	18	13	11	3	46	131	22%
Expert group / technical group meeting	2	4	6	5			2	19	
Guidelines / methodology / tools	8	10	7	3	3	2	11	44	
Participation in third party meeting / advocacy	3	1	2	3			3	12	
Training material / case study / best practice		6	2	1	5		14	28	
Website/Portal	2						2	4	
Workshop / seminar / training	2	3		1	3	1	14	24	
<b>National</b>	45	82	31	25	9	11	10	213	35%
Advisory services / country mission	24	33	25	5	8	3	8	106	
Expert group / technical group meeting		1						1	
Guidelines / methodology / tools	2	3	1			2		8	
Participation in third party meeting / advocacy			1				1	2	
Training material / case study / best practice		4			1	2		7	
Workshop / seminar / training	19	41	4	20		4	1	89	
<b>Regional</b>	51	38	39	34	26	1	43	232	38%
Advisory services / country mission		3	5					8	
Expert group / technical group meeting	5	12	3	4	4		8	36	
Guidelines / methodology / tools	6	3	1	7	4		7	28	
Participation in third party meeting / advocacy	6	1	2	3			1	13	
Training material / case study / best practice	5	4	5	3	7		5	29	
Website/Portal	1	1		2				4	
Workshop / seminar / training	28	14	23	15	11	1	22	114	
<b>Sub-regional</b>	15	9		1		1	1	27	4%
Expert group / technical group meeting	1							1	
Guidelines / methodology / tools		2						2	
Participation in third party meeting / advocacy	1	1						2	
Training material / case study / best practice		2				1	1	4	
Workshop / seminar / training	13	4		1				18	
<b>Grand Total</b>	<b>128</b>	<b>153</b>	<b>87</b>	<b>73</b>	<b>46</b>	<b>16</b>	<b>100</b>	<b>603</b>	<b>100%</b>

Source: Factsheets. End Programme Report. August 2021.

<sup>18</sup> Percentages do not add up to 100% due to rounding.

## 2.4. Beneficiary and Target Countries

37. Initially, according to the Prodoc, the Programme estimated to work directly with 35 countries across all regions, where it would “engage with the broader statistical community within the country, promote dialogue across ministries and between producers and users of statistics, and analyze with the NSOs, the full range of statistical production processes”.<sup>19</sup> In addition, the Programme also planned to involve a number of other countries in its sub-regional, regional, inter-regional and global activities.
38. The End Programme Report noted that the Programme had supported 105 “target countries” through national workshops, country advisory services, training seminars, or a combination of them.<sup>20</sup> In addition, the information received from the Programme Coordination Team (PCT) at UNSD indicates that the Programme reached 193 countries, through participation in sub-regional, regional, inter-regional and/or global events and activities (“beneficiary countries”).<sup>21</sup> These included some OECD countries whose personnel participated in events or activities as experts, resource persons or partners and on their own expense. Regarding Component 1 “beneficiary countries”, while all Member States were invited to most activities organized by UNSD or the Regional Commissions in their respective regions, including the opening workshops, 162 countries participated.
39. The Programme involved a number of different Member States participating in activities of all scopes. Seventy-five countries individually benefited from 213 national scope activities as shown in Table 5 (a list of these 75 countries with the numbers of activities participated is included in Appendix 6). Forty-six out of these 75 countries were in the target country list included in the MTE report.<sup>22</sup>

**Table 5: 75 countries that participated in Programme activities of national scope by region<sup>23</sup>**

Region	Country
Africa (26)	Benin, Burkina Faso, Burundi, Cameroon, Equatorial Guinea, Eswatini, Gabon, Gambia, Ghana, Kenya, Madagascar, Malawi, Mali, Mauritania*, Namibia, Rwanda, Senegal, Seychelles, South Africa, Sudan*, Tanzania, Tunisia, Togo, Uganda, Zambia, Zimbabwe
Arab region (12)	Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Mauritania*, Morocco, Oman, Palestine, Saudi Arabia, Sudan*

<sup>19</sup> Prodoc.

<sup>20</sup> “Target countries” are defined under the Programme as “a sub-group of the beneficiary countries that have received specific and tailored support, in the form of national workshops, country advisory services, training seminars, or a combination of them”.

<sup>21</sup> “Beneficiary countries” are defined under the Programme as “countries that have participated in sub-regional, regional, inter-regional and global events and activities”. The list of 193 “beneficiary countries” is included in Appendix 11. The list was developed by the PCT based on several activities (including a Component 7 e-learning activity which alone reached 126 countries) as well as Annex 1 of the 2019 End Year Report, and the success stories which are included in the End Programme Report.

<sup>22</sup> The MTE, undertaken in the second half of 2018, identified 46 countries which were targeted by one or more components.

<sup>23</sup> The countries with an asterisk (\*) are included in two regions, as they participated in Programme activities delivered by the two regional commissions supporting the two relevant regions.



Asia and the Pacific (16)	Afghanistan, Armenia*, Bhutan, Cambodia, Fiji, India, Kazakhstan*, Lao PDR, Maldives, Mongolia, Pakistan, Philippines, Samoa, Thailand, Vanuatu, Vietnam
Europe and Central Asia (10)	Albania, Armenia*, Belarus, Croatia, Kazakhstan*, Kyrgyzstan, Moldova, Russia, Tajikistan, Ukraine
Latin America and the Caribbean (15)	Argentina, Bolivia, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Panama, Paraguay, Peru, Uruguay

Source: Factsheets. End Programme Report. August 2021.

40. As seen in Table 6, 50 (66.7%) of these 75 countries participated in only one or two activities. Nineteen countries (25.3%) participated in three to five activities and six countries (8.0%) participated in more than five activities over the entire duration of the Programme.

**Table 6: Number of Countries that participated in national scope activities**

Number of national scope activities	Number of Countries	%
More than 10	2	2.7%
Between 6 and 9	4	5.3%
Between 3 and 5	19	25.3%
Between 1 and 2	50	66.7%
<b>Total</b>	<b>75</b>	<b>100.0%</b>

Source: Factsheets. End Programme Report. August 2021.

41. The primary type of participants in Programme activities in most countries were officials of the National Statistical Office (NSO). The Programme was supposed to “address national producers and users of data, specifically line ministries as they need data to develop evidence-based policies towards achieving the SDGs and for measuring the impact of their own programmes and policies at national level”. Other key participants who were expected to engage in the Programme were the business community, as they require statistics and indicators to identify new business opportunities and to support national efforts in achieving the SDGs, and civil society who were considered critical in their role as “watchdog” to assess policymakers’ progress towards achieving the SDGs.<sup>24</sup>
42. As seen in Table 7 below, close to 70% of Programme activities were targeted at representatives of NSOs solely or those of NSOs and other Ministries. About 20% of activities were targeted at Statisticians, Experts and Practitioners more generally. Only 3% of activities targeted policy makers.

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<sup>24</sup> Prodoc.

**Table 7: Type of Target Participants per Component**

# of Activities	Component							Total	%
	1	2	3	4	5	6	7		
<b>Target Participants</b>									
<b>NSOs &amp; Ministries</b>	86	118	61	57	41	15	40	418	69%
NSO & Ministries	39	93	26	14	9		6	187	31%
NSOs	47	21	26	10	14		18	136	23%
NSO & others		4	9	33	18	15	16	95	16%
Statisticians, Experts and/or Practitioners	30	18	18	9	7		39	121	20%
Policy makers	3	1		1			15	20	3%
Others <sup>1</sup>	9		8	4			1	22	4%
DA Implementing Agencies		5		1			5	11	2%
Environmental Stakeholders		6						6	1%
Ministries/National Agencies		5						5	1%
<b>Grand Total</b>	<b>128</b>	<b>153</b>	<b>87</b>	<b>72</b>	<b>48</b>	<b>15</b>	<b>100</b>	<b>603</b>	<b>100%</b>

Source: Factsheets. End Programme Report. August 2021.

43. As for the number of people participating in the programme activities overall, available information in the factsheets<sup>25</sup> shows that the Programme reached a large number of individuals.
44. Unfortunately, the Global Assessment was not able to identify the exact number of individuals representing the countries who participated in Programme activities, since the numbers of participants identified in the factsheets often included other individuals (e.g. representatives of the implementing entities and partners). Also, some individuals participated in more than one activity. The available data, presented in Table 8, however, provides a good snapshot of the Programme reach.

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<sup>25</sup> About 300 factsheets contained information on the number of participants reached by the project activity.

**Table 8: Number of Participants per Component**

Component	# of activities	# of Participants
1	68	4,148
2	76	3,770
3	35	1,361
4	48	1,830
5	20	1,105
6	6	348
7	47	7,869
<b>Grand Total</b>	<b>300</b>	<b>20,431</b>

Source: Factsheets. End Programme Report. August 2021.

45. Regarding Component 1 specifically, it was designed as a horizontal pillar to address cross cutting issues for the production and utilization of all SDG indicators and in particular SDG 17 (Means of Implementation and Partnerships), in support of all other pillars of the Programme. Table 9 below shows the scope of various activities implemented under Component 1. In all regions, activities included a series of initial regional workshops to identify major developing country challenges in the production and utilization of SDG indicators across the region, following by other activities to support “target countries”, including sub-regional and national workshops but also seminars, specific training sessions and advisory services on a demand basis, as in the other components.

**Table 9: Component 1 Activities per Implementing Entity**

# of activities	ECA	ECE	ECLAC	ESCAP	ESCWA	UNSD	Grand Total
<b>Global</b>	1			4	1	11	17
Expert group / technical group meeting				1		1	2
Guidelines / methodology / tools	1			1	1	5	8
Participation in third party meeting / advocacy				2		1	3
Website/Portal						2	2
Workshop / seminar / training						2	2
<b>National</b>	20	1	9	3	7	5	45
Advisory services / country mission	11	1	4		4	4	24
Guidelines / methodology / tools				1		1	2
Workshop / seminar / training	9		5	2	3		19
<b>Regional</b>	4	1	6	20	13	7	51
Expert group / technical group meeting				3	1	1	5
Guidelines / methodology / tools				1	5		6
Participation in third party meeting / advocacy				6			6
Training material / case study / best practice	1			3	1		5
Website/Portal			1				1
Workshop / seminar / training	3	1	5	7	6	6	28
<b>Sub-regional</b>	5	2	6	2			15
Expert group / technical group meeting		1					1
Participation in third party meeting / advocacy			1				1
Workshop / seminar / training	5	1	5	2			13
<b>Grand Total</b>	<b>30</b>	<b>4</b>	<b>21</b>	<b>29</b>	<b>21</b>	<b>23</b>	<b>128</b>

Source: Factsheets. End-Programme Report. August 2021.

## 2.5. Programme Key Stakeholders

46. The Programme key stakeholders included individuals in the 10 implementing entities involved in the implementation of the Programme, including leads, co-leads and focal points for the seven components, Technical Advisory Group (TAG) members, who were heads or senior statisticians representing the statistics divisions of the 10 entities, and the Programme Coordination Team (PCT) at UNSD (further details about these roles and the list of individuals serving them are presented in Section 2.8 and Appendix 2, respectively). Other internal stakeholders included those responsible for overseeing or supporting the Programme, including the DA Steering Committee (DA SC), the DA-PMT, the CDPMO Finance Team and the DA Focal Points in the participating entities.
47. External stakeholders included partner institutions in each Component such as other UN agencies, multilateral development banks and agencies, non-governmental organizations, academic and international statistical institutions. For example, some collaborating institutions in Component 1 included UN-Women, the Inter-American Development Bank, the Statistical, Economic and Social Research Training Centre for Islamic Countries (SESRIC) and the US Census Bureau. More details on these are included in the Finding 3.

## 2.6. Resources

48. Originally spanning the period from 2016 to 2019, the Programme had a total initial budget of USD \$ 10 million. In March 2019, additional funding of USD \$1.4 million, along with an extension until end of 2020, was approved.<sup>26</sup> Subsequently, the Programme was further extended to April 2021.<sup>27</sup>
49. The Programme pillars, components and final budgets are shown in Table 10 below:

**Table 10: Programme Pillars and Components**

Pillar	Component	Title	Lead/co-lead	Other participating implementing entities	Budget (USD)
1	1	Means of implementation	UNSD/ ESCAP	ECA, ECE, ECLAC, ESCWA	3,585,500
2	2	Environment statistics and indicators	UNEP/ UNSD	ECA, ECE, ECLAC, ESCAP, ESCWA	2,070,000
3		Social and demographic statistics and indicators			
3.1	3	Population and demographic statistics and indicators	UNSD/ UN-Habitat	ECA, ECE, ECLAC, ESCAP, ESCWA	1,290,000
3.2	4	Gender statistics and indicators	UNSD/ ECE	ECA, ECLAC, ESCAP, ESCWA, UNEP, UNODC	1,099,500
3.3	5	Poverty and inequality statistics and indicators	ECLAC/ ESCWA	ECA, ECE, ESCAP, UN-Habitat	735,000
3.4	6	Peaceful and inclusive societies statistics and indicators	UNODC/ ECA		470,000
4	7	Economic statistics and indicators	UNSD/ UNCTAD	UNEP, ECA, ECE, ECLAC, ESCAP, ESCWA	1,650,000
<b>Total</b>					<b>10,900,000<sup>28</sup></b>

Source: TORs for Global Evaluation Consultant for the Global Assessment and Final Evaluation Report Preparation as part of the Terminal Evaluation of the 10<sup>th</sup> tranche “Programme on Statistics and Data”

## 2.7. Link to Sustainable Development Goals (SDGs)

50. The Programme was formulated in the context of the 2030 Agenda for Sustainable Development, which set 17 Sustainable Development Goals (SDGs) with 169 associated targets in early 2015. At its 46th session in March 2015, the UN Statistical Commission (UNSC) endorsed the formation of an Inter-Agency and Expert Group on Sustainable Development Goals Indicators (IAEG-SDGIs) with the mandate to work on the development of a global indicator framework for the goals and targets of the 2030 Agenda.

<sup>26</sup> Based on findings of the MTE and the successful implementation rate achieved approximately 2 years after its inception of the Programme, the DA Steering Committee, at its 4 March 2019 session, granted additional USD 1.4 million with a one-year extension to the Programme. The budget increase and extension were informed by a list of supplementary activities addressing emerging needs from target countries.

<sup>27</sup> In March 2020, after the onset of the COVID-19 pandemic, the TAG requested the PCT to consider a contingency plan. As a result, the PCT proposed a significant programmatic reshuffling of the Programme, which as explained in detail later in this report, converted activities involving travel (of staff or participants) into COVID-19 resilient activities.

<sup>28</sup> This figure excludes the central support costs of USD 500,000 included in the total budget.

51. The need to measure more than 230 indicators at the time of programme design “represent[ed] a tremendous challenge for producers of official statistics in all countries, developing and developed alike”<sup>29</sup>. The opening remarks of the 47<sup>th</sup> Session of the UNSC clearly describe the challenging context in which the Programme was formulated, following the publication of the final Millennium Development Goals (MDG) report in July 2015 as follows:

*“the SDG indicators will require an unprecedented amount of data to be produced and analysed – and it is evident that this will pose a significant challenge for national statistical systems, in developing as well as developed countries. The 2030 Agenda recognises that efforts to strengthen national statistical capacities will need to be substantially expanded, in particular in developing and least developed countries. This will have to be the central focus of your work in the years to come”*.<sup>30</sup>

52. The Programme was developed in 2015-2016 alongside the work carried out by the IAEG-SDGIs on the SDG indicator framework and the preparation of the Cape Town Global Action Plan and in full conformity with it. The Action Plan proposed six strategic areas, each associated with several objectives and related implementation actions. The Programme was aimed at meeting many of the same objectives and was closely aligned with the Action Plan, including its strategic areas and objectives.

## **2.8. Programme Management, Governance and Coordination**

53. A Technical Advisory Group (TAG) made up of senior statisticians of the 10 implementing entities was established to provide technical guidance and support. The TAG was chaired by the Director of UNSD and consisted of the heads or senior statisticians representing the statistics divisions of the 10 entities<sup>31</sup>, who acted as the de-facto decision making body for the overall Programme.<sup>32</sup>
54. Each entity assigned a focal point for each of the components it participated in to support the implementation and day-to-day coordination of the activities under the component. With a few exceptions, the focal points of the lead and co-lead entities assumed the roles of the component lead and co-lead, respectively at the inception of the Programme.<sup>33</sup> The Programme Coordination Team (PCT) at UNSD, consisting of a Programme Coordinator at P5 level and a Statistician at P3 level, was responsible for the overall programme coordination. The Programme Coordinator role with direct reporting to the Director of UNSD in his capacity as the Chair of TAG, was created at the end of the first year of the Programme in December 2016, and funded with DESA’s RPTC budget. The Statistician role was funded with the portion of the Programme budget allocated for

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<sup>29</sup> According to the Prodoc, this need to gather data on 230 indicators represented *an additional challenge for producers of official statistics in these countries and require[d] the further development and adjustment of institutional and operational capacities of national statistical systems for the production of high-quality, timely, reliable and disaggregated data.*

<sup>30</sup> <https://www.un.org/development/desa/statements/mr-wu/2016/03/47th-session-of-un-stat-comm.html>

<sup>31</sup> In the case of UNEP and UN-Habitat, the TAG members were not Directors of Statistics. See Appendix 3 for the titles of all TAG members.

<sup>32</sup> Given that most TAG members were at a senior level (D1 for Regional Commissions and D2 for UNSD), their involvement in the delivery of activities or in the component-level management was limited.

<sup>33</sup> The identification of those individuals to serve in these roles was formalized at the end of 2016/early 2017, at the initiative of the Programme Coordinator through direct contact with the director of each entity. Component 2 was missing the lead from July 2020, when the original lead left the entity, to the Programme completion in April 2021 (Based on information shared by the Programme Coordinator).

central coordination for Years 2-4 in the Prodoc.<sup>34</sup> The Statistician was recruited near the end of the 2<sup>nd</sup> year of the Programme implementation in June 2018, and reported functionally to the Programme Coordinator.<sup>35</sup>

55. The Programme was overseen by the DA Steering Committee (DA SC). The DA Programme Management Team (DA-PMT) directly provided administrative support and guidance, in its role of supporting the DA Programme Manager.

### **3. Global Assessment Objectives, Scope and Questions**

56. As mentioned, this Global Assessment is one of the three studies conducted as part of the Terminal Evaluation of the Programme.

#### **3.1. Global Assessment Objectives and Scope**

57. The objectives of the Global Assessment are:
  - To assess the relevance, coherence, effectiveness, efficiency, gender and human rights mainstreaming, and sustainability of the programme;
  - To document the results of the programme in relation to its overall objectives and expected accomplishments as defined in the Prodoc in each of the four pillars and seven components; and
  - To identify lessons learned from the “programme” model to inform future DA programming, implementation, monitoring and evaluation including in the area of statistical capacity development.
58. The Global Assessment did not involve the formulation of recommendations based on its findings. The final report of the Terminal Evaluation of the Programme (Final Evaluation Report), which will synthesize the findings of all three assessments undertaken as part of the evaluation, will include a set of recommendations at the Programme level.
59. The Global Assessment covered all Programme activities implemented from September 2016 to April 2021. The scope included 600+ activities, implemented during the Programme’s over 4.5-year implementation period. These also included over 100 activities that were adjusted in response to COVID-19, as reported by the Programme.
60. Given that this is a Programme-level evaluation, an assessment of “individual” activities implemented against the evaluation criteria was not undertaken for all components, but these were analyzed in the overall context of the Programme, to assess the extent to which they collectively contributed to the expected accomplishments (at the outcome levels).
61. Activities under Component 1 were analyzed at more granular level to generate component-level findings for Component 1, especially regarding the “horizontal”, “cross-cutting” nature of this component and its relationships with all other components of the Programme.
62. The Global Assessment also analyzed administrative, management, financial, and monitoring processes and structures set up to operationalize and implement the unique “programme” model

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<sup>34</sup> Prodoc, Section 15.5.

<sup>35</sup> According to internal stakeholders interviewed.

used by the *DA Programme on Statistics and Data*.

### 3.2. Evaluation Criteria and Questions

63. A set of Evaluation Criteria and Questions to guide the entire evaluation are presented in Evaluation Matrix (see Appendix 1), which also contains the performance indicators, the sources of information and the methods of collecting information.<sup>36</sup>
64. The Global Assessment assesses the Programme’s performance against the main criteria of relevance, coherence, efficiency, effectiveness, sustainability and human rights and gender equality mainstreaming. An additional criterion related to efficiency/effectiveness of the DA Programme on Statistics and Data Model was also included. The evaluation questions associated with each of these criteria are presented in Table 11. The Global Assessment addresses these questions within its scope of work, specifically in relation to Component 1 (in-depth), and other components (generally), noting that Components 2 and 4 are the object of separate in-depth assessments, as explained earlier. This report is structured in line with these questions, providing analysis and findings resulting from the triangulation of the lines of evidence collected.

**Table 11: Evaluation Questions**

EVALUATION QUESTIONS	
Questions	Sub-questions
<b>RELEVANCE</b>	
<b>1. To what extent was the Programme designed to target the priorities and most pressing needs of developing country Member States in relation to measuring, monitoring and reporting on SDGs?</b>	<p>a) How, and to what extent, were the priorities and needs of participating countries and regions, particularly developing countries, assessed and addressed in the Programme’s design?</p> <p>b) How was the Programme adjusted during its implementation to respond to new priorities and needs, including those which emerged as a result of the COVID-19 pandemic?</p>
<b>COHERENCE</b>	
<b>2. To what extent has the Programme been complementary to, and coordinated with, the other relevant capacity development work undertaken by the participating entities, as well as other UN and non-UN actors?</b>	a) To what extent have the Programme interventions been coordinated with those funded with other interventions co-financed by DA and other funding sources?
<b>EFFICIENCY</b>	
<b>3. To what extent did the Programme deliver its planned activities and outputs according to its timelines?</b>	<p>a) Were services, products and events provided in a timely and reliable manner, according to the priorities established and adjusted by the programme documents?</p> <p>b) What were the external (extra-budgetary, RPTC, other) resources leveraged by the entities towards the Programme objective?</p>
<b>EFFECTIVENESS</b>	
<b>4. To what extent have contributions been made towards the Programme-level Expected Accomplishments (EAs)?</b>	<p>a) To what extent, and how, have the Programme Components achieved their respective expected accomplishment?</p> <p>b) What changes, if any, to the participating developing country Member States’ capacity to measure, monitor and report on the SDGs, can be attributed to the Programme?</p>

<sup>36</sup> In addition to references to the Global Assessment lines of evidence, the Matrix also contains references to the Thematic Assessments lines of evidence and presents sets of questions, which all evaluators may use for the preparation of interview guides and survey questionnaires.



	<p>c) What were the contributions towards developing countries capacities to:</p> <ul style="list-style-type: none"> <li>• Strengthen statistical institutional environment? (EA1)</li> <li>• Improve statistical production processes? (EA2)</li> <li>• Measure and monitor indicators and targets in new statistical and data areas improved? (EA3)</li> </ul>
	d) Has the Programme contributed to enhanced leveraging, partnerships, and collaboration by the UN system & other partners to help countries strengthen their NSS? (EA4)
	e) Were there any unintended results?
	f) To what extent did the adjustments made during the course of Programme implementation, including those resulted as a direct consequence of the COVID-19 situation affect the achievement of the Programme's expected accomplishments?
<b>GENDER &amp; HUMAN RIGHTS MAINSTREAMING</b>	
<b>5. To what extent, and how, were gender and human rights perspectives mainstreamed into the design, implementation and monitoring of the Programme?</b>	a) What measures have been adopted in programme design, implementation and monitoring to ensure gender and human rights perspectives?
<b>SUSTAINABILITY</b>	
<b>6. To what extent are the Programme's outcomes (achievement towards its expected accomplishments) sustainable?</b>	a) What measures have been adopted to ensure the sustainability of the Programme's outcomes (achievement towards its expected accomplishments)?
<b>EFFICIENCY/EFFECTIVENESS OF THE DA PROGRAMME ON STATISTICS AND DATA MODEL</b>	
<b>7. To what extent was the DA "programme" model effective/efficient for the implementation of the Programme?</b>	<p>a) To what extent did the DA "programme" model contribute towards <b>leveraging other funding sources</b> towards its Programme objective?</p> <p>b) What <b>synergies</b>, if any, have been achieved across the Programme's four pillars and seven components?</p> <p>c) What features of the "programme model", if any, enabled, or hindered, the effective and efficient delivery of the Programme's outputs and expected accomplishments?</p> <p>d) To what extent did the <b>governance and management structures</b> and processes established for the Programme, enable or hinder the effective and efficient planning, implementation, monitoring and evaluation of the Programme?</p> <p>e) Were any adjustments made to the Programme structure and processes to ensure they best support delivery, including in response to the findings of the mid-term evaluation?</p> <p>f) To what extent did the <b>programme management, financial management</b> and other support provided by DA-PMT, DA Focal Points and other relevant staff of participating entities enable or hinder the effective and efficient planning, implementation, monitoring and evaluation of the Programme?</p>

#### 4. Methodology for the Global Assessment

65. As part of inception phase, a preliminary analysis of the documentation collected from the implementing entities by the Programme Coordination Team (PCT) and the factsheets completed by the entities for the Programme activities was undertaken in early August 2021. The list of activities under each component, as reported in the factsheets, was reviewed by the Evaluators and, in some cases, re-classified for the purpose of analysis. A summarized profile of Programme was developed, based on the information available at that time, to help inform the design of the

methodology proposed at that time.

66. Following the preliminary analysis, an Inception Report for the Global Assessment was prepared. It described the methodology in detail, including data sources and collection methods, sampling strategies, key indicators and draft data collection instruments. The methodology took into consideration the need to generate: a) programmatic-level findings in relation to the unique model used in the *DA Programme on Statistics and Data*; and b) component-level findings specifically in relation to Component 1.
67. The data collection involved a review of documents, an on-line survey and questionnaire and key informant interviews (KIIs) to enable the assessments of the programme progress and contributions made to the achievement of its Expected Achievements. Non-statistical analysis was used to assess results.<sup>37</sup>

#### **4.1. Universe of the Analysis**

68. Regarding analysis, at the Programme level, an aggregate (Programme-level) approach was used, with analysis of the collection of completed outputs completed in all components (such as advisory services, country missions, workshops, seminars, training events, development of guidelines, methodology, tools, advocacy and participation in third party meetings, expert meetings as well as websites and portals) and their outcome level contribution to the EAs of the Programme.
69. At the Programmatic level, the universe of the analysis were the processes, management, financial, and monitoring structures set up to operationalize the unique Programme model of the *DA Programme on Statistics and Data* which involved the 10 implementing entities and the six thematic areas under one umbrella, as opposed to 10 or fewer projects involving a single or fewer number of entities, or up to six thematic projects implemented jointly by multiple entities.
70. A more granular-level analysis was undertaken in relation to Component 1: Means of Implementation. These include a review of the activities planned and those delivered for Component 1, as outlined in Appendix 7 with a view to assessing their collective contributions towards the component-level EAs.

#### **4.2. Stakeholder mapping**

71. The identification of key stakeholders involved in the Programme during the inception phase was key for the design of a proper sampling strategy to inform the data collection and analysis of the Global Assessment (and overall evaluation). Section 2.5 (Programme Key Stakeholders) presents the results of the stakeholder mapping work undertaken for the Global Assessment. A preliminary list of about 30 key stakeholders was prepared and included those individuals involved in the overall implementation of the Programme (all TAG members, and the PCT), as well as those responsible for oversight and programme support (DA SC, the DA PMT, the CDPMO Finance Team and the DA Focal Points in the 10 participating entities). A separate list, including all leads, co-leads and focal points who were involved in the implementation of the overall DA Programme was also prepared. In addition, a list of more than 47 external partners was developed by the PCT and included global, regional and national organizations involved in Component 1.

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<sup>37</sup> See Section 4.3 for a description of those individuals participating in the KIIs.

72. As for the Programme beneficiaries, during the inception phase, a list of 75 countries, which individually benefited from national scope interventions, was prepared. These included 25 countries that had participated in Component 1 activities, as per Appendix 6.

### 4.3. Data Collection

73. The data collection strategy was designed to allow findings and conclusions to be drawn based on the analysis and triangulation of evidence collected from sources (primary and secondary), and using different methods. This Global Assessment was undertaken during the Covid-19 pandemic, and did not involve in-person meetings or travel. The scope of the evaluation was modified during the inception phase and the methodology was further adapted to minimize the burden on the internal and external stakeholders, including Government stakeholders, in line with the Guidance Note on the planning and management of DA 10th tranche project evaluations.
74. The data collection methods included: a) desk review; b) an on-line questionnaire to gather opinions from co-leads and focal points; c) an on-line survey to gather inputs of Component 1 beneficiaries (NSOs); d) virtual KIIs with key stakeholders; and e) analysis of Google analytics data from on-line products produced under Component 1. These are elaborated below.
75. The **desk review** included the review of programme progress reports, final report, records, the 600+ factsheets, as well as a wealth of information available in the websites of the 10 participating entities, the UN Statistical Commission and the Statistical Committees<sup>38</sup> of the Regional Commissions, as well as the numerous documents produced by the Statistical Divisions of all entities, which provided valuable documentation to cross-check the data gathered through KIIs and on-line survey and questionnaire.
76. The desk review also included the documents related to the Programme context presenting the backdrop against which the Programme was planned and implemented, including relevant developments in the area of measuring, monitoring and reporting of the SDGs.<sup>39</sup>
77. An on-line survey of the NSOs (“NSO Survey”) participating in Component 1 of the Programme was conducted in Arabic, French, Spanish, English and Russian. The survey of NSOs was sent to 60 NSOs that participated in Component 1 activities; these included 21 out of the 25 NSOs that participated in activities of national scope, and 39 NSOs that only participated in activities of global, regional and/or sub-regional scope under the component. They were selected from the list of 162 NSOs that participated in the Component 1 activities, taking into account: a) regional and cultural distribution; and b) special developing country grouping (e.g., Least Developed Countries, Landlocked Developing Countries, and Small Island Developing States).<sup>40</sup> A total of 38 NSOs out

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<sup>38</sup> They include the Statistical Conference of the Americas of ECLAC, the Conference of European Statisticians (CES), the ECA Statistical Commission for Africa, the ESCWA Statistical Committee, and the ESCAP Committee on Statistics.

<sup>39</sup> The purpose of the document review on programme context was to highlight some key background for the Programme, for example, the Statistical Commission’s agreed-upon priorities, which may have represented the expressed needs of the Member States, or the status of the capacities of Member States, particularly developing country Member States to measure and report on SDGs at the time of the adoption of the 2030 Agenda.

<sup>40</sup> The survey invitation was sent to the chief statistician and one or two other senior representatives of each NSO.

of the 60 NSOs, which received the questionnaire, responded<sup>41</sup> (at a response rate of 63%). The questionnaire and details about the methodology are provided in the Report on the Survey Results (Appendix 12).

78. An on-line questionnaire (“Co-Lead/Focal Point Questionnaire”): all co-leads and focal points at the time of the data collection, who had assumed their respective roles prior to the end of 2021, were invited to the survey, with the exception of the co-lead of Component 1 who was included in the KIIs. The questionnaire was sent to 43 co-leads and focal points to gather their views on the component under their responsibility. A total of 35 people responded to the questionnaire (at a response rate of 81%) including 46% female, 51% male and 3% unidentified. This enables the extrapolation of results to the entire universe of co-leads and focal points with a 95% Confidence Interval and margin of error of +/- 7.23%. Since the number of respondents for each component was small and the confidentiality of respondents needed to be protected, results were not disaggregated at the component level<sup>42</sup>. Open-ended responses were used primarily for qualitative analysis and triangulated as much as possible with KII data, towards Programme-level findings. The questionnaire was administered electronically using Survey Monkey software. The questionnaire was distributed in English only and is provided in Appendix 4.1.
79. **Virtual key informant interviews (“KIIs”)** were undertaken with the key informants to gather insights on most evaluation criteria, including the programmatic aspects of the Programme. The following stakeholders were selected from the initial list of about 50 individuals: all TAG members representing the 10 entities at the time of the data collection; the lead and co-lead of Component 1; the leads of Components 3, 5, 6 and 7;<sup>43</sup> the PCT; select DA SC members; a representative of DA-PMT; select DA Focal Points; CDPMO Finance Team; and external partners involved in Component 1 activities, who were selected based on a few criteria, including regional coverage and the inclusion of a variety of types of organization.
80. The information collected through the KIIs complemented information and data gathered through the document review, the NSO Survey and/or the Co-Lead/Focal Point Questionnaire, for example, on Programme results at the level of participating countries, and the issues related to synergy and collaboration across components.
81. A total of 32 people were interviewed (19 male and 13 female), representing all key stakeholder groups, namely: TAG; the lead and co-lead of Component 1; the leads of Components 3, 5, 6 and 7; the PCT; select DA SC members; a representative of DA-PMT; select DA Focal Points; CDPMO Finance Team; and a small number of external partners, including a Resident Coordinator, identified from a list of 47 partners involved in Component 1 activities<sup>44</sup> The list of

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<sup>41</sup> These include the NSOs in the following countries: Albania, Armenia, Bahrain, Belize, Benin, Bhutan, Burundi, Cameroon, Chile, Costa Rica, Ecuador, El Salvador, Ethiopia, Guyana, Jamaica, Jordan, Kazakhstan, Lebanon, Madagascar, Malawi, Maldives, Mexico, Moldova, Mongolia, Montenegro, Niger, Palestine, Panama, Samoa, Somalia, Sudan, Thailand, Togo, Trinidad and Tobago, Uruguay, Uzbekistan, Vanuatu, Viet Nam.

<sup>42</sup> The responses were aggregated to a minimum of at least 5 respondents for reporting purposes.

<sup>43</sup> The leads of Components 2 and 4 were excluded as they were identified as key stakeholders to be consulted through the in-depth assessments of their respective components. The lead of Component 2, however, was interviewed in her role as a TAG member.

<sup>44</sup> This small but representative sample of individuals were selected in consultation with the Component 1 Lead based on criteria, including: regional coverage (1 partner per region), thematic coverage for Component 1, types of activities (covering different types of activities, e.g., national workshops, sub-regional workshops, expert meetings,

individuals interviewed is included in Appendix 3. The interview guides are provided in Appendix 4.2.

82. To gauge insights on the extent of use of the publications and websites produced by the Programme, the Global Assessment attempted to collect **data on Google Analytics** from a sample of publications/reports, on-line portals and/or on-line courses from all implementing entities, which delivered such products in Component 1.<sup>45</sup> Information on 19 websites was provided to the evaluation team. The data was analysed and used as a partial measure of the extent to which these products were used, noting that Google Analytics data has limitations. It does not measure non-web-based constituencies, or the extent of use, or even quality (depth and scope) of the knowledge products referred.
83. The data and information collected through each of the lines of evidence described above were analyzed and cross-checked in relation to each evaluation criterion and the evaluation questions associated with it. The findings presented in Section 5 were developed based on this triangulation.

#### 4.4. Human Rights and Gender Equality

84. The assessment took into consideration the need to identify the extent to which the Programme activities and products respected and promoted *human rights and gender equality*. The assessment considered the need to identify gender equality results – whether Programme design and implementation incorporated the needs and priorities of women, whether women were treated as equal players, and whether it served to promote women’s empowerment.

#### 4.5. Evaluation Challenges and Limitations

85. The evaluation had some challenges and limitations. They key ones are described below.
86. Limited insights were collected on benefits of the Programme to Member States, as interviews with representatives of participating countries were not undertaken, due to the need to reduce burden on Government stakeholders during the COVID-19 pandemic. The NSO Survey gathered both quantitative and qualitative data and aggregated information on Programme results in target countries. Additional insights on results at the beneficiary country level were gathered through 1-hour KIIs to provide an additional line of evidence, but this was limited since many informants had not been involved in the implementation of the Programme activities. The in-depth assessments of Component 2 and 4 are designed to generate additional evidence of Programme results in select target countries to inform the development of the final report of the terminal evaluation of the Programme.
87. There were also limitations regarding validation and/or cross-checking of output-level information, related to more than 600 activities reported in the factsheets. As a mitigation strategy, the assessment of their completion and their results primarily relied on the evidence presented in

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development of guides), and type of partner (covering a variety of partners, e.g., UN agencies, multilateral development banks, universities, Resident Coordinators).

<sup>45</sup> The sample was based on preliminary analysis of Programme activities undertaken as part of Component 1, which identified a tentative list of 21 websites including a selected number of on-line portals (10), on-line courses (2), documents available on-line (9) where information, complete with the links to most websites, was available in the factsheets.

the Programme Progress reports and other documents produced by the entities which were, to the extent possible, triangulated with KIIs and a small number of open-ended responses provided in the NSO Survey and Co-Lead/Focal Point Questionnaire.

88. The reporting related to progress of each component at the level of their EAs, or at the component outcome level was incomplete and as such, it was not possible to assess the contributions of the outputs delivered towards component-level EAs. Assessing each component's contributions towards the Programme-level EAs was also challenging, as the Programme reporting did not aggregate information from the component-level reporting. Data on indicators for Programme-level EAs was not collected as part of the ongoing Programme monitoring.
89. Due to the large number of activities, components, geographical regions, entities and stakeholders involved in this complex Programme as well as the extensive number of questions examined through the assessment, it was not possible to cover all evaluation questions through the KIIs. The analysis related to several criteria relied on limited lines of evidence. Interview guides were tailored for each stakeholder, reflecting her/his role and level of involvement in the Programme and that of his/her institution. As such, some of the stakeholder groups interviewed only provided their views on certain issues. For information on the types of questions asked of each group, refer to the interview guide presented in Appendix 4.2.
90. Reporting disaggregated views and perspectives of the KIIs while maintaining the confidentiality of their responses was also a challenge due to a small number of individuals interviewed from most stakeholder groups included in the KIIs. The findings section of this report identifies the specific sub-groups of KIIs as the source of evidence presented only when the confidentiality can be fully maintained. Divergence of opinion among the different stakeholder groups consulted was limited; when relevant, such divergence is reported along with possible explanations of the reasons.
91. Lastly, the dissemination of an invitation email with a link to the NSO Survey by the PCT may have influenced the feedback from beneficiaries. In order to mitigate this risk, the first page of the questionnaire clearly stated that responses would be accessible only to the evaluation team, and that the results would only be used in an aggregated form to ensure their confidentiality.

## 5. Findings

92. The Global Assessment findings reflect the views of the evaluation team and are presented in response to the evaluation questions, organized by the evaluation criteria: relevance, coherence, effectiveness, efficiency, gender and human rights mainstreaming, sustainability and efficiency/effectiveness of the DA Programme on Statistics and Data model.

### 5.1. Relevance

*To what extent was the Programme designed to target the priorities and most pressing needs of developing country Member States in relation to measuring, monitoring and reporting on SDGs?*

#### Finding 1

The Programme's design was informed by Member States' needs identified through previous and/or on-going statistical work, including that of the UN Statistical Commission and the Statistical Committees of the Regional Commissions.

93. Previous initiatives undertaken by the implementing entities at the regional and global levels were

useful to inform the design of the Programme on Statistics and Data, according to most internal KIs and validated by the desk review.<sup>46</sup> These include the work of the Statistical Committees of the Regional Commissions, which identified the statistical challenges faced by the Member States in the region at the time of Programme design. For example, the challenges reported by the ESCAP Committee on Statistics during its fifth session in December 2016 were very consistent with those articulated in the Prodoc.<sup>47</sup> This was further articulated in the opening workshop of the Programme for Asia and the Pacific and translated into the Programme.<sup>48</sup>

94. In Africa, the desk review shows that the ECA identified areas for priority development in 2016, such as population and housing, civil registration, vital statistics, gender statistics, systems of national accounts, which were in line with the Programme focus<sup>49</sup>. According to internal KIs, ECA also undertook surveys with NSOs or needs assessments in Member States on a regular basis to determine country needs in the area of statistics and these were used to inform the design of Programme activities in the region.
95. At the global level, as identified in the desk review, the statistical capacity development needs of the NSOs in the Member States are discussed at the level of the United Nations Statistical Commission, which brings together the Chief Statisticians from Member States from around the world. The KIs mentioned, however, that the NSOs are the primary stakeholders participating in the meetings of the statistical committees of the Regional Commissions and the UN Statistical Commission, but that not all countries regularly attend the meetings of these regional or global bodies. It was further noted that the Programme design may therefore have been informed primarily by the views of those attending these events. Programme design at the component level was said to have also been guided by recommendations and other inputs from standing statistical technical advisory groups. For example, some KIs noted that input gathered at regular meetings of a number of expert groups on economic statistics (e.g., national accounts, business registers, price statistics) from Eastern European, Caucasus and Central Asian (EECCA) countries and South-East Asian (SEA) countries had been considered in designing the economic component.
96. This was triangulated with information from the co-leads and focal points questionnaire and the internal and external KIs, which confirmed that the Programme components had been designed to address the Member States needs. About 88% of the responding co-leads and focal points indicated that the priorities and most pressing needs of Member States, particularly those of developing

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<sup>46</sup>Throughout this report, “internal stakeholders” refer to Component leads and co-leads, TAG members, the PCT, the DA Focal Points, DA Steering Committee members. External stakeholders refer to external partners, including Resident Coordinators, that participated in Component 1 activities.

<sup>47</sup> The Committee noted the “urgency of transforming national statistical systems to produce the high-quality, relevant, timely, reliable and disaggregated statistic and data on economic, social and environmental development that are commensurate with the ambitions of the 2030 Agenda for Sustainable Development and its 17 goals and 169 targets, as well as with the 2030 Agenda’s tenet of leaving no one behind”. It stated that “*given the unprecedented level of challenges in producing the required data, it was only fitting that statistical capacity strengthening should be an integral part of the transformation process*”. The Report of the Committee on Statistics on its fifth session (E/ESCAP/CST(t)/9).[https://www.unescap.org/sites/default/d8files/event-documents/E73\\_24E.pdf](https://www.unescap.org/sites/default/d8files/event-documents/E73_24E.pdf)

<sup>48</sup> [https://www.unescap.org/sites/default/files/Report\\_Transformation\\_of\\_Official%20Statistics\\_Agenda2030\\_27-28Mar2017.pdf](https://www.unescap.org/sites/default/files/Report_Transformation_of_Official%20Statistics_Agenda2030_27-28Mar2017.pdf)

<sup>49</sup> United Nations Economic and Social Council. Report on statistical development in Africa Focus on some key areas of statistics. Economic Commission for Africa. Statistical Commission for Africa. Fifth session. Abidjan 28 November – 2 December 2016. [https://archive.uneca.org/sites/default/files/uploaded-documents/ACS/StatCom-CoDG2016/report\\_stat\\_devrev\\_7\\_en.pdf](https://archive.uneca.org/sites/default/files/uploaded-documents/ACS/StatCom-CoDG2016/report_stat_devrev_7_en.pdf)

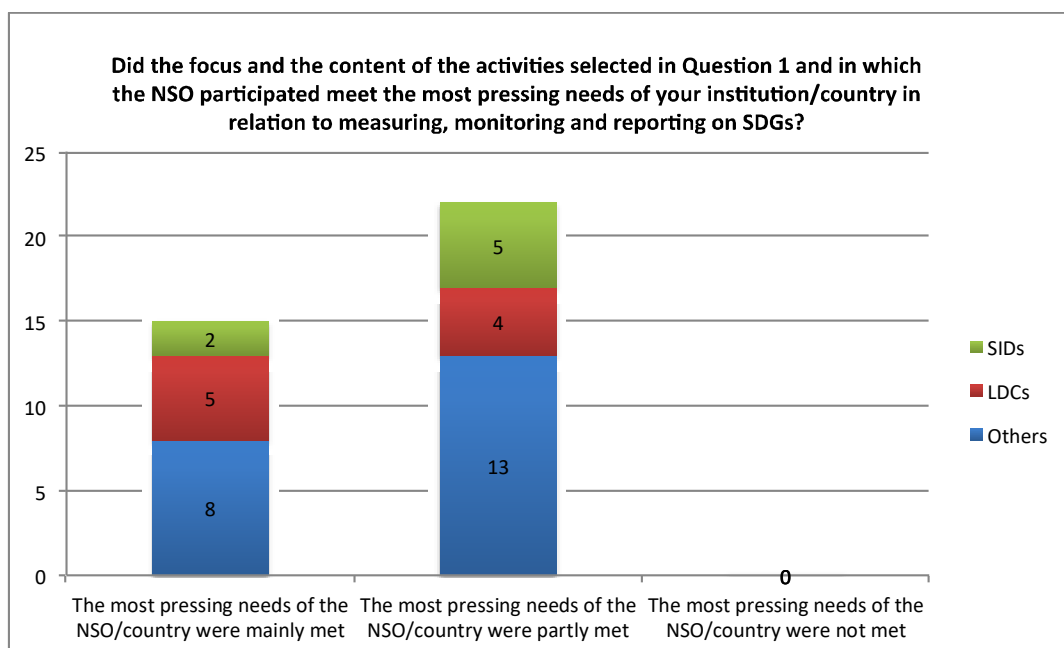
countries, had been taken into account in the design of the Programme Component activities to a considerable extent, with the remaining 12% indicating that they had been considered to a limited extent.

**Finding 2**

Component 1 activities were considered relevant to the participating NSOs’ needs although some KIs were of the view that the Programme could have targeted the national statistical systems of Member States more broadly, including national policy makers.

- 97. The results of the NSO Survey confirm that the Component 1 activities were relevant to the participating NSOs’ needs.

**Figure 1: Extent to which Component 1 activities met participating Member States NSO needs**



Source: NSO Survey

- 98. As illustrated in Figure 1 above, all of the responses to the question considered that the focus and the content of the Component 1 activities they had participated in had met their most pressing needs, either mainly (15 or 41%) or partly (22 or 59%). Workshops were the activities most participated in by these 37 NSOs, as show in Table 12.

**Table 12: NSO Participation in Component 1 Activities**

Activity	#	of %
	Responses	
Workshops on the implementation of the SDG framework	31	84%
Sub-regional workshops on the institutional environment and organisation for the production and utilisation of SDG indicators	23	62%
Sub-regional workshops on data disaggregation	20	54%
Sub-regional workshops on the integration of administrative data, big data and geospatial data for the compilation of SDG indicators	20	54%



National workshops and seminars	16	43%
Fact-finding, advocacy and advisory missions received in the country	8	22%
E-learning courses and use of e-learning and similar platforms	17	46%
Use of material distributed (tools, classifications, guidance)	10	27%

Source: NSO Survey, 2021

99. Figure 1 above also shows variations of the responses between LDCs and non-LDCs on the extent to which their needs had been met were not significant. All the nine NSOs of LDCs responding to the survey question reported that the focus and the content of the activities they participated in had met their most pressing needs, either mainly (5 NSOs, 56%) or partly (4 NSOs, 44%), compared to 36% and 64% among the 28 responding NSOs of non-LDCs, respectively.
100. As mentioned in Section 2.4, NSOs were the primary beneficiaries of most Programme activities. However, the Programme also initially targeted those statistical units within the line ministries responsible for environmental, social and economic policies, considering their role as producers of administrative data and statistics within their respective domains.<sup>50</sup>
101. While triangulating this information with KIIs, some KIs were less positive about the Programme’s relevance to the broader needs of the national statistical systems (NSSs) of Member States. According to these stakeholders, Member States statistical capacity development needs are large and spread across different sets of stakeholders, institutions and government levels. The Programme could have expanded its scope and targeted the NSSs more broadly. It could have involved more national policymakers to establish clear links between statistics and policy making, and build the national capacities to manage the whole system. In the view of these KIs, these interrelated conditions determine, to a large degree, the potential and ability of statistical systems to deliver statistical outputs and, in particular, to ensure that data on the indicators for the sustainable development goals and targets are not only compiled but also used. This was confirmed by the desk review and as shown in Table 7, only 3% of participants in the Programme activities were policy makers.

### Finding 3

The Programme design addressed both region-wide needs, and the needs specific to sub-regions or countries.

102. As described in section 2.3, the desk review showed that about 35% of the Programme activities were National in scope, while the remaining activities were Sub-regional (4%), Regional (38%) or Global (22%). The global and regional activities were generally designed to involve as broad a number of participating “beneficiary countries” as possible to address their needs collectively.
103. For Component 1, the initial series of regional workshops were organized by UNSD jointly with the Regional Commissions and other implementing entities to identify region-wide challenges related to the institutional environment and data gaps. They were also useful to introduce the full scope and content of the Programme to countries and partner organizations.<sup>51</sup> The sub-regional workshops that followed provided for dialogues on “sound institutional environments”, and on

<sup>50</sup> The programme beneficiaries initially targeted included the ministries of social development, ministries of labour and ministries of finance and planning, ministries of environment, women’s ministries, city planning offices and local authorities, law enforcement entities, and others.

<sup>51</sup> End Programme Report.

data disaggregation, according to the End Programme Report.

104. This information was triangulated with KIIs, which also confirmed that the need for frameworks (e.g., the Generic Law of Official Statistics), or tools (e.g., translation of the SDG Metadata, compiling regional and sub-regional averages, organizing series of SDGs webinars, and developing national platforms for SDG dissemination including improving data availability and data quality) was identified during these initial workshops in the regions and that they informed the design of the subsequent activities.
105. Global and regional activities were also said to have been important in informing the planning of the subsequent component activities at sub-regional and country levels. Similarly, thematic components were also designed to address both the collective and specific needs identified by the Member States, with initial workshops used to identify or clarify the specific needs in the regions in each thematic area, followed by national and sub-regional activities addressing more specific Member States needs, according to several internal KIIs.

#### **Finding 4**

The Programme adjusted its “target countries” over the course of implementation in response to changes in demand from Member States.

106. The Programme planned to deliver various activities to address the demand from the “targeted countries” that were initially identified, as revealed by the desk review. A number of KIIs noted, however, that some of these countries’ level of commitment and/or ability to participate in the Programme changed over time, as influenced by a few factors including change in government and capacity constraints.
107. The Programme responded to these changes in demand from participating countries by making necessary adjustments to its country-level activities, as well as “target countries” over the course of implementation according to KIIs. These included replacing some of the target countries that discontinued their participation with those that expressed the demand for support at a later stage and were assessed to benefit from participation in Programme activities.

#### **Finding 5**

While the Programme was designed to respond to the expressed needs of Member States, no evidence of pre-established Programme-wide criteria to guide the selection of target countries was found.

108. Some KIIs indicated that the national and sub-regional activities, including fact-finding, advocacy and advisory services to strengthen select country-level capacities, that followed global and regional workshops were developed based on the discussions that took place in these workshops and/or the results of the needs assessments activities undertaken by the implementing entities.
109. The Programme was designed to be demand-driven and to enable quick and agile responses to Member States’ requests, according to the large majority of KIIs both internal and external to the Programme. KIIs stated that this tailored approach to provide assistance was well received by the participating developing countries. It was also said to be important in fostering national ownership and promoting the participation of stakeholders within the countries that requested assistance. It was noted by KIIs, however that the number of requests was greater than the Programme could address.
110. As mentioned earlier, the desk review shows that the Programme was initially envisioned to

involve 35 target countries, to be selected by the implementing entities based on clear criteria to be established. The Prodoc only presented detailed criteria for selection for Component 2 (environment).<sup>52</sup> At the Programme level, the Prodoc stated that countries where the 10 implementing entities had past and/or ongoing activities would also be considered “in order to leverage funding opportunities and existing partners”.<sup>53</sup> It also noted that to ensure sustainability, target countries would be “selected from among those which [had] requested support and [meet] the criteria to be selected as a target country, including their ability to promote the Programme’s efforts”.<sup>54</sup> While a total of 72 possible target countries were identified in the document,<sup>55</sup> the Prodoc stated that the list of these countries was expected to be reviewed and updated at the beginning of the second phase of the Programme (initially scheduled to take place from 2018 to 2019), when more explicit and defined targets would be defined.<sup>56</sup> The list of countries was reviewed and endorsed by the programme stakeholders at a later stage but the definition of target countries was still vague, according to the PCT.

111. Requests for assistance from Member States were not requested by or made available for the Evaluators. Also, the Evaluators did not find evidence of Programme-wide criteria established to guide the selection of target countries, including priority to be given to LDCs.

## 5.2. Coherence

*To what extent has the Programme been complementary to, and coordinated with, the other relevant capacity development work undertaken by the implementing entities, as well as other UN and non-UN actors?*

### Finding 6

There was a high degree of alignment between the Programme’s activities and the broader Programmes of Work of the implementing entities, and the Programme was reported to have been generally complementary to relevant work of other actors in the regions.

112. The desk review revealed that in all regions, the Programme’s planned activities and outputs were well aligned with the programmes of work of the implementing DA entities, and often provided continuity and/or complemented other projects underway. This was corroborated by the KIIs and the Co-lead/Focal Point Questionnaire.
113. About 71% of those responding to the Co-Lead/Focal Point Questionnaire reported that their respective entities or another DA entity participating in their respective components undertook other capacity development initiatives with the same or similar objectives in the region. The component activities were reported to have been separately planned but implemented in a

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<sup>52</sup> These included: an interest in being part of the initiative for improving information on the environment and SDGs reporting based on countries’ priorities; opportunities to create synergies with other initiatives; preference to developing countries, in particular, LDCs, SIDS and LLDCs; opportunities for regional expertise on specific aspects of the pillar (component), in order to facilitate regional knowledge sharing and future South-South and North-South cooperation within regions; and demonstrated commitment to using national data for integrated national planning and decision making (Prodoc, p.66).

<sup>53</sup> Prodoc, p.21.

<sup>54</sup> Prodoc, p.37.

<sup>55</sup> Prodoc, footnote 1.

<sup>56</sup> Prodoc.

coordinated way so as to create synergies (57% of respondents) or jointly planned and implemented to complement the other initiatives (30% of respondents). Nine per cent of the respondents, however, believed there was little coordination with other initiatives undertaken by DA entities.

114. The Programme was also designed to build upon the earlier DA projects focusing on statistics. The Prodoc listed more than 40 past DA projects that promoted the transfer of knowledge on statistical methodologies, tools and techniques, implemented over the years.<sup>57</sup>
115. Several internal KIs stated that the process used to formulate DA projects had helped to ensure that the Programme was well aligned with the broader Programmes of Work of the implementing entities. Many KIs, including TAG members, cited Programme activities that had been designed to provide continuity with previous DA projects.
116. The Programme enabled the implementing entities to complement and expand their work in their respective priority areas with flexibility to tailor assistance to respond to regional and sub-regional realities. For example, in Latin America, ECLAC had been engaged in ongoing consultations with countries in the Central American sub-region about their most urgent capacity development needs related to SDGs in the area of the environment, and the Programme provided resources for a targeted intervention that built upon their previous work.
117. About 65% of the Co-Lead/Focal Point Questionnaire respondents were aware of other capacity development initiatives with a similar objective in the region, undertaken by non-DA actors (e.g., UN agencies, multilateral development banks, other national, regional or global institutions). About 80% of these respondents believed that their respective component activities had been planned and implemented jointly to complement these non-DA initiatives, or separately planned but implemented in a coordinated way to create synergies and minimize overlaps with these non-DA initiatives.

### 5.3. Efficiency

*To what extent did the Programme deliver its planned activities and outputs according to its timelines?*

#### **Finding 7**

Despite initial delays, most Programme activities were delivered as planned.

118. With the exception of delays experienced at the beginning of the Programme implementation, services, products and workshops were generally implemented in a timely manner, and as originally planned<sup>58</sup>, according to the desk review and the KIs internal to the Programme.
119. During the early stages of implementation, the Programme experienced delays in payments and bookings of participant travels. The financial management system used to manage DA projects did

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<sup>57</sup> Prodoc Annex 15.1.

<sup>58</sup> The factsheets were used as a tool to support both the planning and reporting of activities; however, it did not facilitate tracking of implementation of planned activity, since the system allowed the factsheets that had been created for planned activities to be deleted in the event they were subsequently cancelled and did not record cancellations.

not have the capability of producing financial reports broken down by component and by entity, which were necessary to monitor the financial implementation rate of each component by entity, and for approvals of disbursements and planning for the implementation of programme activities, according to KIs. The Programme Coordination Team stated that with time, the centrally extracted results had started to diverge significantly with entity information.

120. To deal with the issue, the CDPMO set up an UMOJA protocol for a centralised extraction of financial data for the Programme. The issue, however, persisted until the 2nd quarter of 2017, affecting the implementation of activities during the first year of the Programme.
121. According to the Programme End Report, as of the 3<sup>rd</sup> quarter of 2017, reports on funding and spending status were prepared by the CDPMO, with information by component and by entity. The PCT had to manually reconcile centrally extracted figures with information provided by entities. The assessment did not find evidence of significant impact of these and of the initial delays on the delivery of the Programme activities, beyond timing.
122. According to KIs, regarding Component 1 specifically, even with delays, the activities were implemented as planned in a sequential way to ensure efficiency. For example, the initial series of regional workshops were held between January and mid-April 2017 in all the five regions. According to the End Programme Report, it was important to carry out these workshops at the beginning of the Programme, since they set up the stage of subsequent activities at regional and national levels. Country workshops and technical missions also took place as planned, and were often delivered back-to-back with other events/meetings for efficiency, according to KIs both internal and external to the Programme.

*What were the external (extra-budgetary, RPTC, other) resources leveraged by the entities towards the Programme objective?*

#### Finding 8

The Programme successfully leveraged external resources to support its implementation and increase the effectiveness and efficiency of the DA funds.

123. The implementing entities are reported to have mobilized a significant amount of non-DA funds, including extra-budgetary and Regular Programme for Technical Cooperation (RPTC) funding to support the implementation of the Programme. The contributors of these supplementary funding for the Programme reported in the End Programme Report included other UN agencies, such as the United Nations Population Fund (UNFPA) and the United Nations Development Programme (UNDP), and non-UN organizations, such as the World Bank and the European Union (EU).
124. Table 13 below shows the financial contributions leveraged under each component (excluding in-kind contributions), as reported by the implementing entities.<sup>59</sup> In total, USD \$ 6 million were leveraged, with the majority coming from regional organizations and bilateral donors.

**Table 13: External financial resources leveraged by the Programme**

Type of contribution	Components						Total
	1	2	3	4	5	7	

<sup>59</sup> These includes the information included in the End Programme Report as well as the updated information reported by several entities as part of the verification process led by the PCT in October 2021.

<b>Regional organizations</b>	<b>\$150,000</b>	<b>\$2,600,000</b>	<b>\$500,000</b>				<b>\$3,250,000</b>
European Commission		\$2,000,000					
European Union (EU)		\$600,000	\$500,000				
Funds from Eurostat Grant	\$200,000						
<b>Bilateral donors</b>		<b>\$2,350,000</b>	<b>\$150,000</b>		<b>\$30,000</b>	<b>\$67,000</b>	<b>\$2,597,000</b>
Brazil		\$200,000					
German Ministry of Development						\$40,000	
Germany Cooperation (GIZ)		\$150,000					
Norway			\$30,000				
Russian Federation		\$2,000,000			\$30,000		
Swedish International Development Cooperation Agency (SIDA)			\$120,000				
United Kingdom						\$27,000	
<b>RPTC</b>	<b>\$40,000</b>		<b>\$8,100</b>	<b>\$16,000</b>	<b>\$33,000</b>		<b>\$97,100</b>
RPTC (ECE)			\$8,100	\$16,000			
RPTC (ECLAC)					\$33,000		
RPTC (UNSD/DESA)	\$70,000						
<b>UN agencies</b>		<b>\$5,000</b>	<b>\$28,500</b>	<b>\$15,000</b>			<b>\$48,500</b>
UN University		\$5,000					
UN Women				\$15,000			
UNFPA			\$22,500				
UNFPA Country offices (Kyrgyzstan and Turkmenistan)			\$6,000				
<b>Universities/academic institutions</b>	<b>\$12,000</b>						<b>\$12,000</b>
University of Oxford	\$12,000						
<b>Grand Total</b>	<b>\$202,000</b>	<b>\$4,955,000</b>	<b>\$686,600</b>	<b>\$31,000</b>	<b>\$63,000</b>	<b>\$67,000</b>	<b>\$6,004,600</b>

Source: End Programme Report and additional data provided by select implementing entities

125. In-kind contributions were also made by development banks, intergovernmental organizations, non-governmental organizations, and participating NSOs, among others. The total value of these contributions, which included staff time and travel expenses provided by partners, however, could not be established as the estimated monetary value was made available only for some of the contributions.
126. The DA is generally not designed to fund posts for project/programme staff. Only up to 5% of the project/programme budget can be allocated for General Temporary Assistance (GTA) to engage temporary staff resources to respond to the short-term, interim staffing needs associated with the delivery of project/programme activities. The DA also does not cover the programme support costs, or the indirect costs incurred by the implementing entities in providing services of the

administrative and other support functions.<sup>60</sup>

127. In the opinion of the large majority of the internal KIs, many implementing entities had to continuously look for other resources, such as Regular Programme for Technical Capacity (RPTC) and extra-budgetary funds, to complement the limited GTA budget to fund the staff posts needed in order to support the implementation of the Programme, including that of the Programme Coordinator. These KIs were of the view that the reliance on non-DA funding put programme coordination support and some aspects of programme implementation at risk.

#### 5.4. Effectiveness

*To what extent have contributions been made towards the Programme-level Expected Accomplishments (EAs)?*

##### **Finding 9**

The Programme's complex results framework, establishing two layers of Expected Accomplishments (at Programme and component levels), did not facilitate results tracking at the Programme-level Expected Accomplishments; reporting on the progress towards component-level Expected Accomplishments was also limited.

128. The desk review shows that the Programme's overall results framework established two levels of interrelated EAs. It involved a total of 19 different EAs at component level, each contributing towards one or more Programme-level EAs (see Appendix 8). This complex results framework did not facilitate tracking of progress in achieving results at the level of Programme EAs, in the view of most KIs.
129. In addition, the desk review found that limited data had been reported on the progress made towards specific component-level EAs (outcomes). Ambiguities in the language of each EA added to the complexities and challenges to map and track results. The large majority of internal KIs considered the factsheets a great source of information on the activities, including their implementation status, and commended the PCT for setting up and maintaining the portal. However, the factsheets were not designed to include information on the results of the activities undertaken, or demonstrate how they contributed to the relevant EA(s).
130. The End Programme Report contains narrative text on the component progress, along with a summary of achievements, under each component and a review of IAs for component-level EAs. This review, however, presents only estimated values for the vast majority of the IAs at component level. Also, the report is structured to present this information by component only; Programme-level information included is limited to financial implementation rates.
131. The volume of activities makes aggregating such activity-level information at component level challenging. Further aggregating component-level results information and establishing their contributions to the relevant Programme-level EAs is even more challenging.

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<sup>60</sup> As stated in a 2004 review of the DA and the Regular Programme for Technical Cooperation (RPTC), the DA is complementary to RPTC in that it allows implementing entity staff to address important issues from the perspective of the broader agreed thrusts of the UN system as a whole. Also, the DA can be used in combination with other regular-budget, extrabudgetary and technical cooperation activities to create positive synergies and to increase the overall effectiveness and efficiency of a relatively small pool of funds. A/59/397.

#### Finding 10

Programme components were considered to have successfully contributed towards the relevant Programme-level Expected Accomplishments.

132. Table 14 below provides the number of activities delivered under each of seven components by type. In line with the intended linkages between the components and the Programme-level EAs shown in Table 2, almost all Component 1 activities contributed towards Programme-level EA1 and EA2, while activities undertaken under the thematic components (Component 2-7) contributed towards Programme-level EA3 and EA4.



**Table 14: Component Activities and Contributions to Programme-level Expected Accomplishments**

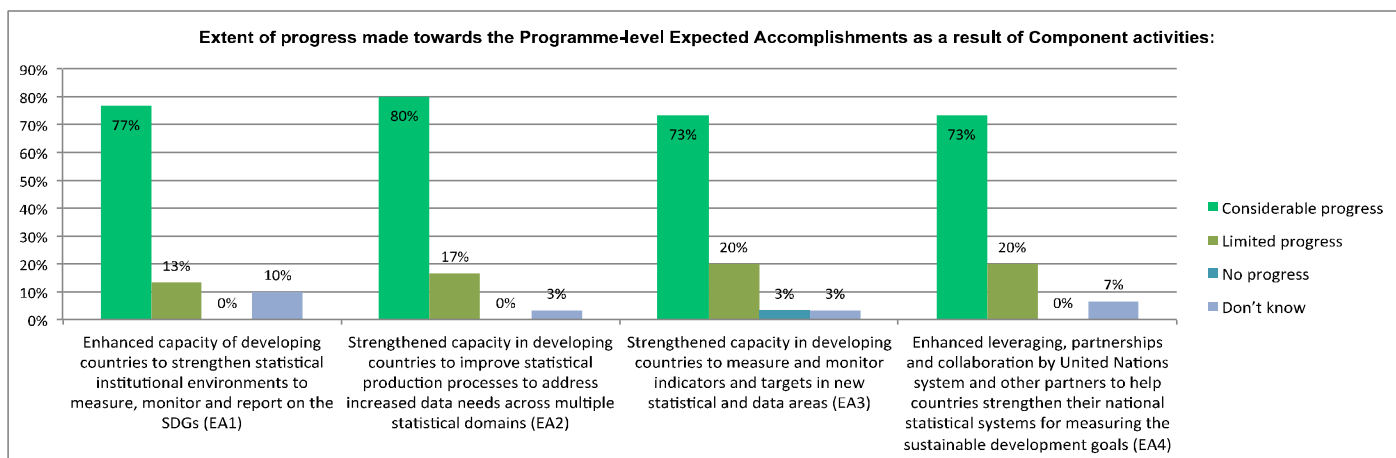
Activities	Component							Total	%
	1	2	3	4	5	6	7		
<b>Programme Level Expected Accomplishments</b>									
<b>EA3 &amp; EA4</b>		153	87	73	46	16	100	475	79%
Workshop / seminar / training		62	27	37	14	6	37	183	30%
Advisory services / country mission		36	30	5	8	3	8	90	15%
Guidelines / methodology / tools		18	9	10	7	4	18	66	11%
Training material / case study / best practice		16	7	4	13	3	20	63	10%
Expert group / technical group meeting		17	9	9	4		10	49	8%
Participation in third party meeting / advocacy		3	5	6			5	19	3%
Website/Portal		1		2			2	5	1%
<b>EA1</b>	101							101	17%
Workshop / seminar / training	46							46	8%
Advisory services / country mission	23							23	4%
Guidelines / methodology / tools	15							15	2%
Training material / case study / best practice	3							3	0%
Expert group / technical group meeting	5							5	1%
Participation in third party meeting / advocacy	6							6	1%
Website/Portal	3							3	0%
<b>EA2</b>	25							25	4%
Workshop / seminar / training	15							15	2%
Advisory services / country mission	1							1	0%
Guidelines / methodology / tools	1							1	0%
Training material / case study / best practice	2							2	0%
Expert group / technical group meeting	3							3	0%
Participation in third party meeting / advocacy	3							3	0%
<b>EA4</b>	2							2	0%
Workshop / seminar / training	1							1	0%
Participation in third party meeting / advocacy	1							1	0%
<b>Grand Total</b>	<b>128</b>	<b>153</b>	<b>87</b>	<b>73</b>	<b>46</b>	<b>16</b>	<b>100</b>	<b>603</b>	<b>100%</b>

Source: Factsheets. End Programme Report. August 2021.

133. The Programme is considered very successful in contributing towards its Programme-level EAs by the KIs and the large majority of the respondents to the Co-Lead/Focal Point Questionnaire. Figure 2 below shows that at least 73% of the respondents believe that considerable progress had been made towards each of the Programme-level EAs as a result of their respective components' activities. Some of the responding NSOs provided concrete examples of increased capacity. These included the creation of a separate unit of SDG statistics, and the restructuring of the household survey to allow for specific data collection for SDG indicators. The assessment methodology did not include the collection of data to allow for the examination of the extent to which activities under each component had contributed to each of their respective component-level EAs or to

## Programme-level EAs.

**Figure 2: Progress towards Programme-level EAs**



Source: Global Assessment Co-Leads/Focal Points on-line questionnaire. 2021

### Finding 11

Under all components, the Programme produced a series of knowledge products, some of which were reported to have contributed towards improved capacities of Member States.

134. As shown in Table 4 in Section 2.3, about 60% of the Programme activities were global or regional in scope. Some 129 of these activities (35%) were reported to have been dedicated to the production of guidelines, methodologies, tools, training materials, case studies, or best practices.
135. In many cases, the global, regional, sub-regional and national workshops, seminars and technical meetings provided a place for discussions among meeting participants or consultations on the development of methodologies or for validation of research, in the opinion of TAG members, leads and co-leads. These gatherings also supported knowledge transfer through the dissemination of publications, methodologies, or case studies. Concrete examples of meetings held and publications developed and disseminated under each component, which were intended to contribute to enhanced capacities in all regions are presented in the End Programme Report. The implementing entities developed a series of publications, new guidelines and statistical tools in their respective areas, as per KIs. A list of knowledge products developed under Programme components was included in the Programme End Report, including handbooks (e.g. Disaster-related Statistics Handbook<sup>61</sup>), methodologies (e.g. Methodology for Constructing Basic Food Basket in Central American Countries<sup>62</sup>), guidelines (e.g. Guidelines on User Engagement<sup>63</sup>), guides (e.g. Practical Guide to Seasonal Adjustment with Demetra<sup>64</sup>) as well as many other tools, training materials

<sup>61</sup> [https://www.unescap.org/sites/default/files/ESCAP.CST\\_.2018.CRP\\_.2\\_Disaster-related\\_Statistics\\_Framework.pdf](https://www.unescap.org/sites/default/files/ESCAP.CST_.2018.CRP_.2_Disaster-related_Statistics_Framework.pdf)

<sup>62</sup> [https://www.cepal.org/sites/default/files/publication/files/46728/S2000724\\_es.pdf](https://www.cepal.org/sites/default/files/publication/files/46728/S2000724_es.pdf)

<sup>63</sup> <https://repository.uneca.org/handle/10855/43833>

<sup>64</sup> <https://unece.org/statistics/publications/practical-guide-seasonal-adjustment-jdemetra>

and reports.

136. Examples noted by KIs include the “Global Set of Climate Change Statistics and Indicators”<sup>65</sup>, jointly developed by UNECE and UNSD, which provides a framework for climate change-related statistics and indicators and the “Global Chemicals and Waste Indicator Review”<sup>66</sup> prepared jointly by UNEP and UN-Habitat with contributions from UNSD, which covers four SDG indicators. The End Programme Report also noted that the Programme had also contributed to the development of several guidelines related to the SDG indicators, some of which have been upgraded to Tier II.<sup>67</sup>
137. Under Component 1, the 3rd edition of the Handbook on Statistical Organization (2003) was extensively updated by UNSD.<sup>68</sup> The Handbook is designed to “guide chief statisticians, senior managers, and staff members of statistical organizations to develop and maintain national statistical capacity that is fit for purpose”.<sup>69</sup> Google Analytics data collected by the PCT indicates that there were about 14,738 visits to the Handbook page between March and November 2021. According to the PCT, visitors were mostly from developing countries and represented all regions. Some 27% of NSOs responding to the survey of NSOs that participated in Component 1 activities reported having used the Handbook, as shown in Table 15. The Handbook was also reported to have been used by other implementing entities; for example, it was reported to have been used by ESCAP to inform its “Stats Café” series” under Component 5.

**Table 15: Use of Component 1 Applications or Documents by NSOs**

Applications or documents	Responses	
	#	%
E-Handbook on SDG Framework and Metadata	25	76%
E-learning portals for specific subjects	16	48%
UN SDG: Learn platform	13	39%
Generic statistical law	12	36%
Collaborative on administrative data for official statistics	11	33%
Data4now initiative	9	27%
Handbook on Management and Organisation of Official Statistics	9	27%
Covid-19 Response Web Portal	9	27%
Community of Practice on data integration	5	15%

<sup>65</sup> <https://unstats.un.org/unsd/envstats/climatechange.cshtml>

<sup>66</sup> <https://www.unep.org/explore-topics/chemicals-waste/what-we-do/policy-and-governance/global-chemicals-outlook>

<sup>67</sup> Of the 232 SDG indicators, 93 are classified as Tier 1, meaning that the indicator is conceptually clear, has internationally established methodology and standards, and data are regularly compiled for at least 50 per cent of the countries. The remaining indicators are Tier 2 (72 indicators) meaning the indicator is conceptually clear but the data are not regularly produced by countries or Tier 3 (62 indicators), meaning that no internationally established methodology or standards are yet available. Five indicators are determined as having several tiers (Inter-Agency and Expert Group on Sustainable Development Goals, 2018). This is according to Macfeely, Steve. *The Big (data) Bang: Opportunities and Challenges for Compiling SDG Indicators*. 2019. <https://onlinelibrary.wiley.com/doi/full/10.1111/1758-5899.12595>.

<sup>68</sup> The latest version was published as the Handbook on Management and Organization of National Statistical Systems in August 2021.

<sup>69</sup> <https://unstats.un.org/wiki/display/HSO/Handbook+on+Management+and+Organization+of+National+Statistical+Systems>

Guidelines on User Engagement	4	12%
Other	3	9%
<b>Total</b>	<b>33</b>	

Source: NSO Survey, 2021

### Finding 12

While over a third of Programme activities were of national scope, they were spread across a large number of countries; a very limited number of countries received tailored support consisting of a series of coordinated activities designed to collectively contribute towards a country-level goal.

138. As seen in Appendix 8, component-level EAs involved enhancing capacities of target countries in various thematic areas and each component-level EA was expected to contribute to a Programme-level EA. The Programme’s initial plan, as discussed under Finding 4, was to work directly with 35 countries selected from across all regions.
139. As mentioned in Section 2.4, 35% (or 213) of the Programme activities were national in scope (see Table 4), and they covered a total of 75 countries. As shown in Table 6, 66.7% of these countries participated in only one or two activities, and 8.0% (six countries) participated in more than five activities over the entire duration of the Programme, showing that the Programme activities of national scope were spread thinly among the countries involved.
140. The End Programme Report noted 105 “target countries”, based on the “target countries” reported by the component leads and co-leads.<sup>70</sup> These may also include countries that received specific and tailored support through participating in sub-regional, regional and/or global activities.
141. Many internal KIs stated that the Programme resources had only allowed the implementing entities to deliver a limited number of tailored activities per country, and that some country-level activities had represented one-time interventions to respond to specific requests. One KI cited support provided to an African country, which involved a series of small, consecutive activities designed to contribute toward a specific country-level goal, as an example of a successful intervention under the Programme. Some internal KIs also referred to the work on environmental indicators in Burkina Faso, which is an LDC, and Ghana. The End Programme Report noted that this had resulted in these countries’ first-ever environmental compendiums and national strategies for long-term improvement of environmental statistics. ECA, along with UNEP and UNSD, were reported to have carried out a number of sequential activities, including e-training and workshops to improve the understanding of the Framework for the Development of Environment Statistics (FDES), set up national work plans to improve environmental statistics and achieve economic and environmental accounting. The assessment, however, did not find other examples of targeted support to Member States, which entailed coordinated activities designed to collectively contribute towards a country-level goal.

### Finding 13

The Programme reached a relatively small number of LDCs.

142. The MTE, undertaken in the second half of 2018, identified 46 “target countries”, including 16

<sup>70</sup> These include 19 LDCs and these are marked with an asterisk (\*).

LDCs (34%) based on the list of LDCs as of 24 November 2021, which includes 46 countries.<sup>71</sup> The 105 “target countries” listed in the End Programme Report included 19 LDCs (18%),<sup>72</sup> which represented 41% of the 46 countries included in the most recent list of LDCs. As mentioned under Finding 5, while the Prodoc included a set of criteria for selection of target countries for Component 2, which included priority to be given to LDCs, the assessment did not find evidence of Programme-wide criteria used to guide the selection of target countries, or those for other six components.

143. A review of countries that were targeted at by activities of national scope by component, presented in Appendix 6, revealed that country-level activities undertaken under Component 1 and 2 had involved seven and nine LDCs, respectively. Component 3 delivered country-level activities that involved just one LDC. As shown in Table 4, these three components delivered 74% of all the Programme activities of national scope. None of the remaining 26% of Programme activities, which were undertaken under Component 4, 5, 6 and 7 and involved a total of 25 countries, targeted LDCs.
144. Some KIs noted the Programme had highlighted good practices from middle-income countries with a view to promoting knowledge sharing and transfer to other Member States, including LDCs. Others stated that some countries with large capacity development needs, particularly some LDCs, did not have a level of maturity and readiness to participate in and/or benefit from certain types of activity. At the same time, some KIs also highlighted the importance of shifting away from working with countries where the implementing entities previously worked and those that had confirmed that the conditions to support successful interventions existed. They were of the view that the entities should devote resources to explore opportunities to engage with governments, civil society and academic institutions in the LDCs that have not received their capacity development support.

*To what extent, and how did the Component 1 achieve its expected accomplishments?*

#### **Finding 14**

Participating NSOs and internal stakeholders reported progress towards enhanced capacity of Member States to launch and improve institutional mechanisms and procedures (Component 1 EA1).

145. Component 1 activities were designed to contribute towards three EAs, namely: enhanced capacity of target countries to launch or improve institutional mechanisms and procedures, at national and local level, for the production and utilization of SDG indicators (EA1); enhanced capacity of target countries to complement traditional statistical data sources with new data sources, including Bid Data, for measuring SDG targets and indicators (EA2); and partnerships developed, which support statistical strengthening and complement and/or expand on the Programme’s outputs (EA3). Data reported in the factsheets indicates that 128 activities, involving 4,118 participants, were delivered under Component 1. As shown in Table 4, these included activities that were national (34%), sub-regional (12%), regional (40%) and global (15%) in scope. Of these 128 Component 1 activities, the large majority (79%) were designed to contribute to EA1, while 20% were designed to

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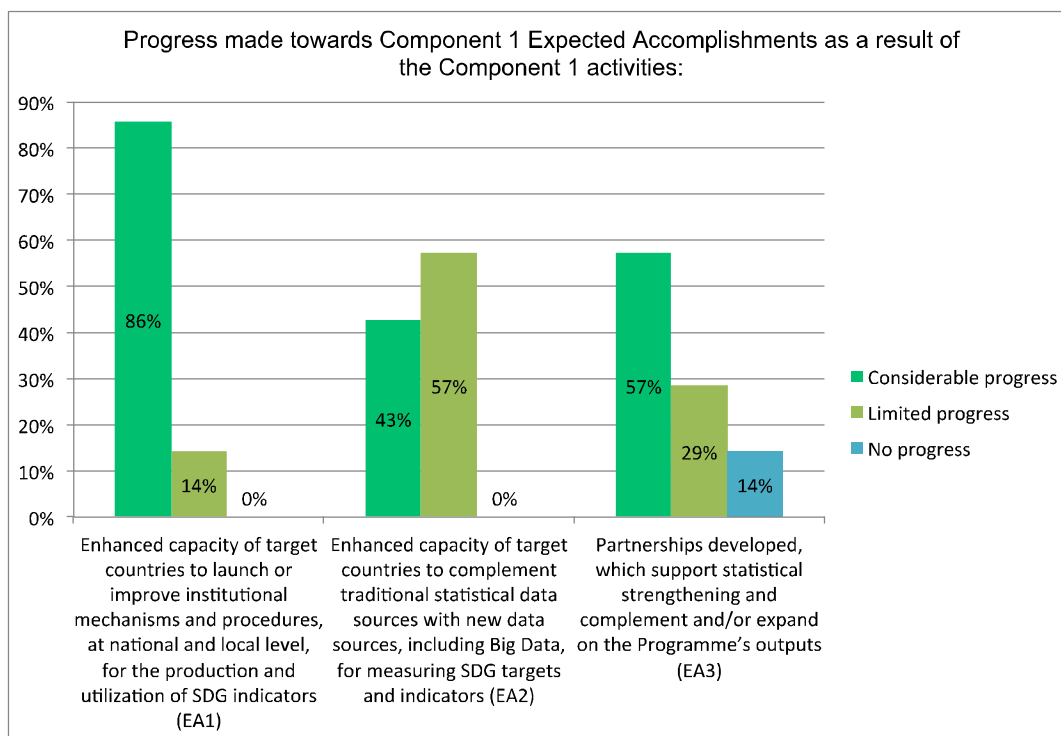
<sup>71</sup> Appendix 6 highlights countries included in the 2013 LDC list.

<sup>72</sup> These include the following: Afghanistan, Bangladesh, Benin, Cambodia, Gambia, Lao PDR, Madagascar, Malawi, Mali, Mauritania, Nepal, Rwanda, Senegal, Sudan, Tanzania, Togo, Uganda, Yemen, Zambia.

contribute to EA2 and less than 2% to EA3 (see Table 14).

146. The NSOs that participated in Component 1 activities reported **progress towards EA1**. All the NSOs responding to the NSO Survey believed that the knowledge of the compilation of SDG indicators at their institution had increased, either significantly (53%) or somewhat (47%), as a result of their participation in the Programme. Also, all but one also felt that their country's capacity to launch or improve institutional mechanisms and procedures for the production of SDG indicators (EA1) increased, either significantly (42%) or somewhat (56%). The responses provided by 12 NSOs to an open-ended question on how the institutional capacity had increased focused mainly on strengthening internal organization, cooperation, coordination and training. The large majority (86%) of the co-leads and focal points responding to the on-line questionnaire also believed that considerable progress had been made towards EA1, while the remaining 14% of respondents believed that limited progress had been made (see Figure 3).
147. **Regarding the progress towards EA2**, the responses to the NSO Survey show moderate success in this. Of the 35 NSOs that responded to this question, 29% considered that their country's capacity to complement their data sources with new source had increased significantly, while 57% indicated that their country's capacity had increased somewhat; the remaining 14% felt that their country's capacity had not increased. A total of 23 NSOs responded to an open-ended question about the way in which capacity had increased and/or the aspects of their capacity that had expanded or improved. Their responses varied, but included issues of improved methodologies, training and knowledge, implementation of an SDG data framework, improved institutional capacities as well as creation of production capacities in some areas. About 43% of respondents to the Co-lead/Focal Point Questionnaire believed that considerable progress had been made towards EA2, while 57% believed that limited progress had been made (see Figure 3).
148. **Regarding the progress towards EA3**, the large majority (88%) of NSOs responding to the on-line survey stated that either very useful (47%) or useful (41%) partnerships had been developed in strengthening and facilitating the SDG work in their respective countries, while 12% reported that no partnerships had been developed. Also, the large majority (91%) of responding NSOs felt that sharing of experiences with or learning from other countries through participating in Component 1 activities had contributed to the work on SDG indicators, either significantly (38%) or somewhat (53%). As for the opinion of the co-leads and focal points responding to the questionnaire, 57% believed that considerable progress had been made while 29% believed that limited progress had been made, with the remaining 14 stating that no progress had been made, as shown in Figure 3.

**Figure 3: Progress towards Component 1 EAs as a result of Component 1 activities**



**Source: Global Assessment Co-Leads/Focal Points on-line questionnaire. 2021**

149. These results from the NSO Survey and the Co-lead/Focal Point Questionnaire, which show the most positive views expressed on progress towards EA1, may indicate that the higher the number of activities delivered, the more progress towards the expected outcomes that were perceived by both the beneficiaries and the implementing entity staff involved in Component 1 implementation.
150. The End Programme Report, KIs and the respondents of the Co-Lead/Focal Point Questionnaire highlighted a few examples of regional and global work completed under Component 1 that had contributed towards EA1. At the regional level, examples included the work related to the development of a common framework (the Generic Law on Official Statistics) designed to enable countries in Latin America and the Arab region to address the fragile statistical institutional environment, lack of coordination among data producers and lack of legal frameworks to support the proper functioning of a National Statistical System. Another example cited was ECA's work on the production of guidelines on user engagement, which provide a roadmap for countries to establish a robust user engagement strategy and enhance the dialogue between users and produces of official statistical with a view to enhancing institutional statistical environments and production processes. As shown in Table 15, several NSOs responding to the on-line survey of NSOs that participated in Component 1 activities reported having used the guidelines.
151. Examples of global work that was cited as having contributed to EA1 included the Collaborative on the Use of Administrative Data for Statistics, which, according to the End Programme Report, was jointly developed by UNSD and the Global Partnership for Sustainable Development Data (GPSDD) to support countries to increase their use of data sources that are not heavily dependent on fieldwork. The Collaborative was reported to have membership from around 25 countries and

20 regional and international organizations at the time of the preparation of the End Programme Report. About one third of NSOs responding to the survey of NSOs that participated in Component 1 activities reported having used the Collaborative, as shown in Table 15.

152. The factsheets reported a total of 25 guidelines, portals, training materials and e-learning courses that were developed under Component 1 (the list of these Component 1 products is included in Appendix 5). KIs stated that these represent important contributions to measuring and monitoring of the SDG indicators.
153. In addition, the Global Network of Data Officers and Statisticians, developed under this “horizontal” component, was highlighted as an initiative that had received positive feedback from countries in the End Programme Report, as well as by several KIs. The Network operates on Yammer and was reported to have over 1,500 members worldwide, including NSSs, NGOs, academia, private sector, RCOs, UNCTs and UN system entities.<sup>73</sup> It was reported to have facilitated informal engagement among members. The Statistical Commission in its 52th session held in March 2021 welcomed the launch of the Network.<sup>74</sup> Google Analytics data provided by the PCT indicated 9,900 weekly visits between October 2020 and October 2021, and 139,000 messages exchanged and read during the same 1-year period.

*What changes, if any, to the participating developing country Member States’ capacity to measure, monitor and report on the SDGs, can be attributed to the Programme?*

#### **Finding 15**

Overall, the Programme activities were believed to have contributed to enhancing participating countries’ capacities to measure, monitor and report on the SDGs.

154. As mentioned under Finding 14, the Component 1-participating NSOs surveyed believed that the level of knowledge of the compilation of SDG indicators had increased as a result of their participation in the Programme and that the capacity of their country to launch or improve institutional mechanisms and procedures for the production of SDG indicators had also increased.
155. According to the large majority of those interviewed, the Programme had been generally successful in enhancing capacities of Member States to measure, monitor and report on the SDGs across all components. Most co-leads/focal points responding to the questionnaire also considered that their respective components had had an impact in some or most participating countries, in terms of enhanced country-level capacities to produce high quality statistics and indicators and to coordinate, produce and/or develop national statistics; they also believed that better, more accurate and reliable SDGs data was being collected. As illustrated in Figure 4 below, about half of the respondents believed that in most participating countries, enhanced country-level capacities to produce high-quality statistics and indicators were in place (53%), country-level capacities to coordinate, produce and/or develop national statistics were improving (53%) and better, more accurate and reliable SDGs data was being collected at the country level for evidence-based policy making (50%). Approximately 40% of the respondents believed that these impacts had been made

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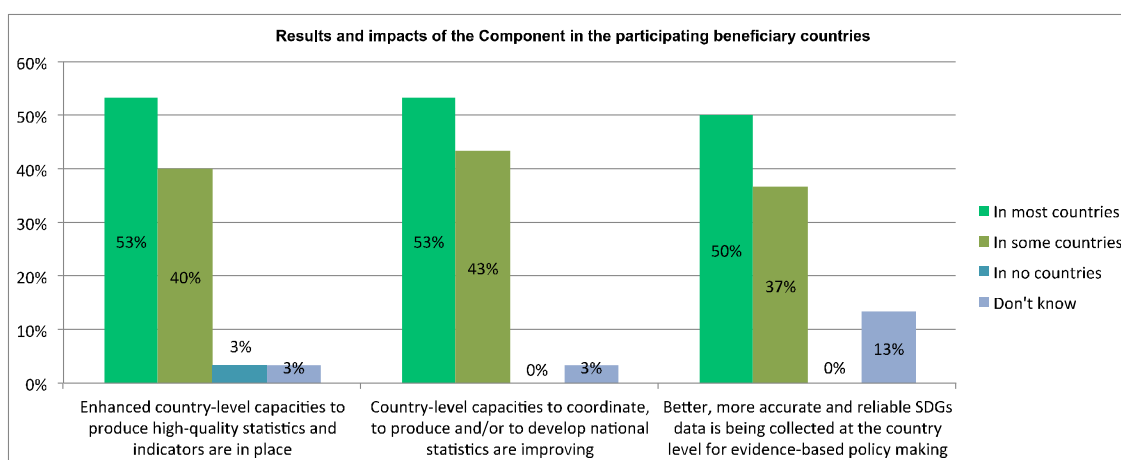
<sup>73</sup> End Programme Report and the information shared by the PCT along with Google Analytics data on Component 1 online products.

<sup>74</sup> Decision 52/102 included in the Report on the fifty-second session of the Statistical Commission (E/2021/24-E/CN.3/2021/30).



in some participating countries.

**Figure 4: Co-leads and focal points' perceptions on the impacts of the Programme components**



Source: Global Assessment Co-Leads/Focal Points on-line questionnaire. 2021

*Were there any unintended results?*

#### Finding 16

The creation of a UN Secretariat-wide community on environmental statistics, which contributed to the improvement of longer-term approach towards capacity building, was cited as an unexpected positive outcome of the Programme.

156. While no notable unintended results of the Programme were identified through this assessment, the End Programme Report cited the creation of a UN Secretariat-wide community on environment statistics, was said to have led to improved longer-term approach towards capacity building, as an unexpected positive outcome of the Programme, and more specifically its Component 2. It was stated that through regular meetings and on-line exchanges under the component, UNEP, UNSD and all the Regional Commissions had strengthened not only their approach toward building the capacity of participating countries to monitor the environmental dimension of the SDG globally, but also improved the longer-term approach toward capacity building across the regions.

*To what extent did the adjustments made during the course of Programme implementation, including those resulted as a direct consequence of the COVID-19 situation affect the achievement of the Programme's expected accomplishments under effectiveness?*

#### Finding 17

The COVID-19 pandemic required adjustments for the implementation of the originally planned activities during the concluding phase of the Programme, resulting in cancellation of some key activities, alternative delivery modalities, and new activities to respond to the immediate needs of Member States.

157. COVID-19-related travel restrictions introduced by most countries in early 2020, the final year of the Programme, necessitated adjustments to the remaining Programme activities, which included stocktaking activities at national, regional and global levels.
158. The guidelines developed by the Programme Coordinator, in consultation with the component

leads and co-leads, following the TAG meeting on 1 March 2020 recommended that all essential activities requiring travel be held or postponed between September and December 2020 or, in some exceptional cases, in the first quarter of 2021; and that all other activities requiring travel be replaced by either COVID-19 resilient activities (e.g., webinars, the development and roll-out of e-learning courses, the translation of important guidelines and material) or COVID-19 response activities (e.g., the creation of dedicated portals or websites, development of data platforms, techniques or methodologies for the handling of non-traditional data sources to respond to the need for monitoring and mitigating the impact of the sanitary crises). The guidelines also recommended that the five concluding regional workshops for developing countries on the implementation of the SDG Indicator Framework, which had been planned under Component 1, to be merged into one inter-regional and cross-component event to be held in April 2021, with the TAG requesting an extension of the Programme by four months. It was reported that out of the 104 remaining activities, 66 (63%) had been replaced by COVID-19 resilient or response activities.<sup>75</sup> The revised list of planned activities was initially endorsed by the TAG in May 2020; it was further updated in October 2020 and again in February 2021.<sup>76</sup>

159. The End Programme Report noted that the revised activities included about 20 COVID-19 response activities. Among the outputs delivered under Component 1 is the COVID-19 Response Web portal, which has been used to share guidance, actions, tools and best practices to ensure operational continuity of data programmes at the national level. Under Component 4, the Repository on gender-oriented policies in the COVID-19 Observatory in Latin America and the Caribbean was developed by ECLAC; it tracks the public policies implemented by the 33 countries of Latin America and the Caribbean to mitigate the impact of the COVID-19 pandemic, and provides analyses of the economic and social impacts of these policies at the national and sectoral levels.
160. Activities that replaced the initially planned activities under Component 1 also included a total of 80 remote meetings on national SDG data compilation held with 10 countries by ESCWA, as also reported in the End Programme Report. According to internal KIs, converted activities maintained their focus on the original topics, allowing for the Programme to continue to address the identified needs of participating countries. Some respondents to the Co-lead/Focal Point Questionnaire noted that the activities using e-learning modality that replaced some of the originally planned activities had helped expand the Programme's reach; this included the e-learning course disaster-related statistics developed by ESCAP, which was also translated into Arabic, Bahasa Indonesian, and Russian, and will soon be translated in to French, Spanish and Thai. The five concluding regional workshops, which were designed as stocktaking activities at regional level, however, were eventually cancelled due to the pandemic-related restrictions that stayed in place, and the proposal to hold an inter-regional and cross-component workshop in April 2021 did not materialize.
161. The NSOs surveyed were asked to select from the list provided one or more of the facilities put in place under Component 1 that had helped to mitigate the impact of the pandemic on their statistical

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<sup>75</sup> Executive Progress Report – Mid Year 2020, presented to the 28 September 2020 TAG meeting and updated in October 2020.

<sup>76</sup> End Programme Report.

operations.<sup>77</sup> Of the 38 NSOs that responded to the survey, 26 selected at least one facility included in the list; 24 selected the virtual regional or sub-regional workshops, 11 each selected the Collaborative on the Use of Administrative Data and the E-Handbook of SDG Framework and Metadata, while 10 NSOs selected the Covid-19 Response Web portal.

## 5.5. Gender & Human Rights Mainstreaming

*To what extent, and how, were gender and human rights perspectives mainstreamed into the design, implementation and monitoring of the Programme?*

### Finding 18

Gender perspectives were integrated through the Programme's component on gender statistics (Component 4) and also in a small number of activities delivered in other components.

162. Gender perspectives were integrated through the work of the component on gender statistics and indicators (Component 4), which focused on enhancing national capacity to produce, analyze, disseminate/communicate and use timely and reliable gender statistics.
163. According to co-leads and focal points responding to the questionnaire, gender was also addressed through specific work under other components, such as case studies on integrating different data sources to improve the disaggregation of poverty-related indicators (Bangladesh and Sri Lanka) conducted by ESCAP under Component 5 (poverty statistics and indicators).<sup>78</sup> An example of Component 1 activities involving data disaggregation was the collaboration between ESCAP and UN-Women in response to a request from Vietnam under Component 1; it aimed at helping strengthen gender indicators and related data production and use, and was said to have led to a review of the first set of National Statistical Indicators on Gender Development (NSIGD) and the first publication on gender statistics in the country.
164. Guidelines on improving the availability of disaggregated data developed under several components were also reported to include gender statistics.

### Finding 19

The SDG agenda focus is on human rights and gender issues and the Programme original design intended to go beyond disaggregating statistics; however, it did not consistently mainstream gender and human rights perspectives in all its components, or integrate these dimensions in its monitoring and reporting.

The SDG agenda focus is on human rights and gender issues and the purpose of improving the

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<sup>77</sup> According to the African Statistical Newsletter Vol.1 | No.1 | 2020 | Covid-19 had major effects in the data collection activities of national statistical systems and operations around the world, as most of the data collection from surveys and censuses, for example, have typically relied on face-to-face interviews. The pandemic had the potential to affect the timelines of regular statistical operations, which depend on periodicity and regularity (e.g., time series analysis) bringing consequences such as gaps and missing data along with delayed implementation of statistical programmes. [https://archive.uneca.org/sites/default/files/PageAttachments/asn\\_march\\_2020\\_.pdf](https://archive.uneca.org/sites/default/files/PageAttachments/asn_march_2020_.pdf)

<sup>78</sup> DHS and Geo-covariates Data Integration Case Study on Bangladesh Survey 2014, Yichun Wang; and A Study on Combining Sample Surveys to Improve Data Availability on Selected SDG Indicators for Priority Policy Issues Identified for Economic Empowerment of Women in Sri Lanka, Gamini de Silva.

SDG statistics is to highlight the situation in this respect. Since the Programme was focused on improving the statistics and the measurements of these issues, human rights and gender issues were understandably included in all the Programme components as well through the focus on specific issues at the heart of human rights and gender, such as poverty, social conditions etc. The Programme had a clear focus on disaggregated statistics replacing aggregate statistics as was given special attention under Component 1.

165. However, the Programme's original design intended to go beyond disaggregated statistics, specifically in terms of gender mainstreaming. As mentioned in Section 2.3, mainstreaming of gender statistics in all facets of the Programme was adopted as a principle by the TAG. A gender dimension was intended to be incorporated particularly in strengthening existing methodologies/tools, or developing new methodologies.<sup>79</sup>
166. Despite the work related to the gender component and the activities mentioned in Finding 18 above, the Global Assessment did not find evidence of new methodologies or updates to the existing methodologies or tools that incorporated a gender or a human rights dimension, delivered under the Programme, beyond the work related to data disaggregation. Internal KIs confirmed that the Programme did not have a strategy to integrate or mainstream the gender and human rights dimension in the work of all components. There was also no evidence of a gender or human rights dimension integrated in Programme monitoring or reporting.
167. This was corroborated by two thirds of the co-leads and focal points responding to the questionnaire. Nearly 70% of respondents believed that gender had been integrated in their respective components' design to a limited extent (67%) or not at all (3%), while 30% believed that it had been integrated to a considerable extent. Regarding the integration of a human rights perspective in the component design, about 64% of the responding co-leads and focal points believed that it had been integrated in their respective components' design to a limited extent (33%) or not at all (30%), while 36% believed that it had been integrated to a considerable extent.
168. When asked about the impacts of their respective component activities in the participating countries, 23% of the responding co-leads and focal points believed that gender perspectives were being integrated in the production, analysis and dissemination of official statistics in most participating countries; 52% and 6% believed that this was the case in some participating countries or in no countries, respectively.<sup>80</sup>

## 5.6. Sustainability

*To what extent are the Programme's outcomes (achievement towards its expected accomplishments) sustainable?*

### Finding 20

The capacity increase achieved through Component 1 activities was largely believed to be sustainable by about half of the NSOs surveyed.

169. In relation to the sustainability of the capacities increased through Component 1 activities, 67% of NSOs answering the question in the NSO Survey thought it very likely that the increase in their

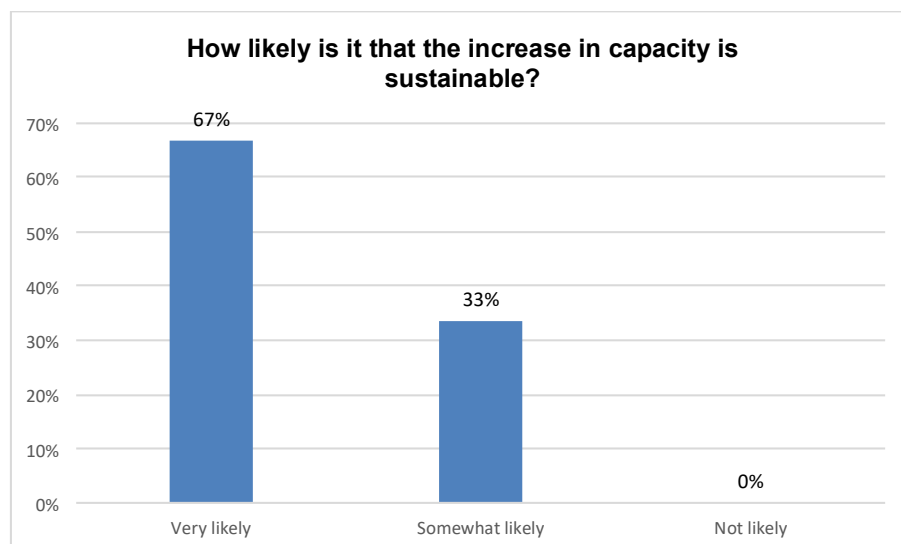
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<sup>79</sup> Prodoc

<sup>80</sup> The remaining 19% indicated that they did not.

capacity to launch or improve institutional mechanisms and procedures for the production of SDG indicators was sustainable, while the remaining 33% thought it somewhat likely.<sup>81</sup> The distribution of the replies from NSOs of LDCs was the same as for the sample as a whole.<sup>82</sup>

**Figure 5: Likelihood of sustainability of the increase in NSO capacity**



**Source: NSO Survey**

170. Little information about the sustainability of the results of other components was available for the desk review. While the template for DA 10<sup>th</sup> tranche projects included a section dedicated to discussion of the sustainability of project achievements, including any follow-up activity that was implemented or initiated by the implementing entities or partners, the End Programme Report did not present information in this regard either at the component or Programme level. As discussed under Finding 12, many internal KIs stated that the Programme resources only allowed the implementing entities to deliver a limited number of activities in each country, and that many activities were delivered without follow-up plans.
171. KIs noted that the tools, guidelines and other knowledge products produced under the Programme were likely to form the basis for subsequent DA projects, which they often referred to as the primary means of ensuring continuity of their work. Eight of the implementing entities of the Programme (UNSD, the five Regional Commissions, UNEP and UNODC) are currently working on the design of a DA 14<sup>th</sup> tranche joint project with a budget of USD \$ 3 million, aimed at improving the resilience and agility of national statistical systems to meet post-COVID-19 data needs.<sup>83</sup>

#### **Finding 21**

While a broad approach to promote sustainability was outlined in the Prodoc, there was no evidence of concrete measures put in place to ensure the sustainability of the Programme results.

172. Section 9 (Sustainability) of the Prodoc described how the Programme intended to ensure the

<sup>81</sup> Of the 38 NSOs that responded the NSO Survey, 21 answered this question.

<sup>82</sup> Of the nine NSOs of LDCs that responded to the survey, seven answered this question.

<sup>83</sup> Proposed programme budget for 2022, Section 35 Development Account (A/76/6 (Sect. 35), Annex II.

sustainability of its contributions. The strategy included: selecting the NSOs of developing countries which had continually displayed readiness to receive capacity development support; and building long-term partnerships with the heads of the NSOs, who were expected to continue engaging with one or more of the implementing entities through the statistical committees of the Regional Commissions and/or the Statistical Commission. At the same time, it also stated that “the long-term sustainability of the institutional environment [was] likely to be achieved only through successful partnership and resource mobilization efforts which contribute to improved infrastructure, IT tools and additional staff resources”.

173. The Global Assessment found that the Programme was well aligned with the broader Programmes of Work of the implementing entities and generally complementary to the work of other actors (Finding 6). It also found that the Programme had successfully mobilized external resources (Finding 8). However, it was not possible to determine the extent to which these efforts have contributed to improved infrastructure, IT tools and additional staff resources available in participating countries, which would in turn promote the long-term sustainability of the Programme’s results in line with the strategy outlined in the Prodoc.
174. The Global Assessment also did not find evidence of concrete measures implemented towards ensuring the Programme results were sustainable through the desk review. Also, according to KIIs, many country-level activities did not include follow up or follow up plans. There was also no evidence of measures typically put in place by other programmes, such as ensuring that guidelines, tools and other knowledge products produced under the Programme continue to be updated beyond Programme completion or that training delivered under the Programme be replicated by the participants or partners for further transfer of skills (e.g., the use of the train-the-trainer model).

## 5.7. Efficiency and Effectiveness of the DA Programme on Statistics and Data Model

*To what extent did the **governance and management structures and processes** established for the Programme, enable or hinder the effective and efficient planning, implementation, monitoring and evaluation of the Programme?*

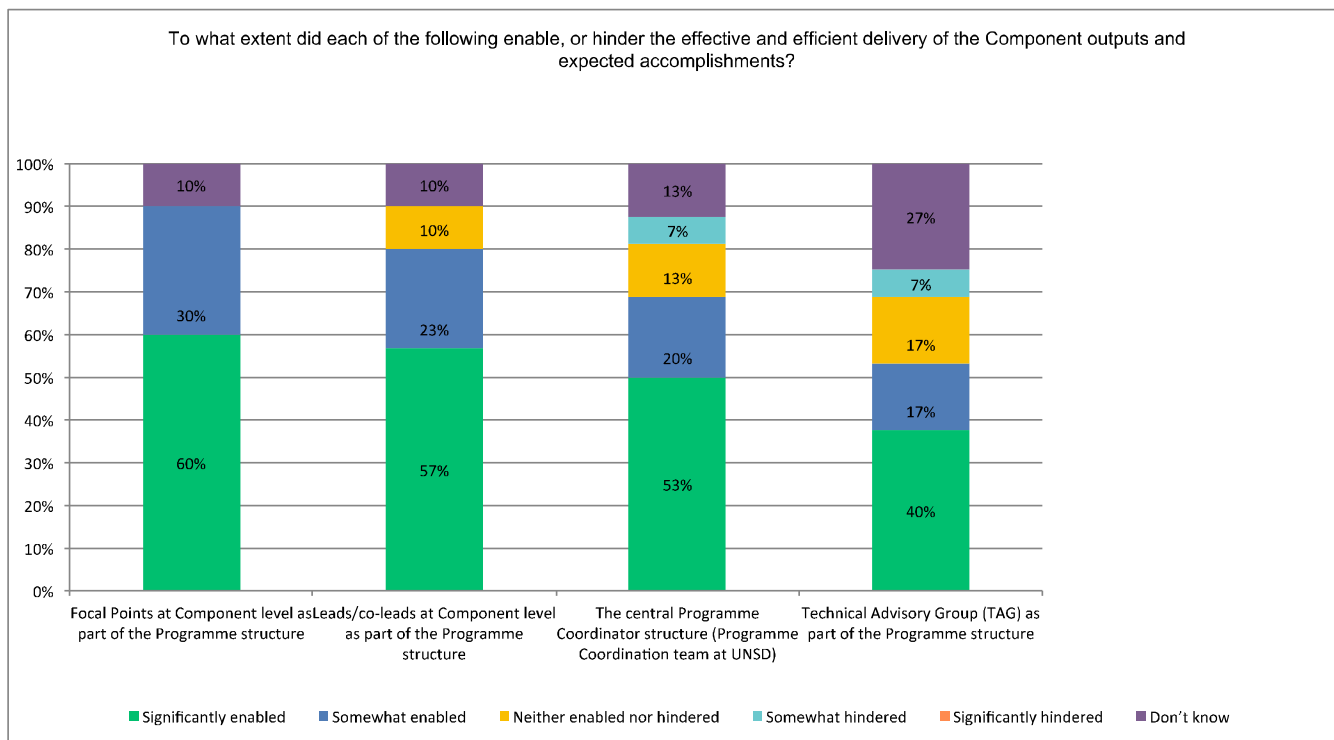
### Finding 22

The Programme structure with various management and coordination mechanisms and roles was generally considered to have enabled the effective and efficient delivery of outputs and component-level contributions towards EAs.

175. In the views of most internal Programme stakeholders interviewed, the management, governance and coordination structures and processes, including the roles of the Programme Coordinator or the Programme Coordination team at UNSD, the TAG, the component leads, co-leads and focal points largely enabled the effective and efficient delivery. As mentioned in Finding 7, most Programme activities were delivered as planned.
176. According to most internal stakeholders interviewed, the complex matrix structure with various roles and responsibilities worked well. They were of the view that all these elements were needed to support the flow of authority, as well as the decision-making processes at both component and Programme levels. The component focal point role, as well as the component lead and co-lead roles were the elements of the Programme structure, which were most positively regarded by the co-leads and focal points responding to the questionnaire, as shown in Figure 6. Some 90% of respondents believed that the focal point role had enabled the delivery of their respective

components, either significantly (60%) or somewhat (30%). Similarly, 80% believed that the lead and co-lead roles had enabled the delivery, either significantly (57%) or somewhat (23%).

**Figure 6: Co-lead and focal point perspectives on the elements of the Programme structure**



Source: Global Assessment Co-Leads/Focal Points on-line questionnaire. 2021

177. The responding co-leads and focal points also expressed positive views on the role of the Programme Coordinator, or the PCT at UNSD. About 73% believed that the function had enabled the effective and efficient delivery, either significantly (53%) or somewhat (20%). Some internal KIs noted that the Programme Coordination at UNSD had been established to enable equal participation of all 10 entities in the Programme, as opposed to one entity (UNSD) leading it with participation of the other nine entities. The PCT provided overall coordination support for the Programme implementation. According to the End Programme Report, the PCT organized quarterly virtual meetings of the component leads, co-leads and focal points, promoted the exchange of good practices and challenges experienced through Programme implementation, established and managed the monitoring and reporting systems in place, and prepared the Programme-level mid-year and end-year performance reports to the TAG based on inputs collected from the entities. The PCT was praised by all internal stakeholders interviewed, particularly for its work related to the factsheets and reporting to the TAG.
178. With respect to the TAG, 57% of co-leads and focal points responding to the questionnaire also believed that this mechanism had enabled the effective and efficient delivery of their respective component's outputs and EAs, either significantly (40%) or somewhat (17%); on the other hand, 15% believed that it had neither enabled nor hindered delivery, while 27% indicated that they did not know (see Figure 6). The TAG, made up of the directors or other senior officials of the statistics

divisions of the 10 entities and chaired by the Director of UNSD, defined the substantive elements of the Programme at its design stage. The Group was envisioned to provide substantive guidance through regularly reviewing Programme implementation and discussing the development of methodologies and other activities completed, as well as planned activities. The TAG, however, became the de-facto decision-making body of the overall Programme.

179. TAG members interviewed noted that the Group had benefited from the continuity and stability of its membership. Most members participated in the Group throughout the Programme's planning and implementation phases. It was also stated that most members had known, and collaborated and/or regularly interacted with, each other for many years, as well as had been in their respective positions within the entities for a long time.
180. Some staff members played multiple roles; internal KIs suggested that this was possibly due to limited availability of staff in those entities. For example, staff in the role of the lead or co-lead of some components also served as focal points for other components, or as main or alternate members of the TAG.

*What features of the “programme model”, if any, enabled, or hindered, the effective and efficient delivery of the Programme’s outputs and expected accomplishments?*

#### **Finding 23**

The Programme's central on-line reporting portal, providing factsheets, was considered useful in making standard information on activities accessible and promoting information sharing.

181. The Prodoc stipulated the requirements for continuous monitoring of progress at pillar/component level, and regular progress reporting from the entities to the component leads, as well as from the component leads to the UNSD programme team. This was expected to feed into the mid-year and end-year performance reports prepared by the PCT for submission to the TAG and the DA Steering Committee.
182. The factsheets were set up as a tool to ensure the availability of information on Programme activities in a consistent format and as organized by component and component-level EAs. They were used by Programme staff to report on their activities in relation to the relevant EAs. The End Programme Report noted that the factsheets, developed as an on-line reporting tool, were designed to systematize information sharing within and across components; it was reported to have enabled all focal points of the 10 implementing entities to access concise information on Programme activities.<sup>84</sup> This central repository of information on Programme activities was very much appreciated by the leads and co-leads interviewed, although they stated that it had involved a substantial amount of work on the part of the entities. About 80% of the co-leads and focal points responding to the questionnaire also believed that the reporting process in place had enabled the effective and efficient delivery of their respective component, either significantly (61%) or somewhat (19%).
183. However, the factsheets did not contain information on the rationale for the activities, or on cancelled activities; factsheets for some cancelled activities were deleted from the portal instead of recording the reason for the cancellations. Other information was missing in the form (e.g., rationale for selection of certain activities, such as workshop/seminar/training, advisory

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<sup>84</sup> End Programme Report.



services/country mission, and target countries), or was included, but not consistently recorded (e.g., target audience).<sup>85</sup>

*To what extent did the programme management, financial management and other support provided by DA-PMT, DA Focal Points and other relevant staff of participating entities enable or hinder the effective and efficient planning, implementation, monitoring and evaluation of the Programme?*

#### **Finding 24**

The financial management system did not facilitate the joint delivery of the Programme by 10 entities and lead entities did not have control over the implementation of the overall component budget.

184. The Programme Management Group, composed of the Development Account focal points of the 10 implementing entities and chaired by the head of the Capacity Development Office (now CDPMO) of DESA, which had been envisioned to oversee the implementation of the funds allocated to their respective entities and address any problems, including those of administrative nature, was never set up. The report of the MTE stated that “the existence of such a group at the beginning and in the early stages of the Programme might have ensured sufficient flow of information about the planned conduct of the Programme and dispersed such uncertainties as have prevailed about allowed flexibility and financial management of the Programme”.<sup>86</sup> The situation and the key stakeholders’ perceptions may have changed since the MTE. When asked to comment on the features of the programme model that enabled or hindered the effective and efficient delivery of the Programme’s outputs and EAs, the large majority of key informants consulted under this assessment, including the TAG members mentioned that the absence of the programme management structure did not significantly affect the delivery of the Programme.
185. As discussed under Finding 7, the financial monitoring and reporting system in place at the beginning of the Programme implementation was not able to produce financial reports broken down by component and by entity, causing delays in activities. Internal KIs noted that the DA-PMT and the CDPMO Finance Team had provided effective support and identified the solutions. The adaptations made to the financial report were reported to have enabled effective financial monitoring at the component level subsequently.
186. However, the financial management system used across the UN Secretariat did not fully support the management of the budget of “one programme” jointly delivered by 10 entities. Each implementing entity managed the funds related to the portion of the Programme budget that was allocated for the activities they were to implement under all the components they participated in, as if the combination of the entity’s activities under various components represented a “project” solely implemented by them. The lead entity did not have control over the implementation of the budget for the overall component that they were leading.
187. This may have constrained some component leads’ ability to “lead” the overall implementation of

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<sup>85</sup> This was also noted by the PCT.

<sup>86</sup> Mid-term external evaluation of the 10th tranche Development Account Programme on Statistics and Data. Hallgrímur Snorrason. Final 12 November 2018.

the component. Some internal KIs referred to the challenges encountered in “leading” without control of the budget, particularly when the staff in the lead role was junior to those representing other entities in terms of post level. The Prodoc envisioned that the lead, supported by the co-lead, would oversee the component implementation and lead and promote strategic dialogue among participating entities, among other responsibilities.

188. The MTE found that the role of the leads had not been properly defined or established with the results that there was a mismatch between their responsibility and their authority.<sup>87</sup> Some internal stakeholders interviewed as part of this global assessment also mentioned that some staff serving as a component lead did not have sufficient leverage to ensure that component activities were coordinated or to promote synergy across them. The MTE found that the work and the effectiveness of the leads of the different components had varied. Some of the KIs for this assessment also noted that in some cases, the collaboration among the participating entities of components primarily involved information sharing on events, and participation in the activities organized by other entities, when possible.

*To what extent did the DA “programme” model contribute towards leveraging other funding sources towards its Programme objective?*

#### **Finding 25**

There is no evidence that the DA “programme” model contributed towards leveraging other funding.

189. As highlighted under Finding 8, the Programme successfully leveraged external resources to support its implementation. However, it is not clear whether the Programme’s implementation model combining the expertise and experiences of the 10 UN participating entities and working collectively (rather than individually) had any effect in terms of leveraging funding. To conclude on this, a more in-depth analysis of the individual results of the 10 entities leveraging efforts would have been necessary.

*What synergies, if any, have been achieved across the Programme’s four pillars and seven components?*

#### **Finding 26**

While a number of examples of synergy and collaboration among participating entities within components were presented, evidence of synergy across components was more limited.

190. The End Programme Report presented various examples of collaborative work between the participating entities in each component.<sup>88</sup> KIs also highlighted a few examples of successful collaboration among different entities within the same component, which was founded on the complementarity of expertise or experience, and/or common interests. These included the work under Component 2, where UNEP developed a common assessment and reporting tool, while a

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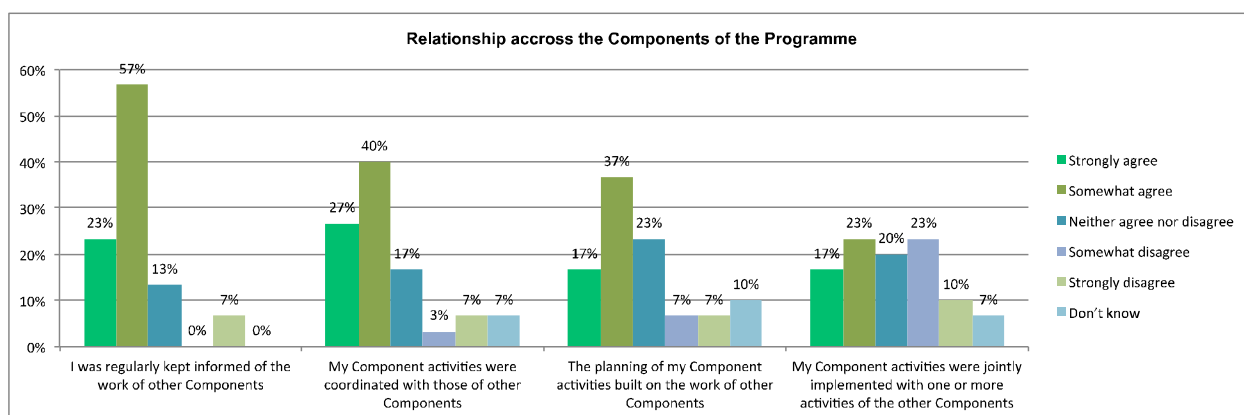
<sup>87</sup> Based on this and other relevant findings, the MET recommended for future programmes of similar magnitude and complexity that the role, responsibility and authority of leads of components should be defined and made clear to all actors in the programme; and that the role should be assigned to experts who are given sufficient time and space to assume the leadership and the responsibility embedded in that role (Recommendations 1 and 2).

<sup>88</sup> These include the joint delivery of a blended learning course on statistics in international trade in services (SITS) by UNSD, UNCTAD and the World Trade Organization (Component 4) and the development of methodologies related to non-tariff measures (NTMs) by ESCAP and UNCTAD (Component 7).

series of national sensitization and initiation workshops and regional workshops to share lessons learned and views on the monitoring of the environmental dimension of the SDGs were delivered by the Regional Commissions and UNSD.

191. The global entities (UNCTAD, UNEP, UN-Habitat and UNODC) contributions, according to KIIs were mainly through their thematic expertise applicable at global and regional levels; some also used their country presence and/or existing relationships with line ministries to facilitate connections with Member States in thematic areas. These included UNEP’s relationships with ministries of environment, UNCTAD’s relationships with ministries of economy or finance, UN-Habitat’s relationships with ministries of local government or planning, and UNODC’s relationships with ministries of justice; all these ministries are said to be engaged in gathering and production of data for SDG indicators.
192. Regarding the relationships between different Programme components, as shown in Figure 7 below, the large majority (81%) of co-leads and focal points responding to the on-line questionnaire agreed, strongly (23%) or somewhat (58%), that they had been regularly kept informed of the work of other components, and 67% agreed, strongly (27%) or somewhat (40%), that their component activities had been coordinated with those of other components. Some 54% also agreed, strongly (17%) or somewhat (37%), that the planning of their component activities had built on the work of other components.

**Figure 7: Relationship across the Programme Components**



193. As for the joint implementation with activities of other components, 39% of respondents agreed strongly (17%) or somewhat (23%) that their component activities had been implemented jointly with activities of other components; 20% neither agreed nor disagreed and about 33% disagreed, strongly (10%) or somewhat (23%), while 7% indicated that they didn’t know.
194. According to key informants, the coordination and information sharing across components took place both at entity level (between or among the divisions, units or individual staff members involved in different components), and across entities.

*Were any adjustments made to the Programme structure and processes to ensure they best support delivery, including in response to the findings of the mid-term evaluation?*

**Finding 27**

A number of adjustments to the Programme structure and processes recommended by the mid-term evaluation were not implemented before the end of Programme.

195. The MTE made several recommendations related to the Programme structure and processes. The TAG prepared a management response to the evaluation, which included planned actions to address some of its recommendations with a specific timeline and the responsibilities for implementation identified for each action.<sup>89</sup> Many of the recommendations related to monitoring, reporting and evaluation were implemented, such as the inclusion of short but informative success stories in the Programme End Report, and the improvement of the factsheets in terms of both completion and the quality and consistency of information reported in them.
196. The MTE also made recommendations related to governance, management and coordination of the Programme. Most of these recommendations, however, remained unaddressed till the end of the Programme. For example, the name of the Technical Advisory Group was never changed to reflect its role as the de-facto decision-making body for the Programme, and terms of reference for the Programme Coordinator were never developed.
197. This assessment did not collect data to examine the extent to which the recommendation to make the flexibility in moving funds between budget lines under the Programme clear to all component leads and co-leads, and the finance officers of the implementing entities. The assessment also did not collect information to examine the reasons why these recommendations had not been addressed.

*To what extent was the DA “programme” model effective/efficient for the implementation of the Programme?*

#### **Finding 28**

The Programme model was believed to have been mostly supported by an effective structure, although monitoring and reporting on progress and facilitating a shift towards joint implementation of activities under each component and the Programme as a whole, remained challenges; the Programme was considered to have successfully demonstrated that collaboration among the 10 DA implementing entities towards a common programme goal was possible.

198. The Programme’s implementation model was considered innovative in that it combined the expertise and experiences of the 10 UN entities in delivering capacity development support to Member States. It was expected to achieve “far-greater impact and sustaining results”, than the individual work of each of the 10 entities could collectively yield, as described in the Prodoc.
199. However, the Programme-level results achieved through the Programme were neither monitored nor documented as discussed under Finding 9, and limited evidence was found to support the assessment of the extent to which the demonstrated results achievement by the participating entities at component level (under each thematic area) was facilitated by the programme model, which involved seven thematic components.
200. Overall, key internal stakeholders interviewed believed that the Programme had successfully demonstrated that collaboration among the 10 DA implementing entities towards a common programme goal was possible. They also believed that the Programme model was supported by a complex, but effective matrix structure that involved various coordination, management and governance roles and mechanisms and reporting and monitoring systems and tools, which facilitated collaboration and synergy across the 10 implementing entities. However, the financial

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<sup>89</sup> The DA10 Statistics and Data TAG meeting, 30 November 2018, “Management response to the mid-term evaluation report”

management system used for the Programme did not fully support joint implementation of activities by participating entities under each component, or under the Programme as a whole, as stated under Finding 24.

201. According to the representatives of some entities interviewed, from the financial perspective, their participation in the Programme was not considered worthwhile as they expected to receive more funding for their participation in the Programme and the administrative costs associated with it was higher than those of DA projects implemented by a single entity. Also, in the view of some KIs the Programme as an implementation model was expected to involve the pooling of the entities' respective shares of the tranche funding and there were expectations that the entities would receive USD \$ 1 million each as an equal share of the Programme's initial budget of USD \$ 10 million.<sup>90</sup>

## 6. Conclusions

202. In conclusion, the Programme of Statistics and Data successfully implemented a large number of activities, which combined skills and expertise of those UN entities participating in them. The Programme model was believed to have been mostly supported by an effective structure, although monitoring and reporting on progress and facilitating a shift towards joint implementation of activities under each component and the Programme as a whole, remained challenges; the Programme was considered to have successfully demonstrated that collaboration among the 10 DA implementing entities towards a common programme goal was possible.
203. "Well-structured platforms" were set up in various thematic areas, enabling collaboration, synergies and information sharing. However, the Programme-level results achieved were neither monitored nor documented and limited evidence was found to support the assessment that the expected results achieved were facilitated by the programme model or that the "far-greater impact and sustaining results" originally expected were in fact materialized.
204. A financial management system to support the management of the budget of "one programme" jointly delivered by 10 entities was not in place. The lead entities did not have the control over the implementation of the component they led. The allocation of the Programme budget per entity enabled them to implement all of their activities (in all components in which they participated) but reinforced the notion of 10 "individual" projects managed by the 10 entities across several thematic areas.
205. The Global Assessment did not involve the formulation of recommendations based on its findings. The final report of the Terminal Evaluation of the Programme (Final Evaluation Report), which will synthesize the findings of all three assessments undertaken as part of the evaluation, will include a set of recommendations at the Programme level.
206. Moving forward, the findings of this assessment will be incorporated into the final evaluation report, which will also incorporate the findings of the in-depth assessments of Components 2 and 4, which were separately conducted and designed to provide insights into the Programme's performance and lessons learned at component level.

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<sup>90</sup> Section 15.6 of the Prodoc indicated, however, that the planned allocations for the 10 implementing entities varied from USD \$ 223,000 for UN-Habitat to USD \$2.5 million for UNSD.

## PENDIX 1: Evaluation Matrix

### EVALUATION MATRIX - EVALUATION OF THE DA PROGRAMME ON STATISTICS AND DATA

Issues	Sub-questions	Performance indicators / variables to consider	Potential sources of data collection/triangulation
<p><b>Relevance</b></p> <p>To what extent was the Programme designed to meet the priorities and most pressing needs of developing country Member States in relation to measuring, monitoring and reporting on SDGs? (ToR Q1)</p>	<p>a) How, and to what extent, were the priorities and needs of participating countries and regions, particularly developing countries, assessed and addressed in the Programme's design? (ToR Q2)</p>	<ul style="list-style-type: none"> <li>Evidence of consistency between programme areas of intervention/ objectives in the various regions and the programme activities/outputs;</li> </ul>	<ul style="list-style-type: none"> <li>Document review (Prodoc, progress reports, final report, Factsheets)</li> <li>Thematic Component Assessments (C4)</li> </ul>
		<ul style="list-style-type: none"> <li>Evidence of consistency between programme areas of intervention / objectives and the priorities and needs of developing country Member States as identified at national, regional and/or global level</li> </ul>	<ul style="list-style-type: none"> <li>Desk review on Programme context</li> <li>NSOs</li> <li>Thematic Component Assessments (C4)</li> </ul>
		<ul style="list-style-type: none"> <li>Views and opinions of implementing entity staff involved in the programme activities</li> </ul>	<ul style="list-style-type: none"> <li>On-line Questionnaire of Leads, Co-Leads, FP</li> <li>KIIs with Component 1 Lead/co-lead and Component 3, 5, 6, 7 Leads, TAG members, Res. Coordinators in selected Component 1 countries</li> <li>Thematic Component Assessments (C2 and C4)</li> </ul>
		<ul style="list-style-type: none"> <li>Evidence that the Programme adequately targeted developing country Member States, including LDCs</li> </ul>	<ul style="list-style-type: none"> <li>Document review (Prodoc, Factsheets)</li> </ul>
	<p>b) How was the Programme adjusted during its implementation to respond to new priorities and needs, including those which emerged as a result of the COVID-19 pandemic? (ToR Q3)</p>	<ul style="list-style-type: none"> <li>Evidence of adjustments made in response to COVID-19 against the new priorities/pressing needs that emerged in relation to the pandemic</li> </ul>	<ul style="list-style-type: none"> <li>Document review (COVID-19 change reports, Factsheets for revised COVID activities, progress reports and final report)</li> <li>Desk review on Programme context</li> <li>NSOs</li> </ul>
		<ul style="list-style-type: none"> <li>Evidence of other adjustments made in response to other new priorities/pressing needs that emerged during the course of the programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>Document review (Programme changes documented in the progress reports)</li> <li>Desk review on Programme context (see above)</li> <li>NSOs</li> <li>On-line Questionnaire of Leads, Co-Leads, FP</li> </ul>

Coherence			
To what extent has the Programme been complementary to, and coordinated with, the other relevant capacity development work undertaken by the participating entities, as well as other UN and non-UN actors? (ToR Q4)	a) To what extent have the Programme interventions been coordinated with those funded with other interventions co-financed by DA and other funding sources?	<ul style="list-style-type: none"> <li>Perceptions of stakeholders of complementarity, synergies and/or coordination of capacity development work within the implementing DA entities</li> </ul>	<ul style="list-style-type: none"> <li>On-line Questionnaire of Leads, Co-Leads, FP</li> <li>KII with TAG members and DA focal points</li> <li>Thematic Component Assessments (Component 1, 3, 5, 6, 7) (C4)</li> </ul>
		<ul style="list-style-type: none"> <li>Evidence of coordination of capacity development work with other (external) Agencies and/or National/Regional organizations</li> </ul>	<ul style="list-style-type: none"> <li>Desk review on Programme context</li> </ul>
		<ul style="list-style-type: none"> <li>Perceptions of stakeholders of complementarity, synergies and/or coordination of capacity development work with other (external) agencies</li> </ul>	<ul style="list-style-type: none"> <li>NSOs re: Component 1</li> <li>On-line Questionnaire of Leads, Co-Leads, FP (Component 1)</li> <li>KII with TAG members, select partners (either overall/Programme-level or in relation to specific Components) and Resident Coordinators in selected Component 1 countries (re: Component 1)</li> <li>Thematic Component Assessments (Component 1, 3, 5, 6, 7) (C4)</li> </ul>
Efficiency			
To what extent did the Programme deliver its planned activities and outputs according to its timelines? (ToR Q5)	a) Were services, products and events provided in a timely and reliable manner, according to the priorities established and adjusted by the programme documents?	<ul style="list-style-type: none"> <li>Evidence of timely delivery of workshops, missions, documents, guidelines &amp; studies produced by the programme.</li> </ul>	<ul style="list-style-type: none"> <li>Document review (progress reports, Factsheets, TAG meeting minutes)</li> <li>Thematic Component Assessments (Component 1, 3, 5, 6, 7) (C4)</li> </ul>
		<ul style="list-style-type: none"> <li>Level of satisfaction of programme stakeholders with the timeliness of completed activities</li> </ul>	<ul style="list-style-type: none"> <li>Document review (workshop survey results)</li> </ul>
	b) What were the external (extra-budgetary and RPTC <sup>91</sup> ) resources leveraged by the entities towards the Programme objective?	<ul style="list-style-type: none"> <li>Records (if available) and/or estimates from DA participating entities on other external resources leveraged for programme implementation.</li> </ul>	<ul style="list-style-type: none"> <li>On-line Questionnaire of Leads, Co-Leads, FP</li> <li>KII with TAG members, Component 1 Lead/co-lead and Component 3, 5, 6, 7 Leads, DA focal points</li> <li>Thematic Component Assessments (Component 1, 3, 5, 6, 7) (C4)</li> </ul>

**Effectiveness**

<p>To what extent have contributions been made towards the Programme-level Expected Accomplishments (EAs)?</p>	<p>a) To what extent, and how, have the Programme Components achieved their respective expected accomplishment ? (ToR Q10)</p>	<ul style="list-style-type: none"> <li>• Evidence of improved developing countries' capabilities to strengthen statistical institutional environment, statistical production processes and to measure and monitor new statistical areas (including, beneficiary inputs indicating the indicator of achievement for the EAs)</li> </ul>	<ul style="list-style-type: none"> <li>• NSOs (Questions on the indicators of achievement for the EAs for Component 1) and additional follow-ups</li> <li>• Thematic Component Assessments (C4)</li> </ul>
	<p>b) What changes, if any, to the participating developing country Member States' capacity to measure, monitor and report on the SDGs, can be attributed to the Programme? (ToR Q13)</p>	<ul style="list-style-type: none"> <li>• Perceptions of stakeholders of Programme contributions made towards <i>"strengthening the statistical capacity of developing countries to measure, monitor and report on the Sustainable Development Goals (SDGs) in an accurate, reliable and timely manner for evidence-based policymaking"</i></li> <li>• Level of satisfaction of programme stakeholders with achievement of Expected Accomplishments overall</li> <li>• Perceptions of stakeholders of contributions made towards <i>Programme Components EAs</i></li> </ul>	<ul style="list-style-type: none"> <li>• Document review (progress reports, factsheets, reports, Factsheets, workshop survey results)</li> <li>• On-line Questionnaire of Leads, Co-Leads, FP</li> <li>• KII with TAG members, Component 1 Lead/co-Lead and Component 3, 5, 6, 7 Leads, 9 partners,</li> <li>• Thematic Component Assessments (C4)</li> </ul>
	<p>c) What were the contributions towards developing countries capacities to:</p> <ul style="list-style-type: none"> <li>• Strengthen statistical institutional environment? (EA1)</li> <li>• Improve statistical production processes? (EA2)</li> <li>• Measure and monitor indicators and targets in new statistical and data areas improved? (EA3)</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of use of documents, studies and guidelines produced by the programme (for capacity development, to complement traditional data sources, for development of partnerships in SDG statistics).</li> </ul>	<ul style="list-style-type: none"> <li>• Google analytics</li> <li>• NSOs</li> <li>• Thematic Component Assessments (C4)</li> </ul>
	<p>d) Has the Programme contributed to enhanced leveraging, partnerships, and collaboration by the UN system &amp; other partners to help countries strengthen their NSS? (EA4)</p>	<ul style="list-style-type: none"> <li>• Perceptions of stakeholders of enhanced leveraging, partnerships and collaboration across UN agencies and other partners.</li> </ul>	<ul style="list-style-type: none"> <li>• On-line Questionnaire of Leads, Co-Leads, FP</li> <li>• KII with TAG members, Component 1 Lead/co-Lead and Component 3, 5, 6, 7 Leads, 9 partners, Resident Coordinators in select countries participating in Component 1</li> <li>• Document review (progress reports, factsheets, reports, Factsheets)</li> <li>• Thematic Component Assessments (C4)</li> </ul>
	<p>e) Were there any unintended results?</p>	<ul style="list-style-type: none"> <li>• Unintended results of the Programme as perceived by stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• On-line Questionnaire of Leads, Co-Leads, FP</li> </ul>



			<ul style="list-style-type: none"> <li>• KII with TAG members, Component 1 Lead/co-Lead and Component 3, 5, 6, 7 Leads, 5 partners</li> <li>• Thematic Component Assessments (C4)</li> </ul>
	f) To what extent did the adjustments made during the course of Programme implementation, including those resulted as a direct consequence of the COVID-19 situation affect the achievement of the Programme's expected accomplishments under effectiveness?	<ul style="list-style-type: none"> <li>• Evidence of the effects of adjustments on Programme delivery</li> <li>• Perceptions of stakeholders on the effects of adjustments on Programme delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Document review (progress reports, final report, Factsheets, COVID-19 change form, Factsheets for revised COVID activities)</li> <li>• KII with TAG members, Component 1 Lead/co-Lead and Component 3, 5, 6, 7 Leads</li> <li>• Thematic Component Assessments (C4)</li> </ul>

**LEADERSHIP & HUMAN RIGHTS MAINSTREAMING**

To what extent, and how, are gender and human rights perspectives mainstreamed into the design, implementation and monitoring of the programme? (ToR Q16)	a) What measures have been adopted in programme design, implementation and monitoring to ensure gender and human rights perspectives?	<ul style="list-style-type: none"> <li>• Evidence of programme design considering gender and human rights perspective;</li> </ul>	<ul style="list-style-type: none"> <li>• Document review (Prodoc)</li> </ul>
		<ul style="list-style-type: none"> <li>• Evidence of programme monitoring collecting and using gender-disaggregated data;</li> </ul>	<ul style="list-style-type: none"> <li>• Document review (progress reports, Factsheets)</li> </ul>
		<ul style="list-style-type: none"> <li>• Perceptions of key stakeholders that gender, human rights, equality issues were considered in programme interventions</li> </ul>	<ul style="list-style-type: none"> <li>• On-line Questionnaire of Leads, Co-Leads, FP</li> <li>• KII with TAG members, Component 1 Lead/co-Lead and Component 3, 5, 6, 7 Leads</li> <li>• Thematic Component Assessments (C4)</li> </ul>

**SUSTAINABILITY**

To what extent are the programme's outcomes sustainable towards its expected accomplishments? (ToR Q14)	a) What measures have been adopted to ensure the sustainability of the Programme's outcomes (achievement towards its expected accomplishments)? (ToR Q15)	<ul style="list-style-type: none"> <li>• Programme stakeholders/institutions are actively using the guidance documents produced and capacity/knowledge gained through the programme</li> <li>• Measures have been adopted to ensure sustainability of interventions (including an exit strategy) and are being used consistently</li> </ul>	<ul style="list-style-type: none"> <li>• Document review (progress reports, final report)</li> <li>• NSOs re: Component 1 (same questions asked in relation to Question 4)</li> </ul>
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**EFFICIENCY/EFFECTIVENESS OF THE DA PROGRAMME ON STATISTICS AND DATA MODEL**

<p>To what extent was the DA “programme” model effective/efficient for the implementation of the programme?</p>	<p>a) To what extent did the DA “programme” model contribute towards <b>leveraging other funding sources</b> towards its Programme objective? (ToR Q6)</p>	<ul style="list-style-type: none"> <li>Views and opinions of programme stakeholders on the extent of non-DA funding leveraged towards the Programme objective</li> </ul>	<ul style="list-style-type: none"> <li>On-line Questionnaire of Leads, Co-Leads, FP</li> <li>KIIs with TAG members, Component 1 Lead/co-Lead and Component 3, 5, 6, 7 leads, partners, DASC members, DA-PMT, DA focal points and other staff involved in supporting the Programme</li> </ul>
	<p>b) What <b>synergies</b>, if any, have been achieved across the Programme’s four pillars and seven components? (ToR Q7)?</p>	<p>Views and opinions of programme stakeholders on the extent of the synergies created across all programme pillars and components</p>	<ul style="list-style-type: none"> <li>On-line Questionnaire of Leads, Co-Leads, FP</li> <li>KIIs with TAG members, Component 1 Lead/co-Lead and Component 3, 5, 6, 7 leads, partners, DASC members, DA-PMT, DA focal points and other staff involved in supporting the Programme</li> </ul>
	<p>c) What features of the “programme model”, if any, enabled, or hindered, the effective and efficient delivery of the Programme’s outputs and expected accomplishments? (ToR Q11)</p>	<ul style="list-style-type: none"> <li>Views and opinions of programme staff on Programme features</li> <li>Stakeholders views, opinions and comparisons regarding efficiencies and effectiveness on DA project and DA programme models</li> </ul>	<ul style="list-style-type: none"> <li>On-line Questionnaire of Leads, Co-Leads, FP</li> <li>KII with TAG members, Component 1 Lead/co-lead and Component 3, 5, 6, 7 Leads, DASC members, DA-PMT and other staff involved in supporting the Programme</li> <li>Thematic Component Assessments (C4)</li> </ul>
	<p>d) To what extent did the <b>governance and management structures</b> and processes established for the Programme, enable or hinder the effective and efficient planning, implementation, monitoring and evaluation of the Programme? (ToR Q8)</p>	<ul style="list-style-type: none"> <li>Stakeholders perceptions regarding advantages and/or disadvantages of governance and management structures used in DA project/programme models</li> <li>Perceptions of key stakeholders that governance and management structures in place have been adequate and appropriate to needs</li> <li>Evidence of adjustments made to the DA programme model and results obtained;</li> </ul>	<ul style="list-style-type: none"> <li>Document review (mid-term evaluation report and management response prepared by progress reports)</li> <li>On-line Questionnaire of Leads, Co-Leads, KII with TAG members, Component 1 Lead/co-lead and Component 3, 5, 6, 7 Leads, DA focal points, PMT and other staff involved in supporting the Programme</li> <li>Thematic Component Assessments (C4)</li> </ul>
	<p>e) Were any adjustments made to the Programme structure and processes to ensure they best support delivery, including in response to the findings of the mid-term evaluation? (ToR Q8)</p>		
<p>f) To what extent did the <b>programme management, financial management</b></p>	<ul style="list-style-type: none"> <li>Stakeholders perceptions of enabling/hindering support or</li> </ul>	<ul style="list-style-type: none"> <li>Document review (mid-term evaluation report and management response prepared by</li> </ul>	

	<p>and other support provided by DA-PMT, DA Focal Points and other relevant staff of participating entities enable or hinder the effective and efficient planning, implementation, monitoring and evaluation of the Programme? (ToR Q9)</p>	<p>processes/procedures, and their impact on the effective/efficient planning, implementation, monitoring and evaluation of the Programme</p>	<ul style="list-style-type: none"> <li>• On-line Questionnaire of Leads, Co-Leads, FP</li> <li>• KII with TAG members, Component 1 Lead/co-lead and Component 3, 5, 6, 7 Leads, DA focal points, DA-PMT and other staff involved in supporting the Programme</li> <li>• Thematic Component Assessments (C4)</li> </ul>
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## APPENDIX 2: Programme structure for the DA T10 Programme on Statistics and Data as of Sept 8, 2021<sup>92</sup>

n°	DA10 Pillar	Component	Entity focal points										Component Lead Co-lead	
			ECA	ECE	ECLAC	ESCAP	ESCWA	Habitat	UNCTAD	UNEP	UNODC	UNSD		
<b>P1</b> (C1)	Means of implementation		Leandre NGOGANG WANDJI (November 2016)	Tiina LUIGE (December 2016)	Daniel TACCARI (December 2016) Pauline STOCKINS (December 2016)	Arman BIDARBAKHT NIA (December 2016)	Neda JAFAR (December 2016) Rami ZAATARI (December 2018)	Robert NDUGWA (December 2016) Donatien BEGUY (December 2018)	Ralf PETERS (December 2016) Mark ASSAF (December 2018)	Ludgarde COPPENS (May 2017)	Enrico BISOGNO (December 2016) Andrea OTEROVA (December 2018)	Vibeke Oestreich NIELSEN (January 2020)	<b>UNSD</b> Vibeke Oestreich Nielsen (December 2018) ESCAP Arman BIDARBAKHT NIA (May 2017)	
<b>P2</b> (C2)		Environment	Xiaoning GONG (November 2016)	Michael NAGY (December 2016)	Alberto MALMIERCA (July 2021) Aida DIAZ (July 2021)	Maria Fe TALENTO (April 2020) Piyapat NAKORNCHAI (July 2021)	Wafa ABOUL HOSN (December 2016)			Ludgarde COPPENS (May 2017)		Reena SHAH (December 2016) Leonardo SOUZA (December 2016)	<b>UNEP</b> Ludgarde COPPENS (April 2021) UNSD Reena SHAH (November 2016)	
<b>P3.1</b> (C3)	Social & Demographic	Population & Demographic	Ayenika GODHEART (December 2016)	Fiona WILLIS-NÚÑEZ (December 2019)	Paulo MURAD SAAD (December 2016) Fabiana del Popolo (September 2021)	Petra Nahmias (April 2020) David Rausis (December 2018)	Marwan KHAWAJA (December 2016) Ismail LUBBAD (December 2016)	Robert NDUGWA (November 2016) Donatien BEGUY (December 2018)				Meryem DEMIRCI (November 2016)	<b>UNSD</b> Meryem DEMIRCI (November 2016) UN-Habitat human settlement Robert NDUGWA (November 2016)	
<b>P3.2</b> (C4)		Gender	Fatouma SISSOKO (November 2016)	Andres VIKAT (December 2016) Paolo VALENTE (December 2018)	Ana GÚEZMES (April 2021) Iliana VACA TRIGO (December 2021)	Sharita SERRAO (December 2021)	Neda JAFAR (December 2016)			Ludgarde COPPENS (May 2017)	Enrico BISOGNO (December 2016) Andrea OTEROVA (December 2018)	Francesca GRUM (November 2016)	<b>UNSD</b> Francesca GRUM (November 2016) ECE Andres Vikat (November 2016)	
<b>P3.3</b> (C5)		Poverty	William MUHWAVA (January 2020)	Vania ETROPOLSKA (December 2016)	Xavier MANCERO (December 2016) Alvaro FUENTES (December 2016)	Afsaneh YAZDANI (December 2018)	Marwan KHAWAJA (December 2016)	Robert NDUGWA (November 2016) Donatien BEGUY (December 2018)						<b>ECLAC</b> Xavier MANCERO (November 2016) ESCWA Marwan KHAWAJA (November 2016)
<b>P3.4</b> (C6)		Peaceful and inclusive society	Ali YEDAN (November 2018)									Enrico BISOGNO (December 2016) Andrea OTEROVA (December 2018)		<b>UNODC</b> Enrico BISOGNO (June 2018) ECA Ali YEDAN (December 2018)
<b>P4</b> (C7)	Economic		Xiaoning GONG (November 2016) Biruk HAREGU (November 2016)	Carsten BOLDSSEN (November 2016) Evita SISENE (December 2016)	Ana Victoria VEGA (April 2021)	Alexey KRAVCHENKO (June 2016) Rikke MUNK HANSEN (November 2016) Alick Nyasulu (April 2021)	Majed SKAINI (November 2016) Wafa ABOUL HOSN (November 2016)		Ralf PETERS (December 2016) Mark ASSAF (December 2018)			Jonathan GESSENDORFER (December 2019)	<b>UNSD</b> Jonathan GESSENDORFER (January 2020) UNCTAD Ralf PETERS (December 2018)	
<b>TAG</b> Technical Advisory Group	<b>Member</b>	Oliver CHINGANYA (November 2016)	Lidia BRATANOVA (November 2016)	Rolando Ocampo (December 2019)	Rikke Munk HANSEN (July 2021)	Juraj RIECAN (November 2016)	Robert NDUGWA (April 2021)	Stephen MAC FEELY (November 2016)	Ludgarde COPPENS (December 2018)	Angela ME (November 2016)	Stefan SCHWEINFEST (Chair) (November 2016)		Programme Coordinator Gabriel GAMEZ (UNSD)	
	<b>Alternate</b>	Oumar SARR (November 2016)	Steven VALE (June 2016)	Xavier MANCERO (December 2019)	Rikke Munk HANSEN (June 2018)	Neda JAFAR (July 2018)	Donatien BEGUY (April 2021)	Ralf PETERS Mark ASSAF (April 2021)		Enrico BISOGNO (December 2018)	Gabriel GAMEZ (November 2016)		Indira DEVI PERSAUD (UNSD)	
Factsheets	<b>Admin. rights</b>	Hiwot DEBEDE KEBEDE	Andres VIKAT	Maria PAZ COLLINAO	Panita RATTANAKITTIAPORN	Neda JAFAR	Donatien BEGUY	Jenifer TACARDON-MERCADO		Andrea OTEROVA	Indira DEVI PERSAUD			

<sup>92</sup> This matrix organization was not in place at the beginning of the Programme. The role of the Programme Coordinator was established in December 2016, and the UNSD Statistician supporting the Programme Coordinator was recruited in June 2018.

### PENDIX 3: List of Individuals Interviewed

Name	Title	Entity	Division/Unit	Gender	Role in the Programme
Oliver CHINGANYA	Director	ECA	African Centre for Statistics	M	TAG
Lidia BRATANOVA	Chief of Service	ECE	Statistics	F	TAG
Rolando OCAMPO	Director	ECLAC	Statistics and Economic Projection	M	TAG
Gemma Van Halderen	Former Director	ESCAP	Statistics	F	TAG
Juraj RIECAN	Director	ESCWA	Statistics	M	TAG
Robert NDUGWA	Head	UN-Habitat	Data and Analytics Section (Statistics)	M	TAG
Stephen (Steve) MACFEELY	Former Head	UNCTAD	Development Statistics and Information Branch	M	TAG
Ludgarde COPPENS	Unit Head	UNEP	SDG and Environment Statistics Unit	F	TAG
Angela ME	Chief	UNODC	Research and Trend Analysis (Statistics)	F	TAG
Stefan SCHWEINFEST	Director	DESA	UNSD	M	TAG (Chair)
Filiep Decorte	Chief (OIC)	HABITAT	Global Solutions Division/Programme Development Branch	M	DA Focal Point & DA Steering Committee (Member)
Jurgen Gafke	Senior Programme Management Officer	DESA	Programme Development / Capacity Development Programme Management Office	M	DA Focal Point & DA Steering Committee (Member)
Sandra Manuelito	Chief, P (and Development Account focal point on behalf of ECLAC).	ECLAC	Programme Planning and Evaluation Unit, Programme Planning and Operations Division	M	DA Focal Point
Adnan Aliani	Director, Programme Management	ESCAP		M	DA Focal Point
Tarcisio Alvarez-Rivero	Chief of Section	ESCWA	Strategic Planning	M	DA Focal Point
Chantal Line Carpentier	Chief	UNCTAD	New York Office of the Secretary General	F	DA Steering Committee (Member)

Martin Kraus	Senior Programme Management Officer	DESA	DA Programme Management / Capacity Development Programme Management Office	M	DA-PMT Team
Gabriel Gamez	Inter-regional Adviser	DESA	UNSD	M	Programme Coordination
Indira Persaud	Statistician	DESA	UNSD	F	Programme Coordination
Jennifer Serunjogi	Finance Officer	DESA	Finance Management / Capacity Development Programme Management Office	F	CDPMO Finance Te
Arman BIDARBAKHT NIA	Statistician	ESCAP	Statistics	M	Co-Lead C1
Enrico BISOGNO	Chief of Section	UNODC	Research and Trend Analysis (Statistics)	M	Lead C6
Jonathan GESSENDORFER	Associate Statistician	DESA	UNSD	M	Lead C7
Meryem DEMIRCI	Inter-regional adviser	DESA	UNSD	F	Lead C3
Vibeke Oestreich NIELSEN	Inter-regional adviser	DESA	UNSD	F	Lead C1
Xavier MANCERO	Senior statistician	ECLAC	Statistics and Economic Projection	M	Lead C5
Christine Umutoni	UN Resident Coordinator	UN RCO	UN Resident Coordinator's Office for Mauritius & Seychelles	F	Component 1 Part
Rita Ruohonen	Economist	UN RCO	UN Resident Coordinator Office in Albania	F	Component 1 Part
Jose Antonio Mejia	Modernization of the State Lead Specialist	IADB	Inter-American Development Bank	M	Component 1 Part
Sara Duero Valero	Regional Advisor on Gender Statistics	UN Women	UN Women Regional Office for Asia and the Pacific	F	Component 1 Part
Atilla Karaman	Director	SESRIC	Statistics and Information Department, Statistical, Economic and Social Research and Training Centre for Islamic Countries	M	Component 1 Part
Matali Sen	Chief, Technical Assistance and Capacity Building Branch	US Census Bureau	International Programs, Population Division	F	Component 1 Part

## APPENDIX 4.1 Questionnaire for Component Co-Leads & Focal Points

### Evaluation of the Programme on Statistics and Data

This questionnaire aims at gathering your views and insights as part of the Evaluation of the DA 10<sup>th</sup> Tranche Programme on Statistics and Data.

**As the Programme Component Co-Lead or Focal Point, your input is very important**, as the results of the survey will help to inform the future work of the 10 DA Implementing Entities.

Your answers will be accessed only by the Evaluation Team and will be handled within the strictest of confidence. The results of the survey will be reported at an aggregate level only, to protect your identity and that of others providing the information.

**Please complete this 15-20 mins survey by Friday, 22 October, 2021.**

### SECTION 1: GENERAL INFORMATION ABOUT YOURSELF

1) **\*To which DA Implementing Entity were you affiliated during your involvement in the Programme implementation? (Choose one)**

Scroll list of DA Implementing Entities<sup>93</sup>

2) **\*Please specify your gender**

Female

Male

Other

Prefer not to identify

3) **\*Please specify the Component(s) to which you were associated during your involvement in the Programme implementation (Mark all that apply)**

Scroll list of Components

[Those who mark Component 1 will be asked additional questions in Section 6]

**Page break**

4) **\* Please identify the Component in which you had the most extensive involvement" [Mark only one].**

Scroll list of Components

**Page break**

### SECTION 2: PROGRAMME DESIGN, NEEDS & PRIORITIES OF MEMBER COUNTRIES

*Focal Point (if you had a role in more than one Component, please answer in relation to the Component you selected under Question 4)*

- 5) \*To what extent did the Component incorporate the priorities and most pressing needs of Member States, particularly those of developing countries, in designing activities?
- To a considerable extent
  - To a limited extent
  - Not at all [skip next question]

**PAGE BREAK**

- 6) Please explain **how** the Component design incorporated the priorities and most urgent needs of Member States, particularly those of developing countries? [Person has to write]

**PAGE BREAK**

- 7) \*To what extent did the Component **adjust** its activities **during implementation** according to the needs and priorities of Member States, particularly those of developing countries?
- To a considerable extent.
  - To a limited extent.
  - Not at all

**PAGE BREAK**

- 8) Please explain **how** the Component adjustments incorporated the priorities and most urgent needs of Member States, particularly those of developing countries? [Person has to write]

**Page break**

- 9) \*To what extent did the Component design integrate Gender as a cross-cutting theme?
- To a considerable extent.
  - To a limited extent.
  - Not at all.

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- 10) Please explain **how** the Component design integrated Gender as cross-cutting theme: [Person has to write]

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- 11) \*To what extent did the Component design integrate Human Rights as a cross-cutting theme?
- To a considerable extent.



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- 12) Please explain **how** the Component design integrated Human Rights as cross-cutting theme: [Person has to write]

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**SECTION 3: COORDINATION & SYNERGIES WITH OTHER CAPACITY DEVELOPMENT INITIATIVES**

- 13) \*Did your entity or another DA entity(ies) participating in the Component undertake any other capacity development initiatives with the same or similar objectives as the Component in the region?
- Yes
  - No [Skip next question]
  - Don't know [Skip next question]

**Page break**

- 14) \*Which of the following would best describe the relationship between the Component activities and the **other capacity development initiatives** by DA entities with similar objectives?

The Component activities were:

- Jointly planned and implemented to complement the other initiatives by DA entities
- Separately planned from the other initiatives by DA entities, but implemented in a coordinated way to create synergies and minimize overlaps
- Separately planned and implemented from the other initiatives by DA entities, and there was little coordination
- Designed to fully build on or contribute to the outcomes of the other initiatives by DA entities.
- Other. Please explain: \_\_\_\_\_

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- 15) \*Are you aware of any capacity development initiatives with a similar objective in the region, that were undertaken or planned **by non-DA actors** (e.g., UN agencies, multilateral banks, other national, regional or global organizations)?
- Yes
  - No skip

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- 16) \*Which of the following would best describe the relationship between the Component activities and these non-DA capacity development initiatives with similar objectives?

The Component activities were:

- Planned and implemented to complement the non-DA initiatives

create synergies and minimize overlaps

- Separately planned and implemented from the non-DA initiatives, and there was little coordination
- Designed to fully build on or contribute to the outcomes of the non-DA initiatives
- Other. Please explain: \_\_\_\_\_

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17) \*Please indicate the extent of the progress made towards the Programme-level Expected Accomplishments as a result of your Component activities:

	Considerable progress	Limited progress -	No progress	Don't know
<i>Enhanced capacity of developing countries to <b>strengthen statistical institutional environments</b> to measure, monitor and report on the SDGs (EA1)</i>				
<i>Strengthened capacity in developing countries to <b>improve statistical production processes</b> to address increased data needs across multiple statistical domains (EA2)</i>				
<i>Strengthened capacity in developing countries to <b>measure and monitor indicators and targets</b> in new statistical and data areas (EA3)</i>				
<i>Enhanced leveraging, <b>partnerships and collaboration</b> by United Nations system and other partners to help countries strengthen their national statistical systems for measuring the sustainable development goals (EA4)</i>				

18) Please explain the reasons for the lack of /limited progress towards the Programme-level Expected Accomplishments:

19) Please explain the progress made towards the Programme-level Expected Accomplishments:

**20) \*How would you describe the results and impacts of the Component in the participating beneficiary countries?**

	In most countries	In some countries	In no countries	Don't know
a. Documents produced and capacity/knowledge gained through the Component are being used				
b. Stronger statistical institutional structures//capacities are in place				
c. Enhanced statistical processes/practices/policies are in place in specific sectors/areas				
d. Enhanced country-level capacities to produce high-quality statistics and indicators are in place				
e. Country-level capacities to coordinate, to produce and/or to develop national statistics are improving				
f. Better, more accurate and reliable SDGs data is being collected at the country level for evidence-based policy making				
g. Gender perspectives are being integrated in the production, analysis and dissemination of official statistics				

**21) What, if any, are the unintended results of the Component? Please provide examples. [Person has to write]**

**Page break**

**22)** \*To what extent do you agree with each of the following statements regarding the relationships between your Component and the other Components of the Programme?

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	Don't know
I was regularly kept informed of the work of other Components						
My Component activities were coordinated with those of other Components						
The planning of my Component activities built on the work of other Components						
I hardly knew about the work of other Components						
My Component activities were jointly implemented with one or more activities of the other Components						
The work of my Component benefited from being part of the multi-thematic Programme						

**23)** \*Did your Component benefit from the work of other Programme Components.

No

Yes, please explain[Person has to write]

Component outputs and expected accomplishments?

	Significantly enabled	Somewhat enabled	Neither enabled nor hindered	Somewhat hindered	Significantly hindered	Don't know
Technical Advisory Group (TAG) as part of the Programme structure						
The central Programme Coordinator structure (Programme Coordination Team at UNSD)						
Leads/co-leads at Component level as part of the Programme structure						
Focal Points at Component level as part of the Programme structure						
Processes in place to report such as the reporting portal (Factsheets);						
Monitoring process made up of bi-annual progress reports to TAG						

Page break

[to be populated only by those who marked Component 1 in Q. 3 above]

Since you indicated your participation in Component 1 (under Question 3), please answer the following questions in relation specifically to **Component 1**.

- 25)** \*Please indicate the extent of the progress made towards Component 1 Expected Accomplishments as a result of the Component 1 activities (**please note that this question relates to the three EAs specific to Component 1, while you have earlier answered a similar question related to the EAs for the overall Programme.**)

	Considerable progress	Limited progress	No/little progress	Don't know
<i>Enhanced capacity of target countries to launch or improve institutional mechanisms and procedures, at national and local level, for the production and utilization of SDG indicators (EA1)</i>				
<i>Enhanced capacity of target countries to complement traditional statistical data sources with new data sources, including Big Data, for measuring SDG targets and indicators (EA2)</i>				
<i>Partnerships developed, which support statistical strengthening and complement and/or expand on the Programme's outputs (EA3)</i>				

- 26)** Please explain the progress made towards Component 1 Expected Accomplishments:

- 27)** Please explain the reasons for the lack of /limited progress towards Component 1 Expected Accomplishments:

**Page break**

**28)** What final words would you like to offer regarding the Programme on Statistics and Data?

These can relate to any issues not covered earlier in this questionnaire and/or any comments for future programming or model of implementation.

**Thank you very much for your time!**

(Please note that once you click the “Done” button below, you will not be able to make further changes to the responses.)



Virtual Key Informant interviews (KIIs) will be a key source of information to gather insights on the programmatic aspects of the programme, as well as to complement and/or validate some of the qualitative information gathered through the desk review. The KIIs will also enable collection of information on the Component 1 (and other components) if possible in a 1-hour typical interview. The interview data are required to address a large percentage of the evaluation questions included in the Evaluation Matrix.

The interviews themselves will be semi-structured in character. Selected key questions will be posed by the Global Evaluation Consultant to direct and enable participants to expand freely on their own views of experience and expertise. All KIIs will be conducted virtually (Skype, Teams or Zoom).

## 1. Key Informant Categories

Different categories of Key Informants have been identified for the conduct of interviews:

- 1) **Project Coordination Team** (UNSD) responsible for the day-to-day coordination work
- 2) **CDPMO Finance Team**: Capacity Development Programme Management Office (CDPMO) staff responsible for providing financial oversight and support
- 3) **Technical Advisory Group** (TAG) made up of Senior Statisticians of the 10 implementing Entities established to provide technical guidance and support.
- 4) **DA Project Management team** (DA-PMT) within the Capacity Development Programme Management Office (CDPMO) of DESA: assists with all aspects of the management of the DA, with responsibility for overall coordination, programming, monitoring and evaluation, as well as for reporting to the intergovernmental bodies. The DA-PMT also liaises with the DA Focal Points in the implementing entities. For the Programme, DA-PMT directly provided programme management support to the implementing entities through the Programme Coordination Team, without going through the DA Focal Point for DESA.
- 5) **DA Steering Committee Members** who provide advice to the Development Account Programme Manager on strategic policy and programme-support matters.
- 6) **DA Focal Points** in the implementing entities, who are most often the head of the entity's unit responsible for programme planning, programme management, capacity development or technical cooperation, on all aspects of the management of DA-funded projects. DA Focal Points were less involved on the management of the Programme, compared to regular projects.
- 7) **Component 1 Lead and Co-Lead** and **Leads of Components 3, 5, 6, 7**: assigned by the Implementing Entities for the implementation and day-to-day coordination of the activities undertaken in each of the components.
- 8) **Selected number of Resident Coordinators** (TBC from those countries where most Component 1 activities were undertaken)
- 9) **Selected partners** including Eurostat, EFTA, World Bank, PARIS21, African Development Bank, Asian Development Bank, Inter-American Development Bank, Afristat, other regional statistical institutes as well as FAO, UNDP, UNICEF, UNFPA, etc.

## 2. Interview Guide

above. The matrix below shows the questions and their applicability to the various types of stakeholders.

The interview guide contains a set of questions from which the Global Evaluation Consultant will draw selected questions according to the profile of the KI and his/her role and level of involvement and that of his/her institution in the Programme. The goal is to have an “interview” which flows like a natural conversation, in which the Global Evaluation Consultant will engage the interviewee and explore his/her thoughts as ideas are brought forward. As such, the Consultant will attempt to cover all of the questions but will not necessarily follow the sequencing of the questions as set in the questionnaires.

Questions to probe the answers as well as subquestions to generate more information and/or ensure completeness of information will be made as necessary (and are not included among those presented in the Matrix).

### **3. Privacy**

The protection of the privacy of interviewees and their information is a critical concern of CDPMO and the Global Evaluation Consultant. It will be assured in two ways:

- An email message will be used to inform Key Informants of the protection of their privacy.
- The Global Evaluation Consultant will inform the participants that interviews will be kept confidential and information that discloses the identity of the individuals will not be disclosed but the reporting will be done at an aggregate level.
- The Global Evaluation Consultant will protect the confidentiality of information received from each interviewee and ensure that individual comments are not traceable to a particular source in reports or documents made available to anyone besides the Consultant.

### **4. Execution of the Interviews**

The following are some of steps to be undertaken in the interview process:

#### *Pre-Testing of the Interview Questionnaire*

The first interview will serve as a pre-test for the questionnaire. As the interviews are conducted and potential problems with questionnaire are identified, the Global Evaluation Consultant will undertake necessary adjustments.

#### *Recording of the Interview*

The Consultant may record the interviews for her own use and will not share the records with anyone. Should that be the case, permission of interviewees to have the interview recorded will be obtained by the Consultant before the start of each interview. The recorded interviews must not contain the full name or other specific information to make the person’s identity known. Interviews are recorded as the primary mechanism to ensure results accuracy.

**ENDIX 4C: KEY INFORMANT INTERVIEW GUIDE**

<b>Name and title of the Interviewee</b>	
<b>Workstation/Division of the Interviewee</b>	
<b>Date and Time of the Interview</b>	

The Global Evaluation Consultant will start with the presentation of herself and the purpose of the evaluation and summarize briefly the Programme establishing the links to the person being interviewed.

Questions will be probed as needed. Additional questions will be posed as necessary.

<b>Questions</b>	<b>PCT</b>	<b>CD PMO Finance Team</b>	<b>DA PMT</b>	<b>DA SC</b>	<b>DA FP</b>	<b>TAG</b>	<b>Leads / Co- Leads</b>	<b>RCs</b>	<b>Partners</b>
<b>About the Key Informant</b>									
What is/was your involvement and/or role with the <i>Programme on Statistics and Data</i> ? What was the period of your involvement?	✓	✓	✓	✓	✓	✓	✓	✓	✓
Have you been involved in the design of the Programme?						✓	✓		
<b>Relevance</b>									
To what extent (and how) was the Programme (and/or the Components) designed to target the priorities and most pressing needs of developing country Member States in relation to measuring, monitoring and reporting on SDGs? (ToR Q1)	✓					✓	✓	✓	✓
How, and to what extent, were the priorities and needs of participating countries and regions, particularly developing countries, assessed and addressed in the Programme's design	✓					✓	✓		✓

Questions	PCT	CD PMO Finance Team	DA PMT	DA SC	DA FP	TAG	Leads / Co- Leads	RCs	Partners
(and the design of the Components)? (ToR Q2)									
<b>Coherence</b>									
To what extent (and how) has the Programme (and/or its Components) been complementary to, and coordinated with, the other relevant capacity development work undertaken by the participating entities, as well as other UN and non-UN actors? (ToR Q4)	✓				✓	✓	✓		✓
To what extent (and how) have the Programme (and/or its Components) interventions been coordinated with those funded with other interventions co-financed by DA and other funding sources?	✓				✓	✓	✓	✓	✓
<b>Efficiency</b>									
What was the contribution from the DA participating entities in terms of staff and non-staff costs for the implementation of the Programme (and/or its Components)?						✓	✓		
What were the other (non-DA) resources leveraged by the entities towards the Programme (and/or its Components) objective? (ToR Q6)					✓	✓	✓		
<b>Effectiveness</b>									
To what extent (and how) have contributions been made towards the Programme-level Expected Accomplishments (EAs)?						✓			

Questions	PCT	CD PMO Finance Team	DA PMT	DA SC	DA FP	TAG	Leads / Co- Leads	RCs	Partners
10) To what extent, and how, have the Programme Components achieved their respective expected accomplishment? (ToR Q10)						✓	✓		
11) What changes, if any, to the participating developing country Member States' capacity to measure, monitor and report on the SDGs, can be attributed to the Programme (and/or its Components)? (ToR Q13)						✓	✓	✓	✓
12) What measures were put in place to ensure the sustainability of the Programme's outcomes?							✓		✓
13) Were there any unintended results?	✓					✓	✓	✓	✓
14) To what extent did the adjustments made during the course of Programme implementation, including those resulted as a direct consequence of the COVID-19 situation, affect the effectiveness and/or the achievement of the Programme's (and/or its Components) expected accomplishments?	✓					✓	✓		✓
<b>GENDER &amp; HUMAN RIGHTS MAINSTREAMING</b>									
15) To what extent, and how, were gender and human rights perspectives mainstreamed into the design, implementation and monitoring of the Programme (and/or its Components)? (ToR Q16)	✓						✓		✓

Questions	PCT	CD PMO Finance Team	DA PMT	DA SC	DA FP	TAG	Leads / Co- Leads	RCs	Partners
<b>EFFICIENCY/EFFECTIVENESS OF THE DA PROGRAMME ON STATISTICS &amp; DATA MODEL</b>									
) To what extent was the DA “programme” model effective/efficient for the implementation of the Programme?	✓	✓	✓	✓	✓	✓			
) To what extent did the DA “programme” model contribute towards <b>leveraging other funding sources</b> towards its Programme objective? (ToR Q6)	✓	✓	✓	✓	✓	✓			
) What <b>synergies</b> , if any, have been achieved across the Programme’s four pillars and seven components? (ToR Q7)?	✓		✓		✓	✓	✓		
) What features of the “programme model”, if any, enabled, or hindered, the effective and efficient delivery of the Programme’s outputs and expected accomplishments? (ToR Q11)	✓	✓	✓		✓	✓			
) To what extent did the <b>governance and management structures</b> and processes established for the Programme, enable or hinder the effective and efficient planning, implementation, monitoring and evaluation of the Programme? (ToR Q8)	✓	✓	✓			✓	✓		
) To what extent did the <b>programme management, financial management</b> and other support provided by DA-PMT,	✓	✓	✓		✓		✓		

Questions	PCT	CD PMO Finance Team	DA PMT	DA SC	DA FP	TAG	Leads / Co- Leads	RCs	Partners
DA Focal Points and other relevant staff of participating entities enable or hinder the effective and efficient planning, implementation, monitoring and evaluation of the Programme? (ToR Q9)									

Thank you!

## APPENDIX 5: List of Component 1 Publications

Number of documents, publications, guidelines & training materials	Total
<b>AP</b>	<b>2</b>
Guidelines on User Engagement	1
Supporting implementation of user engagement activities in target countries	1
<b>LAC</b>	<b>1</b>
Online statistical tools and information resources (LAC SDG Gateway and Covid-19 Observatory) to support national implementation of the 2030 Agenda	1
<b>ESCAP</b>	<b>7</b>
Documenting and sharing Big data experiences in the ESCAP region	1
Developing a policy-data integration tool	1
Implementation tools for integration with satellite imagery for producing SDG indicators	1
Producing a set of resources on EPIC and policy advocacy tools to be shared and discussed in the national workshop	1
Regional workshop on developing national indicator framework for SDG monitoring	1
Showcase the use of a non-traditional data source (scanner data) in Asia and the Pacific	1
Data Integration Community of Practice	1
<b>ESCWA</b>	<b>7</b>
Arab National Reporting Platforms for the Sustainable Development Goals: Assessment	1
Arab Register of Surveys and Censuses- Dashboard	1
Arab SDG Regional Progress Report - Between Now and 2030	1
E-Handbook on SDG Framework and Metadata	1
ESCWA SDG Monitor for the Arab region	1
ESCWA-Report-Assessment of Jordan SDG data Availability and Quality	1
The Generic Statistical Law for the Arab Countries	1



<b>SD</b>	<b>8</b>
Developing an on-line platform for UN Network of Data Officers and National Statisticians	1
Developing consolidated guidelines on rapid assessment of economic and social impact of Covid-19 through household surveys	1
E-learning course for UN National Quality Assurance Frameworks Annual for Official Statistics (UN-NQAF)	1
E-learning Portal	1
Good practices on use of administrative data for statistical purposes	1
Handbook of Statistical Organization	1
Making global SDG data better visible	1
Supporting implementation of GIST work to improve coordination of statistical training and increase understanding of official statistics	1
<b>Grand Total</b>	<b>25</b>

APPENDIX 6: Countries Recipients of Programme Activities of national scope<sup>94</sup>

		Components							# of Activities
	Countries that received support	1	2	3	4	5	6	7	Grand Total
1	Egypt	1	2	1	6				10
2	Jordan	2	3	1	2	1		1	10
3	Palestine		1	2		3	1		7
4	Seychelles	3			1			3	7
5	Burkina Faso		2	3	1				6
6	Kenya				1		5		6
7	Kazakhstan		4		1				5
8	Panama		4	1					5
9	Uganda						5		5
10	Bolivia		2	1	1				4
11	Ghana		3		1				4
12	Malawi	2	2						4
13	Samoa	2	2						4
14	Uruguay	1	2			1			4
15	Bahrain	1		2					3
16	Cameroon	1	2						3
17	Ecuador	1		1		1			3
18	El Salvador		2			1			3
19	Gambia		3						3
20	Mali	1		2					3
21	Namibia		3						3
22	Philippines		2		1				3
23	Senegal		3						3
24	Tanzania		3						3
25	Ukraine		2	1					3
26	Argentina	1	1						2
27	Armenia		1		1				2
28	Bhutan		1	1					2
29	Burundi	2							2
30	Costa Rica	2							2

<sup>94</sup> As reported in Factsheets. Countries in “yellow” are in the List of Least Developed Countries (as of 11 February 2021). <sup>95</sup> Activities targeted multiple countries/organizations (countries) which did not lead to a specific

32	Fiji		2					2
33	Gabon	2						2
34	Guatemala		2					2
35	Honduras		2					2
36	India		2					2
37	Iraq				2			2
38	Kyrgyzstan	1		1				2
39	Lebanon	1	1					2
40	Madagascar	2						2
41	Mauritania	2						2
42	Mexico		2					2
43	Mongolia		1	1				2
44	Morocco				2			2
45	Paraguay	2						2
46	Russia		2					2
47	Sudan	2						2
48	Togo	2						2
49	Tunisia			1	1			2
50	Zimbabwe				2			2
51	Afghanistan		1					1
52	Albania	1						1
53	Belarus			1				1
54	Benin	1						1
55	Cambodia	1						1
56	Chile		1					1
57	Colombia			1				1
58	Croatia	1						1
59	Dominican Republic		1					1
60	Equatorial Guinea		1					1
61	Kuwait						1	1
62	Lao PDR				1			1
63	Maldives		1					1
64	Moldova		1					1
65	Oman		1					1
66	Pakistan			1				1
67	Peru			1				1
68	Rwanda			1				1
69	Saudi Arabia			1				1
70	South Africa		1					1

<b>72</b>	Thailand			1					1
<b>73</b>	Vanuatu		1						1
<b>74</b>	Vietnam				1				1
<b>75</b>	Zambia		1						1
	Multiple/Others	7	7	5	0	2	0	3	24
	<b>Grand Total</b>	<b>45</b>	<b>82</b>	<b>31</b>	<b>25</b>	<b>9</b>	<b>11</b>	<b>10</b>	<b>213</b>

## PENDIX 7: Planned Programme Clusters of Activities per Component

Component	Originally Planned Clusters of Activities	Expected Result (Component level)	Indicators of Achievement	Contribution to Programme Level Accomplishments
MEANS OF IMPLEMENTATION	<b>A1.1:</b> Opening series of regional workshops for developing countries on the implementation of the SDG Indicator framework	<b>EA 1:</b> Enhanced capacity of target countries to launch or improve institutional mechanisms and procedures, at national and local level, for the production and utilization of SDG indicators	<b>IA 1.1:</b> 90% of workshop participants confirm increased understanding of the new mechanisms required for strengthening the statistical environment and establishing effective production and utilization of SDG indicators <b>IA 1.2:</b> 60% of target countries have mainstreamed the production and utilization of SDG indicators in the NSDS. <b>IA 1.3:</b> 70% of target countries have set-up specific national governance structure and coordination mechanisms/platforms to support effective production, dissemination and utilization of SDG indicators <b>IA 1.4</b> E-learning portal is used by developing countries to strengthen knowledge and capacity on the measurement and monitoring of SDG indicators	<b>(EA1)</b> Enhanced capacity of developing countries to strengthen statistical institutional environments to measure, monitor and report on the sustainable development goals <b>(EA2)</b> Strengthened capacity of developing countries to improve statistical production processes to address increased data needs across multiple statistical domains
	<b>A.1.2:</b> (Sub-) regional workshops for developing countries, on sound institutional environments, cooperation, dialogue and partnerships for the production and utilization of SDG indicators			
	<b>A.1.3:</b> (Sub) regional workshops on data disaggregation			
	<b>A1.4:</b> Fact-finding, advocacy and advisory missions to target countries			
	<b>A.1.5</b> National workshops and seminars			
	<b>A.1.6:</b> E-learning portal			
	<b>A1.7:</b> Concluding series of regional workshops for developing countries, on the implementation of the SDG Indicator framework			
	<b>A.2.1:</b> (Sub-) regional workshops on integration of administrative data, big data and geospatial information for the compilation of SDG indicators	<b>EA2:</b> Enhanced capacity of target countries to complement traditional statistical data sources with new data sources, including Big Data, for measuring SDG targets and indicators	<b>IA 2.1:</b> 90% of workshop participants confirm increased understanding of how to exploit and integrate all data sources, including innovative data sources, in the production processes for the compilation of statistics and indicators for the 2030 Sustainable Development agenda <b>IA 2.2:</b> 60% of target countries have set-up mechanisms and tools for the mapping and documentation of statistical production processes <b>IA 2.3</b> 75% of target countries have shown progress in incorporating innovative data sources, such as administrative data, Big Data, and geospatial information in the production of statistics and indicators for the measurement and monitoring of SDGs <b>IA 2.4:</b> 30% of target countries implementing SDMX for their SDG indicators platform	<b>(EA4)</b> Enhanced leveraging, partnership and collaboration with United Nations system and other partners help countries strengthen their national statistical systems for measuring the sustainable development goals
	<b>A.2.2:</b> Supporting the participation of developing countries in Big Data expert group meetings			
	<b>A.2.3:</b> (Sub-) regional workshops on data and metadata sharing and exchange			
<b>A.3.1:</b> Invitations issued to Resident Coordinators to attend (sub-) regional meetings under self-financing	<b>EA3:</b> Partnerships developed	<b>IA 3.1</b> Number of participants attending regional workshops funded by other sources		

	arrangements, and to co-financing government participation.	which support statistical strengthening and complement and/or expand on the Programme's outputs	<b>IA 3.2</b> Number of additional countries receiving support from the programme with other resources <b>IA 3.3</b> Number of partnerships created which supports statistical strengthening at local/national/regional and international levels.	
	<b>A.3.2:</b> Invitations issued to regional statistical organizations to attend (sub-)regional meetings under self-financing arrangements			
	<b>A.3.3:</b> Participate in donor round-tables to support national resource mobilization efforts for statistical strengthening			
VIRONM ENTAL	A.1.0 Development of a common assessment and reporting tool	<b>EA1:</b> Enhanced capacity of targeted developing countries to produce and sustain environment statistics related to the Tier I and II SDG indicators.	<b>IA1.1</b> 90% of national workshop participants confirm increased understanding of the institutional arrangements and coordination required for measuring and reporting data for the SDGs, MEAs and NDCs.  <b>IA1.2</b> 75% of the 35 target countries develop or improve an existing strategy for environment statistics based on national policy priorities  <b>IA1.3.</b> 50% of target countries make data on a new environment related SDG area publically available	<b>(EA 3)</b> Strengt capacity in deve countries to me and monitor indi and targets in statistical and areas.  <b>(EA4)</b> Enh leveraging, partne and collaborio United Nations s and other partne help cou strengthen national stat systems for mea the susta development goal
	A.1.1 Country sensitization and initiation workshops			
	A.1.2 Regional workshop on sharing of lessons learned and views on monitoring the environmental dimension of the SDGs			
	A.1.3 Blended training module (on-line plus a regional workshop) on monitoring the environmental dimension of the SDGs			
	A.1.4 Compilation of documents on Environment statistics			
	A.1.5 Advisory missions to countries			
	A.2.1 Implementation of case studies	<b>EA2</b> Enhanced capacity of developing countries to adopt and apply statistical methods related to the Tier III and the less methodological y developed Tier II indicators	<b>IA2.1</b> 75% of target countries have developed a strategic document for improving environment statistics on a specific topic, which has been classified as Tier II or Tier III (either SCP, Oceans, Land, Climate Change or Disasters).  <b>IA2.2</b> Guidelines published on the E-Portal are referred to by developing countries.  <b>IA2.3</b> National reports on measuring SDGs include Tier III indicators.	
	A.2.2 Outreach on best practices			
	A.2.3 Development of guidance material on Tier III indicators			
	A.2.4 Expert Group Meetings on guidance documents			
	A.2.5 Pillar implementation meetings			
	A.2.6 Contribution to the knowledge platform developed under the Means of Implementation pillar of the project			

	<p>A.3.1. Issue invitations to Resident Coordinators to attend (sub-) regional meetings under self-financing arrangements, and to co-finance government participation.</p> <p>A.3.2. Issue invitations to regional statistical organization to attend sub-regional meetings under self-financing arrangements,</p> <p>A.3.3 Participate in donor round-tables to support national resource mobilization efforts for strengthening environment statistics.</p>	<p><b>EA3</b> Partnerships developed which support environment statistical strengthening and complement and/or expand on the Programme's outputs (at no cost to the programme)</p>	<p><b>IA3.1</b> Number of participants attending regional workshops funded by other sources.</p> <p><b>IA3.2</b> Number of additional countries receiving support from the programme with other resources</p> <p><b>IA3.3</b> Number of partnerships created with external partners to support environment statistical strengthening at national/local, regional and international levels.</p>	
Population and Demographic Statistics	<p><b>A1.1</b> Technical meeting to analyze the use of internet and electronic devices in censuses and develop guidelines</p>	<p><b>EA1</b> Strengthened national capacity in target countries to conduct population and housing censuses by using internet and electronic devices</p>	<p><b>IA1.1</b> 90% of workshop participants confirm increased understanding on the implications of introducing internet and electronic devices in population and housing censuses;</p> <p><b>IA1.2</b> 60% of target countries introduce electronic devices in population and housing censuses;</p> <p><b>IA1.3</b> 90% of target countries implement a population and housing census as scheduled;</p>	<p><b>(EA 3)</b> Strengthened capacity in developing countries to measure and monitor indicators and targets in new statistical and data areas.</p> <p><b>(EA4)</b> Enhanced leveraging, partnerships and collaboration with United Nations system and other partners help countries strengthen their national statistical systems for measuring the sustainable development goals</p>
	<p><b>A1.2</b> Regional training workshops on the use of internet and electronic devices based on the guidelines produced</p>			
	<p><b>A1.3</b> Advisory missions to countries to assist on the use of internet and electronic devices in planning the 2020 round of censuses</p>			
	<p><b>A2.1</b> Technical meeting to review country experiences and develop practical guidelines on the measurement of completeness and quality assessment</p>	<p><b>EA2</b> Strengthened national CRVS system toward universal registration of vital events, especially births and deaths, in target countries;</p>	<p><b>IA2.1</b> 90% of workshop participants confirm increased understanding on the measurement of completeness and assessment of quality of vital registration;</p> <p><b>IA2.2</b> 30 % increase in reporting of births and deaths in the national CRVS system of target countries;</p> <p><b>IA2.3</b> 90% of national statisticians and civil registers engaged in target countries acknowledge improved knowledge and skills on the measurement of completeness and assessment of quality of vital registration;</p>	
	<p><b>A2.2</b> Regional workshops on the use of registration data on measurement of completeness and quality assessment</p>			
	<p><b>A2.3</b> Advisory missions in targeted countries to establish systems for measurement of completeness levels in registration and assessments of registration data</p>			
	<p><b>A.3.1</b> Technical meetings to assess gaps in the production of human settlements</p>	<p><b>EA3</b> Strengthened</p>		

Gender Statistics and Indicators	indicators, including the use of spatial data, and develop tools and guidelines for improvement	national and local capacity in collecting, analyzing and reporting on human settlements indicators, including new spatial data;	<b>IA3.1</b> 40% increase in the number of cities and countries that adopt and implement tools and guidelines for the local collection and analysis of urban data, including spatial information;
	<b>A.3.2</b> Regional training workshops on the collection, analysis and reporting on human settlement indicators, including the use of spatial data		<b>IA3.2</b> 30% increase in the number of local observatories and service providers that produce reliable and timely information in coordination with local authorities;
	<b>A.3.3</b> Advisory missions to target cities/countries to assist in the use of conventional and modern technologies of locally produced indicators, including spatial data		<b>IA3.3</b> 30% increase in the number of cities and countries, which produce, disaggregated information, supported by the use of spatial tools.
	<b>A.4.1</b> Global Meeting on Gender Statistics to review methodological developments, share best practices and address data gaps to monitor SDG gender indicators	<b>EA4</b> Strengthened capacity of countries to produce Tier I SDG gender indicators through better integration of a gender perspective into national statistics.	<b>A.4.1</b> 90% of workshop participants confirm improved knowledge and skills on the production, interpretation and use of Tier I gender relevant indicators;
	<b>A.4.2</b> Regional training workshops to improve use of existing data for monitoring gender equality and women's empowerment		<b>A.4.2</b> Increased volume of data on Tier I SDG gender indicators in target countries;
	<b>A.4.3</b> National training workshops with producers and users of gender statistics		
	<b>A.5.1</b> Refinement/improvement of statistical methods to measure violence against women	<b>EA5</b> Enhanced capacity of target countries to adopt and apply statistical methods to assess gender gaps in selected key areas of women's empowerment, classified as Tier II or III indicators in the SDG framework.	<b>IA.5.1</b> 90% of workshop participants confirm improved knowledge and skills for the production of statistics for selected Tier II gender relevant indicators;
	<b>A.5.2</b> Refinement/improvement of statistical methods to the nexus between gender and the environment		<b>IA.5.2</b> Increased availability of gender-relevant Tier II/III indicators for target countries.
	<b>A.5.3</b> Regional training workshops on statistics and indicators to measure violence against women (VAW) and time use (TUS), particularly domestic work and caring activities		
	<b>A.5.4</b> Technical assistance missions to support statistics on violence against women and time-use in selected countries		

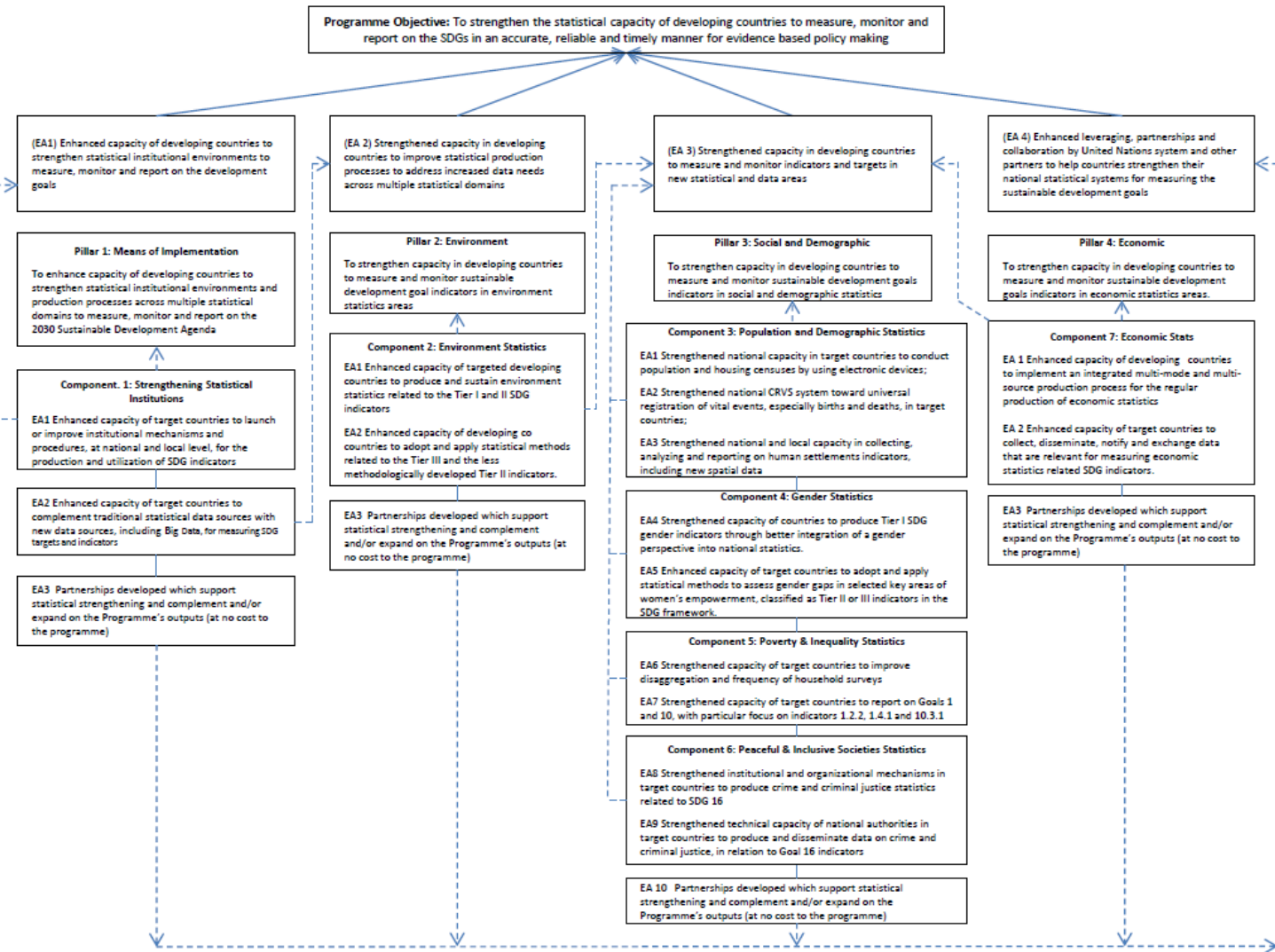


Poverty, including multi-dimensional poverty, and inequality statistics and indicators	<b>A.6.1</b> Conduct desk studies on availability of information and data gaps in existing household surveys	<b>EA6</b> Strengthened capacity of target countries to improve disaggregation and frequency of household surveys	<b>IA 6.1:</b> 90% of workshop participants confirm increased understanding of the benefits from high frequency surveys.  <b>IA 6.2:</b> Increased availability of disaggregation of national data for monitoring Goals 1 and 10
	<b>A6.2</b> Advisory missions to target countries to improve availability of information and comparability in household surveys		
	<b>A6.3</b> Regional workshops to discuss implementation of strategies on household surveys		
	<b>A.7.1</b> Conduct desk studies on availability of information and data gaps in existing household surveys	<b>EA7</b> Strengthened capacity of target countries to report on Goals 1 and 10, with particular focus on indicators 1.2.2, 1.4.1 and 10.3.1	<b>IA 7.1:</b> 90% of workshop countries confirm increased awareness on the requirements for improving their household surveys for measuring Goals 1 and 10  <b>IA 7.2:</b> 75% of target countries have improved their household surveys to measure indicators under Goals 1 and 10
Peaceful and inclusive societies statistics and indicators	<b>A 8.1</b> Assessment of administrative national crime data	<b>EA8:</b> Strengthened institutional and organizational mechanisms in target countries to produce crime and criminal justice statistics related to SDG 16	<b>IA 8.1</b> Establishment of coordination mechanism among national institutions responsible for data production on crime and criminal justice in the target countries  <b>IA 8.2:</b> Designation of national focal point for implementation of the ICCS in the target countries
	<b>A8.2</b> National multi-stakeholder workshop on administrative data on crime and criminal justice and introduction to the ICCS		
	<b>A8.3</b> Development of detailed guidelines for implementation of the ICCS at national level		
	<b>A9.1</b> Development of training curriculum for implementation of the ICCS for all relevant entities at national level	<b>EA9:</b> Strengthened technical capacity of national	<b>IA 9.1:</b> 90% of workshop participants confirm improved awareness and understanding on the use of common standards to produce crime and criminal justice data through the implementation of the ICCS
<b>A9.2</b> Roll-out of national workshops for the implementation of the ICCS			

All Social Components	<b>A9.3</b> Participation in global meetings of UN-CTS and ICCS focal points	authorities in target countries to produce and disseminate data on crime and criminal justice, in relation to Goal 16 indicators	<b>IA 9.2:</b> 65% increase in accuracy, disaggregation, consistency and timeliness of data on crime and criminal justice	
	<b>A9.4</b> National workshops for the implementation of UN-CTS			
	<b>A10.1</b> Issue invitations to Resident Coordinators to attend (sub-) regional meetings under self-financing arrangements, and to co-finance government participation.	<b>EA10:</b> Partnerships developed which support social and demographic statistical strengthening and complement and/or expand on the Programme's outputs	<b>IA 10.1</b> Number of participants attending regional workshops funded by other sources <b>IA 10.2</b> Number of additional countries receiving support from the programme with other resources <b>IA 10.3</b> Number of partnerships created which support social statistics strengthening at national/local, regional and international levels	
	<b>A10.2</b> Issue invitations to regional statistical organizations to attend (sub-) regional meetings under self-financing arrangements			
<b>A10.3</b> Participate in donor round-tables to support national resource mobilization efforts for strengthening of social statistics.				
Economic	<b>A1.1:</b> Regional workshops on economic statistics and indicators for measuring economic statistics related SDG indicators	<b>EA1:</b> Enhanced capacity of developing countries to implement an integrated multi-mode and multi-source production process for the regular production of economic statistics.	<b>IA1.1:</b> Number of target countries that have adopted work plans for improving economic statistics and indicators for measuring economic statistics related SDG indicators. <b>IA1.2:</b> 90% of participants confirm increased understanding of the compilation of economic statistics for measuring the economic statistics related SDG indicators.	<b>(EA3)</b> Strengthen capacity in developing countries to measure and monitor indicators and targets in statistical and information areas. <b>(EA4)</b> Enhance capacity by leveraging, partnering and collaborating with United Nations system and other partners to help countries strengthen national statistical systems for measurement
	<b>A1.1.2:</b> Develop training material and e-learning courses on the compilation of economic statistics for measuring economic statistics related SDG indicators			
	<b>A1.3</b> Regional training workshops and e-learning courses on the compilation of economic statistics for measuring economic statistics related SDG indicators			
	<b>A2.1</b> Advisory missions to support target countries with implementing the improvements required for specific domains of economic statistics for	<b>EA2:</b> Enhanced capacity of target countries to collect,	<b>IA2.1:</b> 60% of target countries have implemented improvements defined in their work plan for specific domains of economic statistics. <b>IA2.2:</b> Number of target countries with economic statistics data bases using applications that are SDMX compliant.	

measuring economic statistics related SDG indicators associated with those specific domains	disseminate, notify and exchange data that are relevant for measuring economic statistics related SDG indicators.		the sustainable development goal
<b>A.2.2</b> Advisory missions to target countries to implement applications that support the collection, dissemination, notification and exchange of data relevant for measuring economic statistics related SDG indicators			
<b>A.3.1</b> Issue invitations to Resident Coordinators to attend (sub-) regional meetings under self-financing arrangements, and to co-finance government participation.	<b>EA3:</b> Partnerships developed which support statistical strengthening in the area of economic statistics and complement and/or expand on the Programme's outputs (at no cost to the programme).	IA3.1: Number of participants attending regional workshops funded by other sources. IA3.3: Number of additional countries receiving support from the programme with other resources. IA3.3: Number of partnerships created with external partners to support statistical strengthening at national/local, regional and international levels.	
<b>A.3.2</b> Issue invitations to regional statistical organizations to attend sub-regional meetings under self-financing arrangements			
<b>A.3.3</b> Participate in donor round-tables to support national resource mobilization efforts for statistical strengthening.			

# PENDIX 8: Programme EAs and associated Pillar/Component EAs<sup>95</sup>



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<sup>95</sup> Prodoc.

## **APPENDIX 9: Terms of Reference for the Global Evaluation Consultant**

**(Finalized on: 12.7.2021)**

# **UNITED NATIONS DEVELOPMENT ACCOUNT**

## **Global Assessment and Final Evaluation Report Preparation as Part of the Terminal Evaluation of the 10<sup>th</sup> tranche “Programme on Statistics and Data”**

### **TERMS OF REFERENCE FOR GLOBAL EVALUATION CONSULTANT**

#### **A. Background**

##### **A1. About the Development Account**

The Development Account (DA) is a mechanism to fund capacity development projects of the 10 economic and social entities of the United Nations Secretariat, namely: the Department of Economic and Social Affairs (DESA), the Economic Commission for Africa (ECA), the Economic Commission for Europe (ECE), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic and Social Commission for Western Asia (ESCWA), the Economic Commission for Latin America and the Caribbean (ECLAC), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Environment Programme (UNEP), the United Nations Human Settlements Programme (UN-Habitat) and the United Nations Office on Drugs and Crime (UNODC).

The DA provides capacity development support to developing countries in their implementation of the 2030 Agenda for Sustainable Development, as well as recommendations and decisions made in intergovernmental processes and relevant governing bodies. The DA-funded projects build on the mandates, individual technical capacities and comparative advantages of the respective implementing entities, while providing those mostly non-resident entities with the ability to operationalize their knowledge and know-how to deliver capacity development support at regional, sub-regional and country levels.

The Under-Secretary-General (USG) for Economic and Social Affairs is designated as the Programme Manager of the Development Account with responsibility for overall coordination, programming, monitoring and evaluation, as well as for reporting to the intergovernmental bodies. The Programme Manager is supported by the DA Steering Committee, who advises him/her on strategic policy and programme-support matters.<sup>96</sup> The Programme Manager is also supported by the DA Programme Management Team (DA-PMT) located within the Capacity Development Programme Management Office (CDPMO) of DESA, which assists with all aspects of the management of the DA, in particular with regard

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<sup>96</sup> The DA Steering Committee is composed of five members with one member representing each of the following implementing entities and key stakeholders: 1. DESA; 2. the regional commissions; 3. UNCTAD; 4. UNEP, UN-Habitat and UNODC (on a rotational basis); and 5. the Programme Planning and Budget Division (PPBD) of the Office of Programme Planning, Finance and Budget of the Department of Management Strategy, Policy and Compliance.

to programming, monitoring, evaluation and reporting. DA-PMT also liaises with the DA Focal Points in the implementing entities, who are most often the head of the entity’s unit responsible for programme planning, programme management, capacity development or technical cooperation, on all aspects of the management of DA-funded projects.

## A2. About the Programme

The objective of the DA 10<sup>th</sup> tranche “Programme on Statistics and Data” was to strengthen the statistical capacity of developing countries to measure, monitor and report on the Sustainable Development Goals (SDGs) in an accurate, reliable and timely manner for evidence-based policymaking. The Programme was implemented jointly by all the 10 DA implementing entities and coordinated by the Statistics Division of DESA (UNSD). The Programme was originally initiated with a total budget of USD 10 million to be implemented over the 4-year period from January 2016 to December 2019. The actual implementation of the Programme commenced only in September 2016, however, “due to its large size and the complexity”, according to the mid-term evaluation.<sup>97</sup>

In March 2019, the DA Steering Committee approved additional funding of USD 1.4 million to finance additional outputs to be delivered within the Programme’s results framework. The increase to the Programme’s budget and planned outputs was accompanied by the extension of its duration by one year to December 2020. The revised total budget, in the amount of USD 11.4 million, represented approximately 30% of the total 10<sup>th</sup> tranche budget. The Programme was further extended to April 2021, without a budget change.

Eight of the implementing entities (DESA, five regional commissions, UNEP and UNODC) submitted in October 2020 a concept note on a proposed 14<sup>th</sup> tranche joint project, with a budget of USD 3 million, aimed at improving the resilience and agility of national statistical systems to meet pressing data needs and inform COVID-19 responses at local, national, regional and global levels. The new project, expected to be implemented over the 4-year period from January 2022 to December 2025, is designed to build upon the governance mechanisms, working arrangements and cooperation developed under the 10<sup>th</sup> tranche Programme.

The Programme’s overall results framework, including the expected accomplishments and indicators of achievement, as presented in the Proposed Programme Budget for the biennium 2016-2017,<sup>98</sup> is presented below.

**Table 1. Programme-level results framework**

<b>Objective:</b> To strengthen the statistical capacity of developing countries to measure, monitor and report on the sustainable development goals in an accurate, reliable and timely manner for evidence-based policymaking.	
<b>Expected accomplishments (EA)</b>	<b>Indicators of achievement</b>
<b>EA1:</b> Enhanced capacity of developing countries to strengthen statistical institutional environments to measure, monitor and report on the sustainable development goals	<b>IA1.1</b> Number of target countries that have adopted revised national strategies for the development of statistics based on inputs from the Programme
	<b>IA1.2</b> Number of country participants trained who confirm increased understanding of the institutional

<sup>97</sup> “Mid-term external evaluation of the 10<sup>th</sup> tranche Development Accountability Programme on Statistics and Data”, final report dated 12 November 2018, p.9

<sup>98</sup> A/70/6 (Sect. 35)

	arrangements required for measuring the sustainable development goals
	<b>IA1.3</b> Number of countries that establish institutional mechanisms to foster dialogue between users and producers of statistics in the context of the sustainable development goals
<b>EA2:</b> Strengthened capacity in developing countries to improve statistical production processes to address increased data needs across multiple statistical domains	<b>IA2.1</b> Number of improved statistical production processes in countries to measure specific sustainable development goals indicators and targets based on inputs from the Programme
<b>EA3:</b> Strengthened capacity in developing countries to measure and monitor indicators and targets in new statistical and data areas	<b>IA3.1</b> Number of countries that started reporting in new areas where the Programme provided support
<b>EA4:</b> Enhanced leveraging, partnerships and collaboration by United Nations system and other partners to help countries strengthen their national statistical systems for measuring the sustainable development goals	<b>IA4.1</b> Number of partnerships created within the United Nations system to provide support for statistical strengthening at the national level in the context of the sustainable development goals with the input of the Programme
	<b>IA4.2</b> Number of partnerships created with external partners to provide support for statistical strengthening at the local, national, regional and international levels
	<b>IA4.3</b> Number of countries that are supported by the Programme in mobilizing financial resources for strengthening national statistical systems

The Programme involved four pillars, consisting of a total of seven components, as per the table below. Budget and component participation by implementing entity is presented in Annex I and the logical framework for each of the pillars/components in Annex II.

**Table 2. Programme pillars and components**

Pillar	Component	Title	Lead/ co-lead	Other participating implementing entities	Budget (USD)
1	1	Means of implementation	UNSD/ ESCAP	ECA, ECE, ECLAC, ESCWA	3,585,500
2	2	Environment statistics and indicators	UNEP/ UNSD	ECA, ECE, ECLAC, ESCAP, ESCWA	2,070,000
3		Social and demographic statistics and indicators			
3.1	3	Population and demographic statistics and indicators	UNSD/ UN-Habitat	ECA, ECE, ECLAC, ESCAP, ESCWA	1,290,000
3.2	4	Gender statistics and indicators	UNSD/ ECE	ECA, ECLAC, ESCAP, ESCWA, UNEP, UNODC	1,099,500
3.3	5	Poverty and inequality statistics and indicators	ECLAC/ ESCWA	ECA, ECE, ESCAP, UN-Habitat	735,000
3.4	6	Peaceful and inclusive societies statistics and indicators	UNODC/ ECA		470,000
4	7	Economic statistics and indicators	UNSD/ UNCTAD	UNEP, ECA, ECE, ECLAC, ESCAP, ESCWA	1,650,000



Total	10,900,000
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Component 1 (Means of implementation) was considered a “horizontal” component, which aimed to enhance capacity of developing countries to strengthen institutional environments and processes across multiple statistical domains to measure, monitor and report on the 2030 Agenda; it was foundational to the overall implementation of the Programme and many activities under other components. The remaining six components were thematic and aimed to achieve the Programme’s overall objective in their respective thematic areas. Component 1 was designed to contribute to Programme-level expected accomplishments 1, 2 and 4, while all the six thematic components (Components 2-7) were designed to contribute to Programme-level expected accomplishments 3 and 4, as illustrated in the table below.<sup>100</sup>

**Table 3. Linkages between components and programme-level expected accomplishments**

Component	8. Means of implementation	9. Environment statistics & indicators	10. Population and demographic statistics & indicators	11. Gender statistics & indicators	12. Poverty and inequality statistics & indicators	13. Peaceful and inclusive societies statistics & indicators	14. Economic statistics & indicators
Programme-level expected accomplishments (EA)							
<b>EA1:</b> Enhanced capacity of developing countries to strengthen statistical institutional environments to measure, monitor and report on the sustainable development goals							
<b>EA2:</b> Strengthened capacity in developing countries to improve statistical production processes to address increased data needs across multiple statistical domains							
<b>EA3:</b> Strengthened capacity in developing countries to measure and monitor indicators and targets in new statistical and data areas							
<b>EA4:</b> Enhanced leveraging, partnerships and collaboration by United Nations system and other partners to help countries strengthen their national statistical systems for measuring the sustainable development goals							

<sup>99</sup> This figure excludes the central support costs of USD 500,000 included in the total budget.

<sup>100</sup> As included in the final programme document on the Programme on Statistics and Data, Section 14. Delivery of the Programme.

In the 2019 end-year progress report, it was reported that the Programme had 130 target countries, which included 37 least developed countries (LDCs).

The Programme was overseen by the DA Steering Committee. The Committee was supported by a Technical Advisory Group (TAG), composed of the directors of statistics of the 10 implementing entities and chaired by the Director of UNSD, in managing the Programme and monitoring its progress in achieving the expected accomplishments as per the indicators included in the Programme's results framework.<sup>101</sup> Each of the Programme's seven components was led and coordinated by a lead and a co-lead, while focal points in the participating entities carried out planned component activities. TAG and the component leads/co-leads made up the Programme's matrix structure.

The overall coordination of the Programme was entrusted to a Programme Coordination Team within UNSD, consisting of a P5 inter-regional advisor, who acted as the Programme Coordinator and reported to the Director of UNSD in his capacity as Chair of TAG, and a P3 statistician, who was recruited in June 2018 and reported functionally to the inter-regional advisor. The Programme Coordination Team was responsible for providing Programme-level coordination and preparing Programme-level semi-annual and annual progress reports, as well as supporting component-level coordination and reporting.<sup>102</sup> Finally, DA-PMT provided administrative support and guidance, as well as monitored the Programme's implementation through review of the progress reports, in its role of supporting the Programme Manager of the DA.

Multi-entity projects have been regularly encouraged under the DA with a view to promoting broader complementarity of capacity development work undertaken by the implementing entities. The Programme represented the first DA-funded joint project involving all the 10 implementing entities. As has generally been the case for all DA-funded projects, the Programme was also designed to leverage both regular and extra-budgetary funding sources beyond the DA, including donor funds, to create positive synergies and increase the overall effectiveness and efficiency of the funds.

The aforementioned mid-term evaluation of the Programme was carried out from July to October 2018 by an external evaluator, under the direct supervision of the Programme Coordinator. It assessed the progress from the Programme's inception until the end of June 2018, including its design, implementation of planned activities, management and coordination arrangements, and provided 20 recommendations. The methodology for the evaluation included a documentation review, interviews with the managers, leads, co-leads and focal points of the Programme, and a survey of participants in selected Programme

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<sup>101</sup> While the programme document prescribed the establishment of a Programme Management Group (PMG), consisting of the DA Focal Points of the 10 implementing entities and chaired by the Head of CDPMO (formerly Capacity Development Office or CDO), the group has never been convened. The mid-term evaluation report recommended that TAG play a more decisive role of management, coordination and leadership for the remainder of the Programme, as well as that the Group's name be changed to one that more appropriately reflects its role. No action was planned by TAG to implement these recommendations as part of the management response to the evaluation.

<sup>102</sup> The programme document included in the programme budget funding to engage a P3-level temporary staff from the second year of the Programme. The programme document did not prescribe the establishment of an overall programme coordinator, but it was created during the planning phase. The mid-term evaluation recommended the role of the Programme Coordinator with a direct reporting line to the Chair of TAG to be constituted, and its role and responsibilities be defined in TOR (Recommendation 10). In the management response to the evaluation, TAG acknowledged the contribution of the Programme Coordinator to the overall consistency and coherence of the Programme; the Group, however, did not include any specific action to implement this recommendation among the planned actions. TOR have never been developed for the Programme Coordinator role.

activities.<sup>103</sup> TAG developed a management response, which included planned actions to address some of the recommendations from the evaluation.<sup>104</sup>

The present evaluation constitutes a terminal evaluation of the Programme. Terminal evaluations are mandatory for all DA-funded projects. The evaluation will be largely guided by the UN Development Account Project Evaluation Guidelines,<sup>105</sup> issued in October 2019, and the Guidance Note on Planning and Conducting Terminal Evaluations of the Remaining 10<sup>th</sup> Tranche Projects, issued in July 2020. Some flexibility in the implementation of the Guidelines, however, is necessary to reflect the Programme's implementation model involving 10 entities and the broader, programme-level scope of the evaluation itself, as well as take into account the implications of the ongoing COVID-19 situation, including extensive travel restrictions and the need to avoid overburdening stakeholders, as elaborated in the Guidance Note.

## B. Evaluation objectives, scope and approach

### B1. Evaluation purpose, objectives and scope

The main purpose of the evaluation will be to support accountability for results, and to enable learning. The evaluation will generate information on the Programme's results achievement during its over 4.5-year implementation period. It will also be forward-looking by providing the DA Steering Committee with findings and recommendations on how to improve the relevance, effectiveness, efficiency and sustainability of DA-funded projects and programmes, including through reflecting on the Programme's implementation model involving 10 implementing entities and its catalytic value, spurring greater interest and mobilizing additional resources towards its objective. In addition, the evaluation will provide the implementing entities with lessons learned to inform future programming, implementation, monitoring and evaluation in the area of statistical capacity development, including on how to build upon the inter-entity coordination mechanisms that have been put in place under the Programme.

The primary audiences of the evaluation will be the DA Steering Committee and the statistics divisions of the participating implementing entities. Other audiences of the evaluation include: the DA Focal Points and senior management of the participating implementing entities, DA-PMT and the General Assembly. The final evaluation report, along with a 3-page summary, will be presented to the DA Steering Committee, who will develop, with support from DA-PMT and, as necessary, in consultation with relevant DA Focal Points, a management response, including an implementation plan for the recommendations directed to the Committee. The DA Steering Committee will also review and approve the implementation plan for the recommendations directed to DA-PMT, as well as oversee the implementation of the actions included in the plan. A virtual meeting will also be organized to present and discuss the findings and key lessons learned from the evaluation with the directors of statistics of the implementing entities (TAG members). Findings from the reports of the assessments of two thematic Programme components and the global assessment, which will be completed at the beginning of 2022 as part of the evaluation as described in Section B3 (Evaluation approach), will also be shared with the directors of statistics of the relevant entities in order to inform the coordinated preparation of the planned 14<sup>th</sup> tranche joint project.

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<sup>103</sup> Mid-term external evaluation of the 10<sup>th</sup> tranche Development Accountability Programme on Statistics and Data", final report dated 12 November 2018

<sup>104</sup> DA10 Statistics and Data TAG meeting, 30 November 2018, "Management response to the mid-term evaluation report"

<sup>105</sup> [http://www.un.org/development/desa/da/wp-content/uploads/sites/52/da-project-management-documents/2253\\_1571321382\\_UN%20DA%20Evaluation%20Guidelines%20\(Final\).pdf](http://www.un.org/development/desa/da/wp-content/uploads/sites/52/da-project-management-documents/2253_1571321382_UN%20DA%20Evaluation%20Guidelines%20(Final).pdf)

In addition, a separate virtual meeting will be held with the DA Focal Points to discuss the key lessons from the evaluation and how to incorporate them in future programming, implementation, monitoring and evaluation of DA-funded projects and programmes. The key findings from the final evaluation report will also be included in the 13<sup>th</sup> progress report to the General Assembly on the implementation of the DA-funded projects, which will be due in 2023.

The terminal evaluation will cover the Programme’s entire implementation period from September 2016 to April 2021, as well as the planning phase preceding the launch of the Programme. The findings of the mid-term evaluation, which looked at Programme implementation up to June 2018, will be used to inform the terminal evaluation to the extent deemed relevant and credible by the evaluators; the terminal evaluation may entail, as part of the relevant evaluation criteria and questions, an assessment of the implementation of select recommendations from the mid-term evaluation.

As per the aforementioned Guidance Note on the 10<sup>th</sup> tranche project evaluations, the evaluation will also include questions concerning the Programme’s COVID-19-related adjustments, which will feed into the evaluation of the DA’s response to COVID-19, scheduled to take place in 2023.<sup>106</sup>

## B2. Evaluation criteria and questions

In line with the DA Project Evaluation Guidelines, the evaluation will assess the Programme’s performance against the main criteria of relevance, efficiency, effectiveness and sustainability. It will also examine the Programme’s complementarity and coordination with other relevant interventions under the criterion of coherence, which was newly added to the list of evaluation criteria by the Development Assistance Committee (DAC) of the Organisation of Economic Cooperation and Development (OECD) in December 2019. The additional mandatory criteria of contributions to the SDGs, partnerships, human rights and gender equality mainstreaming, and innovation will be covered either as part of the questions related to the main criteria (contributions to the SDGs, partnerships and innovation), or as a stand-alone criterion (human rights and gender equality mainstreaming).

The evaluation questions will be refined and finalized in the inception report, based on an initial review of the available documents and data, as well as consultations with selected stakeholders. Tentative questions to be answered by the evaluation are presented below:

**Table 4: Evaluation criteria and tentative questions**

Criterion	Tentative evaluation questions
Relevance	<ol style="list-style-type: none"> <li>1. To what extent was the Programme designed to target the priorities and most pressing needs of developing country Member States in relation to measuring, monitoring and reporting on SDGs?</li> <li>2. How, and to what extent, were the priorities and needs of participating countries and regions, particularly developing countries, assessed and addressed in the Programme’s design?</li> </ol>

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<sup>106</sup> The Guidance Note suggested that each 10<sup>th</sup> tranche project evaluation include the following three questions: 1. What adjustments, if any, were made to the project activities and modality, as a direct consequence of the COVID-19 situation or in response to the new priorities of Member States?; 2. To what extent did the adjustments allow the project to effectively respond to the new priorities of Member States that emerged as a result of COVID-19?; and 3. How did the adjustments affect the achievement of the project’s expected results as stated in its original results framework?

	3. How was the Programme adjusted during its implementation to respond to new priorities and needs, including those which emerged as a result of the COVID-19 pandemic?
<b>Coherence</b>	4. To what extent has the Programme been complementary to, and coordinated with, the other relevant capacity development work undertaken by the participating entities, as well as other UN and non-UN actors? Has there been any overlap or redundancy?
<b>Efficiency</b>	5. To what extent did the Programme deliver its planned activities and outputs according to its timelines?
<b>Efficiency/ effectiveness</b>	6. To what extent did the Programme leverage other funding sources, both internal and external to the participating entities, to increase the overall effectiveness and efficiency of the Programme in achieving its expected accomplishments? 7. What synergies, if any, have been achieved across the Programme's four pillars and seven components? How did the synergies contribute to, or hinder, the overall efficiency and effectiveness of the Programme in achieving its expected achievements, as opposed to having four or seven separate projects? 8. To what extent did the Programme's governance and management structures and processes, including coordination mechanisms and tools, enable or hinder the effective and efficient planning, implementation, monitoring and evaluation of the Programme? What adjustments, if any, were made during implementation to ensure the structures and processes best support delivery, including in response to the findings of the mid-term evaluation? 9. To what extent did the programme management, financial management and other support provided by DA-PMT, DA Focal Points and other relevant staff of participating entities enable or hinder the effective and efficient planning, implementation, monitoring and evaluation of the Programme?
<b>Effectiveness</b>	10. To what extent, and how, has the Programme achieved its expected accomplishments in each of its four pillars and seven components? 11. What features, if any, of the Programme enabled, or hindered, the effective and efficient delivery of its output and expected accomplishments? What innovative approach or tool, if any, did the Programme use, and what were the outcomes and lessons learned from its/their application? 12. What adjustments, if any, were made as a direct consequence of the COVID-19 situation and to what extent did the adjustments affect the achievement of the Programme's expected accomplishments? 13. What changes, if any, to the participating developing country Member States' capacity to measure, monitor and report on the SDGs, can be attributed to the Programme?
<b>Sustainability</b>	14. To what extent are the Programme's outcomes (achievement towards its expected accomplishments) sustainable? 15. What measures have been adopted to ensure the sustainability of the Programme's outcomes (achievement towards its expected accomplishments)?
<b>Gender and human rights mainstreaming</b>	16. To what extent, and how, were gender and human rights perspectives mainstreamed into the design, implementation and monitoring of the Programme?

	17. To what extent, and how, did the Programme contribute to the advancement of gender equality, and positive changes for the status of the most vulnerable populations?
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### B3. Evaluation approach

The evaluation will be a transparent and participatory process involving the Programme’s key stakeholders. It will be conducted based on gender and human rights principles and adhere to the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation.<sup>107</sup>

More specifically, in addition to assessing the mainstreaming of gender and human rights perspectives in the design, implementation and monitoring of the Programme (tentative evaluation question 16), the evaluation will integrate these perspectives in the management of the evaluation, data collection and analysis, as well as the development of the global assessment, component assessment and final evaluation reports. Gender balance will be given full consideration in the composition of the Global Evaluation Reference Group, elaborated in Section C3 (Evaluation management), as well as in the selection of evaluators. Data collected and analyzed in the course of the evaluation will be disaggregated by gender to the extent possible and whenever appropriate, and the evaluation findings, conclusions and recommendations to be presented in the global assessment, component assessment and final evaluation reports will reflect a gender analysis. To the extent made possible by available data, the findings of the evaluation will also be analyzed by region and by special developing country grouping (e.g., SIDS, LDCs, LLDCs).

The evaluation will be carried out according to the UNEG ethical principles and standards.<sup>108</sup> The evaluators should demonstrate behavioral independence, impartiality, credibility, honesty, integrity and accountability in conducting the evaluation/assessment in order to avoid biasing the findings. The evaluators must also address in the design and conduct of the evaluation procedures to safeguard the rights and confidentiality of information providers. The Global Evaluation Manager and the Thematic Component Assessment Managers will be responsible for ensuring that the evaluators conduct the work assignments, including the preparation of a global assessment report, thematic component assessment report or a final evaluation report, without any undue interference from those who were responsible for the implementation of the Programme.

Due to the ongoing travel restrictions and security concerns caused by the COVID-19 pandemic, which are likely to persist for the remainder of 2021 in many regions and countries, the evaluation methodology relies primarily on desk review, with a particular emphasis on the use of existing monitoring data collected over the course of the Programme implementation, and remote data collection methods. The evaluation will apply multiple methods, and cross-check information and data from different sources to ensure confidence in the findings.

The evaluation will have two main levels of analysis and validation, namely a **global**, or Programme-level, **assessment** and **in-depth assessment of two thematic Programme components**, as described below.<sup>109</sup>

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<sup>107</sup> UNEG (2016), [Norms and Standards for Evaluation](#).

<sup>108</sup> UNEG (2020), [Ethical Guidelines for Evaluation](#); UNEG (2008), [Code of Conduct for Evaluation in the UN system](#)

<sup>109</sup> The programme document envisioned that the terminal evaluation would be carried out at regional level to assess the effectiveness of the Programme at local, national, sub-regional and regional level. During the planning phase of

Following a preliminary documentation review, the Global Evaluation Consultant, with subject matter expert support from the Senior Statistician, as elaborated below, will develop an inception report for the evaluation, which will include the finalized overall scope and focus of the evaluation, evaluation questions and global assessment methodology, including information on data sources and collection, sampling strategies, key indicators and draft data collection instruments. The Global Evaluation Consultant, also with the support of the Senior Statistician, will prepare a Final Evaluation Report, which will synthesize the findings from the global assessment and the thematic component assessments, and provide Programme-level conclusions and recommendations. In addition, a Supplementary Note to the Final Evaluation Report will be prepared by the Senior Statistician, which will present the key findings from a survey of the national statistical offices (NSOs) participating in Component 1, to be conducted as part of the global assessment, and the follow-ups and interviews, as needed, to be conducted by the Senior Statistician, as well as the outcomes of the two thematic component assessments. The Supplementary Note will also present recommendations for managers of future programmes of a similar scope in statistical capacity development.

The **global assessment** will look at the Programme's overall performance against each evaluation criterion and include an in-depth assessment of Component 1 ("horizontal" component), which aimed to enhance capacity of developing countries to strengthen institutional environments and processes across multiple statistical domains to measure, monitor and report on the 2030 Agenda. The global assessment will be conducted by a Global Evaluation Team, made up of an external evaluator (Global Evaluation Consultant) and an external senior statistician (Senior Statistician), as per the responsibilities described in Table 5 in Section C1 (Scope of Work). The global assessment process will be overseen by the Evaluation Officer, CDPMO/DESA, who will act as the Global Evaluation Manager, with support from the evaluation units of the participating entities and the Programme Coordination Team. Further details on the global assessment and other work to be undertaken by the Global Evaluation Consultant, as part of the present consultancy, are presented in Section C (Work assignment).

The evaluation will also include **in-depth assessments** of the following two **thematic Programme components**, which were selected taking into account UNSD's overall Programme lead role and the participating entities' capacity to manage an extensive assessment exercise involving global data collection:

- Component 2 (Environment statistics and indicators) led by UNEP
- Component 4 (Gender statistics and indicators) led by UNSD

Each in-depth assessment will be conducted by one or two external consultants ("Thematic Component Assessment Consultants") to be recruited and managed by the lead entity ("Thematic Component Assessment Manager"). The lead entity will develop the TOR for the assessment, including its scope and focus, in line with the finalized overall evaluation TOR, and in consultation with a reference group, which may include: the component lead and co-lead, the Programme Coordination Team, select evaluation units of other participating entities, the Global Evaluation Manager and other key stakeholders. The lead entity for each assessment will recruit the Thematic Component Assessment Consultant(s), who will finalize the scope and methodology of the assessment, with subject matter expert inputs from the Senior Statistician.

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this evaluation, however, a majority of the five regional commissions indicated that they did not have the capacity to conduct an assessment of the Programme's effectiveness within the region. As a result, it was determined that the regional approach would not be feasible.

The lead entity will oversee the data collection and analysis, and the preparation of the thematic component assessment report by the Thematic Component Assessment Consultant(s).

To the extent possible, the thematic component assessments will aim to generate component-level findings in relation to all the applicable evaluation questions included in Section B2 (Evaluation criteria and questions). In particular, the thematic component assessments will entail the collection of feedback from participants in component activities as well as broader country-level stakeholders in order to assess the extent to which the expected accomplishments and the associated indicators of achievement for the component have been attained (tentative evaluation question 10). The thematic component assessments will also attempt to identify any changes to the participating developing countries' capacity to measure, monitor and report on the SDGs, that can be attributed to the Programme (tentative evaluation question 13).

The thematic component assessments will apply a mixture of data collection methods, which could include:

- A desk review of documents related to component-level planning, implementation and results achievement, including but not limited to documents listed under the desk review as part of the global assessment
- Questionnaires, surveys or interviews with statistical experts in the thematic area in the countries participating in the component (beneficiaries)
- Questionnaires, surveys or interviews with key stakeholders, which may include but are not limited to:
  - Regional and country-level partners
  - Country-level stakeholders, including users of the thematic statistics (e.g., central agencies, development ministries, UN Resident Coordinators)

The following data/information collected by the Global Evaluation Team through the global assessment will be made available to inform the thematic component assessments, as relevant:

- A summary report on the document/literature review on the Programme context, which will be prepared by the Senior Statistician and serve as a key reference document for the global assessment as well as two thematic component assessments, presenting the backdrop against which the Programme was planned and implemented, as well as documenting relevant developments in the area of measuring, monitoring and reporting of the SDGs over the course of the Programme's implementation
- Component-specific results of the surveys of key internal stakeholders

## C. Work assignment

### C1. Scope of work

CDPMO/DESA is seeking a qualified evaluation consultant (henceforth referred to as the "Global Evaluation Consultant"), to conduct the following tasks as part of the terminal evaluation of the DA 10<sup>th</sup> tranche "Programme on Statistics and Data", as described in Section B (Evaluation objectives, scope and approach):

- Prepare the inception report for the evaluation, based on an initial document review and with inputs from the Senior Statistician and, as necessary, consultation with select key stakeholders



- Conduct the global assessment, including an in-depth assessment of Programme Component 1 (“horizontal” component), and prepare a Global Assessment Report
- Prepare the Final Evaluation Report, synthesizing the findings of the global assessment and the two separately conducted in-depth thematic component assessments
- Develop a 3-page summary of the Final Evaluation Report and a presentation (PPT) on key findings, conclusions and recommendations.

The assignment will be carried out over the approximately 11-month period from 13 July 2021 to 31 May 2022. During the inception phase (July to mid-August 2021), the Global Evaluation Consultant will undertake an initial documentation review and, as necessary, consultation with select key stakeholders, and prepare, with inputs from the Senior Statistician, an inception report, which will present the final evaluation questions, and the approach and methodology, including a list of stakeholders to be consulted, and draft data collection instruments, for the global assessment. The inputs from the Senior Statistician will include, among others, an approach to, and lists of documents to be reviewed and stakeholders to be consulted as part of the review of documents/literature on the Programme context, and a draft questionnaire for the survey of the national statistical offices (NSOs) participating in Component 1. The global assessment will be conducted over the 6.5-month period from August 2021 to mid-February 2022 by the Global Evaluation Consultant, to be recruited based on the present consultancy TOR, and a separately recruited senior statistician who will conduct a desk review of documents/literature on the Programme context and a survey of the NSOs participating in Component 1, as elaborated in Table 5 (Tentative methodology for the global assessment). The Global Evaluation Consultant will prepare the Global Assessment Report to be finalized by mid-February 2022. The Global Evaluation Consultant will prepare and submit a draft Final Evaluation Report, synthesizing the findings of the global assessment and the two separately conducted in-depth thematic component assessments, by mid-March 2022 for a review by the Global Evaluation Manager, the Global Evaluation Reference Group (to be described below) and TAG (directors of statistics of the 10 implementing entities). The Global Evaluation Consultant will prepare and submit a revised draft Final Evaluation Report, based on comments received, by 30 April 2022 for another round of review. The Final Evaluation Report, along with a 3-page summary and a presentation (PPT) on key findings, conclusions and recommendations, is expected to be completed by 31 May 2022 for submission to the DA Steering Committee.

The tentative methodology for the global assessment is presented in Table 5:

**Table 5: Tentative methodology for the global assessment**

Task/data collection method	Responsibility
a) <b>A desk review of Programme documents</b> , including documents/data related to: <ul style="list-style-type: none"> <li>○ Programme-level planning, implementation and results achievement, including but not limited to:               <ul style="list-style-type: none"> <li>▪ Concept note and programme document (original approved version, and revised/updated versions<sup>110</sup>)</li> <li>▪ Semi-annual and annual progress reports (both financial and substantive/narrative reports)</li> </ul> </li> </ul>	Global Evaluation Consultant

<sup>110</sup> The programme document was revised in November 2018 in relation to the focus of Component 7.

<ul style="list-style-type: none"> <li>▪ Final project report</li> <li>▪ TOR or job descriptions for Programme Coordination Team members, TAG and any other coordination/implementation roles/mechanisms put in place (e.g., component leads/co-leads)</li> <li>▪ Coordinator’s reports to TAG</li> <li>▪ TAG meeting minutes</li> <li>▪ Relevant DA Steering Committee meeting minutes</li> <li>▪ Mid-term evaluation TOR and report, as well as management response</li> <li>▪ Results of the survey of Programme participants conducted by UNSD as part of the mid-term evaluation, and of any subsequent surveys</li> <li>▪ Documentation related to extensions and revisions (including COVID-19 related adjustments)</li> <li>▪ COVID-19 programme amendment request form, as well as other documents related to adjustments in light of the pandemic</li> </ul> <p>○ Component-level planning, implementation and results achievement, for each of seven components, including but not limited to:</p> <ul style="list-style-type: none"> <li>▪ Monitoring and progress reports, including but not limited to “factsheets”</li> <li>▪ Information on non-DA resources, financial and in-kind, brought in by the participating entities</li> <li>▪ Information on resources, financial and in-kind, contributed by partners/donors (including information requested under the “supplementary funding” section in the progress reports, which is often incomplete)</li> <li>▪ Estimated staff time per entity spent on the planning, implementation and monitoring of the Programme</li> <li>▪ Beneficiary/user feedback collected, including, but not limited to, workshop survey results, user feedback on publications, advisory services, guidelines, methodology documents, etc.</li> <li>▪ Requests for assistance/services received</li> <li>▪ List of Component activities completed and details about each activity, including but not limited to: <ul style="list-style-type: none"> <li>- Agenda, participant list (name, title, division/unit, organization, country, gender, email address), report and any outcomes document, for each workshop/meeting</li> <li>- Description of each advisory service, beneficiaries (including contact details of the contact persons) and any outputs/deliverables produced</li> <li>- List of guidelines/methodology documents/classifications developed, details on how each product was disseminated and/or used, list of recipients/users of the product (e.g., dissemination lists)</li> </ul> </li> </ul>	
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<ul style="list-style-type: none"> <li>- Description of each research project/study, beneficiaries (including contact details of the contact persons) and any outputs/deliverables produced</li> <li>▪ Documentation related to broader programmes or sub-programmes of the participating entities of which the Programme or its component(s) has constituted an integral part</li> <li>▪ Documentation on other projects/activities undertaken by the participating entities, which are linked to and/or build upon/succeed the work undertaken as part of the Programme</li> <li>▪ Relevant statistical capacity development work conducted by partners</li> </ul>	
<p>b) <b>A review of documents and literature related to the Programme context</b>, including but not related to information sources concerning:</p> <ul style="list-style-type: none"> <li>○ Global, regional and country-level statistical capacities to measure, monitor and report on the SDGs</li> <li>○ Relevant work undertaken by the implementing entities, the United Nations Statistical Commission and other key actors</li> </ul>	Senior Statistician
<p>c) <b>Survey of NSOs of countries participating in Component 1 (beneficiaries)</b>, which would involve:</p> <ul style="list-style-type: none"> <li>○ Development of a standard questionnaire in MS Word in English by the Senior Statistician, designed to measure progress towards the indicators of achievement included in the logical framework for Component 1 in the participating countries</li> <li>○ Administration of the questionnaire to the NSOs by the Programme Coordination Team with support from the statistics divisions of the regional commissions (if necessary, the questionnaire will be translated into relevant language)</li> <li>○ Preparation of a single document in English compiling data by the Programme Coordination Team</li> <li>○ Analysis by the Senior Statistician</li> <li>○ Follow-up with the NSOs by the Senior Statistician to inform the development of a Supplementary Note to the Final Evaluation Report, including conducting interviews, as needed</li> </ul>	Senior Statistician
<p>d) <b>Online surveys of key internal stakeholders</b>, including but not limited to:</p> <ul style="list-style-type: none"> <li>○ Leads and co-leads of Programme components</li> <li>○ Focal points at participating entities for Programme components</li> </ul>	Global Evaluation Consultant
<p>e) <b>Telephone or video-interviews with key stakeholders</b>, including but not limited to:</p> <ul style="list-style-type: none"> <li>○ DA Steering Committee members</li> <li>○ TAG Chair and members</li> <li>○ Programme Coordination Team</li> <li>○ DA-PMT</li> </ul>	Global Evaluation Consultant

<ul style="list-style-type: none"> <li>○ Other CDPMO staff responsible for overseeing or supporting the Programme implementation</li> <li>○ DA Focal Points in participating entities</li> <li>○ Select key global partners (e.g., the World Bank, UNFPA, UNDP and the EU)</li> <li>○ Select country-level stakeholders (e.g., UN Resident Coordinators)</li> </ul>	
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## C2. Tasks

The Global Evaluation Consultant will undertake the following tasks:

- Conduct an initial review of key Programme documents
- Prepare the inception report for the evaluation:
  - Develop a draft inception report with finalized evaluation scope, focus and questions, and global assessment methodology, including information on data sources, sampling, key indicators, and draft data collection instruments, using the report outline presented in Annex III, with inputs from the Senior Statistician as provided, including but not limited to the approach to and the list of documents/stakeholders to be consulted as part of the review of documents/literature related to the Programme context and a draft questionnaire for the NSO survey, for a review by the Global Evaluation Manager, the Global Evaluation Reference Group and the Programme Coordination Team
  - Revise/finalize the inception report based on comments received
- Conduct the global assessment and prepare the Global Assessment Report:
  - Conduct data collection and analysis based on the finalized methodology as outlined in the approved Inception Report
  - Synthesize the findings from all data collection methods, including the review of documents and literature related to the Programme context and the survey of NSOs to be conducted by the Senior Statistician as available
  - Develop a draft Global Assessment Report, using the report outline in Annex IV
  - Circulate the draft report for subject matter inputs from the Senior Statistician and revise the document to address comments as appropriate
  - Submit a draft Global Assessment Report for a review by the Global Evaluation Manager, the Global Evaluation Reference Group and the Programme Coordination Team
  - Revise/finalize the Global Assessment Report based on comments received
- Prepare the Final Evaluation Report:

- Develop a draft Final Evaluation Report, synthesizing the findings of the Global Assessment Report and the two thematic component assessment reports, prepared by the Thematic Component Assessment Consultants, using the report outline in Annex IV,
  - Circulate the draft report for subject matter expert inputs from the Senior Statistician and revise the document to address comments as appropriate
  - Circulate the draft report for a review by the Global Evaluation Manager, the Global Evaluation Reference Group, the Programme Coordination Team and the TAG
  - Revise/finalize the Final Evaluation Report, including all annexes, based on comments received
- Prepare a 3-page summary of the Final Evaluation Report and a presentation (PPT) on key findings, conclusions and recommendations

### C3. Evaluation Management

The Global Evaluation Consultant will conduct the assignment under the supervision of the Evaluation Officer, CDPMO/DESA, who will act as the Global Evaluation Manager for the terminal evaluation of the Programme. The Global Evaluation Manager will be responsible for managing the development of the inception report, the global assessment and the development of the Final Evaluation Report. In discharging her responsibilities, the Global Evaluation Manager will be supported by the Global Evaluation Reference Group comprised of a representative of each of the evaluation units/offices of the 10 participating implementing entities and DA-PMT. The Global Evaluation Reference Group is designed to enhance the relevance, credibility and transparency of the evaluation process, and will review and comment on the draft inception report, the draft Global Assessment Report, and the draft Final Evaluation Report. The DA Steering Committee is responsible for reviewing and approving the overall evaluation TOR and the Final Evaluation Report.

The Global Evaluation Manager will also liaise with the Thematic Component Assessment Managers within UNEP and DESA throughout the evaluation process to ensure that the three assessments (the global assessment and two in-depth thematic component assessments) are well coordinated to promote synergies and minimize overlaps.

The Global Evaluation Manager will be responsible for ensuring that the Global Evaluation Consultant conduct the work assignments, including the preparation of the Global Assessment Report and the Final Evaluation Report, without any undue interference from those responsible for the implementation of the Programme.

### D. Expected outputs and delivery dates

The deliverables and tentative timelines are as follows:

	<b>Deliverable</b>	<b>Timeline</b>
1	Draft inception report	13 August 2021

2	Final inception report, incorporating Global Evaluation Manager, Global Evaluation Reference Group and Programme Coordination Team comments	10 September 2021
3	Final data collection instruments (surveys, and interview guides)	17 September 2021
4	Draft Global Assessment Report	31 December 2021
5	Revised Global Assessment Report, including all annexes, incorporating Global Evaluation Manager, Global Evaluation Reference Group and Programme Coordination Team comments	15 February 2022
6	Draft Final Evaluation Report	15 March 2022
7	Revised draft Final Evaluation Report, incorporating Global Evaluation Manager, Global Evaluation Reference Group, Programme Coordination Team and TAG comments	30 April 2022
8	Final Evaluation Report, including all annexes, a 3-page summary of the Final Evaluation Report and a presentation (PPT) on key findings, conclusions and recommendations	31 May 2022

The timelines of the evaluation will be adjusted as necessary based on any circumstances beyond the control of CDPMO/DESA.

## E. Evaluation ethics

The assignment is to be carried out according to the ethical principles and standards established by UNEG.<sup>111</sup> The Global Evaluation Consultant should demonstrate behavioral independence, impartiality, credibility, honesty, integrity and accountability in conducting the evaluation in order to avoid biasing the evaluation findings. The Global Evaluation Consultant must also address in the design and conduct of the evaluation procedures to safeguard the rights and confidentiality of information providers.

## F. Duration of Contract

The duration of the contract will be from 13 July 2021 to 31 May 2022.

## G. Duty station or location of assignment

The Global Evaluation Consultant will work from home. The Global Evaluation Consultant will regularly meet virtually with the Evaluation Officer, CDPMO/DESA (Global Evaluation Manager).

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<sup>111</sup> UNEG (2008), [Ethical Guidelines](#); UNEG (2008), [Code of Conduct for Evaluation in the UN system](#)

## H. Travel

No travel is foreseen for this assignment given the ongoing COVID-19 pandemic. All meetings and interviews with stakeholders will be held virtually.

## I. Fees and payment schedule

The Global Evaluation Consultant will be paid a lump sum fee of USD 95,000 payable in four (4) installments, based on acceptance and approval of the following deliverables:

<b>Deliverable</b>	<b>Percentage payment</b>
Final inception report, incorporating Global Evaluation Manager, Global Evaluation Reference Group and Programme Coordination Team comments (Deliverable #2)	20%
Global Assessment Report, including all annexes, incorporating Global Evaluation Manager and Global Evaluation Reference Group comments (Deliverable #5)	30%
Draft Final Evaluation Report (Deliverable #6)	20%
Final Evaluation Report, including all annexes, 3-page summary of the Final Evaluation Report and a presentation (PPT) on key findings, conclusions and recommendations (Deliverable #8)	30%

## J. Subcontractors

In the event the selected consultant requires the services of a sub-contractor to perform any obligations under the contract, the consultant shall obtain the prior written approval of the United Nations for any sub-contractor. The United Nations may, in its sole discretion, reject any proposed sub-contractor or require such sub-contractor's removal without having to give any justification therefore, and such rejection shall not entitle the consultant to claim any delays in the performance, or to assert any excuses for the non-performance of any of its obligations performed by its sub-contractor. The terms of any subcontract shall be subject to and shall be construed in a manner that is fully in accordance with all of the terms and conditions of the contract.

## K. Performance indicators

The performance indicators will be the timeliness and quality of the deliverables submitted in compliance with the terms of reference, as assessed by the Global Evaluation Manager.

## L. Qualifications of the consultant

The Global Evaluation Consultant will be selected based on the following technical criteria (for a team of two consultants applying for the consultancy, the qualifications of the more senior consultant, to be designated as the Lead Global Evaluation Consultant, will be assessed against the following criteria):

- At least 15 years of demonstrated experience in designing and conducting evaluations in the area of development, including at least 10 years internationally
- Experience conducting or managing evaluations of complex international programmes/projects or organizations, involving a wide range of stakeholders, particularly developing country Governments and UN entities
- Demonstrated ability to design and conduct qualitative and quantitative research and data collection methods, including desk reviews, interviews and surveys
- Excellent analytical and writing skills
- Master's or higher degree in a relevant discipline (social sciences, e.g., political science, economics, sociology, international relations, public policy, international development), or a first-level university degree in combination with two additional years of qualifying experience
- Knowledge of the United Nations Secretariat entities and their work in the area of development
- Experience working in diverse cultural settings and demonstrated cultural sensitivity, including working effectively through virtual communication channels
- Fluency in oral and written English (knowledge of other UN languages is an advantage)
- Knowledge / experience in statistical capacity development is an advantage

## **M. Supervisor and reporting arrangement**

The Global Evaluation Consultant will report to Ms. Natsuko Kodama (kodama@un.org), Evaluation Officer, CDPMO/DESA, who, as the Global Evaluation Manager, will oversee the development of the inception report, the global assessment process and the development of the Final Evaluation Report. In the event a team of two evaluation consultants is engaged for the assignment, the more senior consultant will be designated as the Lead Global Evaluation Consultant, who will report to the Global Evaluation Manager. The other consultant (Global Evaluation Consultant) will functionally report to the Lead Global Evaluation Consultant, either as a subcontractor based on the provisions under Section J (Subcontractors) of the present consultancy terms of reference, or through a separate consultancy contract. In either case, the Lead Global Evaluation Consultant will be held responsible for the quality of all the deliverables included in Section D (Expected outputs and delivery dates) of the present terms of reference.



## ANNEX I. Budget and component participation by implementing entity

Entity	Budget	Component participation						
		1. Means of implementation	2. Environment statistics & indicators	3. Population and demographic statistics & indicators	4. Gender statistics & indicators	5. Poverty and inequality statistics & indicators	6. Peaceful and inclusive societies statistics & indicators	7. Economic statistics & indicators
UNSD/DESA	\$2,101,800	Lead	Co-lead	Lead	Lead			Lead
ECA	\$1,643,900						Co-lead	
ECE	\$841,100				Co-lead			
ECLAC	\$1,339,000					Lead		
ESCAP	\$1,696,600	Co-lead						
ESCWA	\$1,081,600					Co-lead		
UNCTAD	\$635,000							Co-lead
UN-Habitat	\$292,000			Co-lead				
UNEP	\$756,000		Lead					
UNODC	\$513,000						Lead	
<b>Total</b>	<b>\$10,900,000<sup>112</sup></b>							

<sup>112</sup> This figure excludes the central support costs of USD 500,000 included in the total budget.

## ANNEX II. Programme pillar logical frameworks

### Pillar 1. Means of Implementation<sup>113</sup>

<u>Expected accomplishment (EA)</u>	<u>Indicator of Achievement (IA)</u>	<u>Means of verification</u>	<u>SDGs/ Targets/ Indicators</u>
<b>Pillar objective:</b> To enhance capacity of developing countries to strengthen statistical institutional environments and production processes across multiple statistical domains to measure, monitor and report on the 2030 Sustainable Development Agenda			
<b>EA 1:</b> Enhanced capacity of target countries to launch or improve institutional mechanisms and procedures, at national and local level, for the production and utilization of SDG indicators	<b>IA 1.1:</b> 90% of workshop participants confirm increased understanding of the new mechanisms required for strengthening the statistical environment and establishing effective production and utilization of SDG indicators	Questionnaire completed at the conclusion of each workshop	17.18.1, 17.18.2
	<b>IA 1.2:</b> 60% of target countries have mainstreamed the production and utilization of SDG indicators in the NSDS.	Survey responses received from NSOs of target countries at mid- and end cycle of the programme Review of the NSDS (To be undertaken by RCs and/or UNSD)	17.18.1, 17.18.2
	<b>IA 1.3:</b> 70% of target countries have set-up specific national governance structure and coordination mechanisms/platforms to support effective production, dissemination and utilization of SDG indicators	Survey responses received from NSOs of target countries at mid- and end cycle of the programme Review of national coordination guidelines (To be undertaken by RCs and/or UNSD)	17.18.1; 17.18.2
	<b>IA 1.4</b> E-learning portal is used by developing countries to strengthen knowledge and capacity on the measurement and monitoring of SDG indicators	a) Number of developing country participants who have enrolled in on-line courses b) Survey responses by NSOs on usefulness of the e-portal (to be undertaken by UNSD)	17.18.1, 17.18.2

<sup>113</sup> As included in the final programme document on the Programme on Statistics and Data, Section 14. Delivery of the Programme.

<b>EA 2:</b> Enhanced capacity of target countries to complement traditional statistical data sources with new data sources, including Big Data, for measuring SDG targets and indicators	<b>IA 2.1:</b> 90% of workshop participants confirm increased understanding of how to exploit and integrate all data sources, including innovative data sources, in the production processes for the compilation of statistics and indicators for the 2030 Sustainable Development agenda	Questionnaire completed at the conclusion of each workshop	17.18.1, 17.18.2
	<b>IA 2.2:</b> 60% of target countries have set-up mechanisms and tools for the mapping and documentation of statistical production processes	Survey responses received from NSOs of target countries at mid- and end cycle of the programme (To be undertaken by RCs and/or UNSD)	17.18.1, 17.18.2
	<b>IA 2.3</b> 75% of target countries have shown progress in incorporating innovative data sources, such as administrative data, Big Data, and geospatial information in the production of statistics and indicators for the measurement and monitoring of SDGs	Survey responses received from NSOs of target countries at mid- and end cycle of the programme (to be undertaken by RCs and/or UNSD)  Report on progress and achievements during expert group meetings	17.18.1, 17.18.2
	<b>IA 2.4:</b> 30% of target countries implementing SDMX for their SDG indicators platform	Survey responses received from NSOs of target countries at mid- and end cycle of the programme (to be undertaken by RCs and/or UNSD).	17.18.1, 17.18.2
<b>EA3:</b> Partnerships developed which support statistical strengthening and complement and/or expand on the Programme's outputs	<b>IA 3.1</b> Number of participants attending regional workshops funded by other sources	Registration and attendance records for each workshop	17.19.1
	<b>IA 3.2</b> Number of additional countries receiving support from the programme with other resources	Progress Reports submitted by the entities to UNSD	17.19.1
	<b>IA 3.3</b> Number of partnerships created which supports statistical strengthening at local/national/regional and international levels.	Progress reports submitted by the entities to UNSD	17.19.1

## Pillar 2 (Component 2). Environment statistics and indicators<sup>114</sup>

Expected accomplishment (EA)	Indicator of achievement	Means of verification	SDGs/Targets/ Indicators
<b>Pillar/component objective:</b> To strengthen capacity in developing countries to measure and monitor sustainable development goal indicators in environment statistics areas			
<b>EA1:</b> Enhanced capacity of targeted developing countries to produce and sustain environment statistics related to the Tier I and II SDG indicators.	<b>1.1</b> 90% of national workshop participants confirm increased understanding of the institutional arrangements and coordination required for measuring and reporting data for the SDGs, MEAs and NDCs.	Survey of workshop participants	Indicators related to SDGs 3,6,7,11,12,13
	<b>1.2</b> 75% of the 35 target countries develop or improve an existing strategy for environment statistics based on national policy priorities.	Review of the strategies developed with the support of in-country technical assistance. (to be implemented by the lead entity for the target country)	
	<b>1.3</b> 50% of target countries make data on a new environment-related SDG area publicly available.	Statistical publications, including the website, of the NSO and Ministry of Environment	
<b>EA2:</b> Enhanced capacity of developing countries to adopt and apply statistical methods related to the compile Tier III and the less methodologically developed Tier II indicators.	<b>2.1</b> 75% of target countries have developed a strategic document for improving environment statistics on a specific topic, which has been classified as Tier II or Tier III.	Strategic document shared with UN lead entity	Indicators 1.5.1, 1.5.2, 1.5.3, 11.5.1, 11.5.2, 11.b.1, 11.b.2, 13.1.1, 13.1.2, and indicators for SDGs 12, 13, 14 and 15
	<b>2.2</b> Guidelines published on the E-portal are referred to by developing countries.	Survey to NSOs on the usefulness of the guidelines (implemented by UNEP)	
	<b>2.3</b> National reports on measuring SDGS include Tier III indicators	Review of national reports and questionnaire to target countries	

<sup>114</sup> As included in the final programme document on the Programme on Statistics and Data, Section 14. Delivery of the Programme.

		(Implemented by the lead entity for target country)	
<b>EA3:</b> Partnerships developed which support environment statistical strengthening and complement and/or expand on the Programme's outputs	<b>IA 3.1</b> Number of participants attending regional workshops funded by other sources	Registration and attendance records for each workshop	
	<b>IA 3.2</b> Number of additional countries receiving support from the programme with other resources	Progress Reports submitted by the entities	
	<b>IA 3.3</b> Number of partnerships created with external partners to support environment statistical strengthening at national/local, regional and international levels.	Progress Reports submitted by the entities	

### **Pillar 3 (Components 3-6). Social and demographic statistics and indicators**<sup>115</sup>

<b><u>Expected accomplishment (EA)</u></b>	<b><u>Indicators of Achievement</u></b>	<b><u>Means of verification</u></b>	<b><u>SDGs/ Targets/ Indicators</u></b>
<b>Pillar objective:</b> To strengthen capacity in developing countries to measure and monitor sustainable development goal indicators in demographic and social statistics areas			
<b>(i) Component 3 on Population and Demographic Statistics (EAs 1, 2 and 3)</b>			
<b>EA1</b> Strengthened national capacity in target countries to conduct population and housing censuses by using internet and electronic devices	<b>IA 1.1</b> 90% of workshop participants confirm increased understanding on the implications of introducing internet and electronic devices in population and housing censuses	Survey of workshop participants Survey to target countries on the usefulness of the guidelines issued (Implemented by the Reg.Comms)	Indicator 17.19.2a
	<b>IA 1.2</b> 60% of target countries introduce electronic devices in population and housing censuses	Questionnaire to target countries at end of project (Implemented by the Reg. Comms./UNSD)	Indicator 17.19.2a

<sup>115</sup> As included in the final programme document on the Programme on Statistics and Data, Section 14. Delivery of the Programme.

	<b>IA 1.3</b> 90% of target countries implement a population and housing census as scheduled	Census monitoring system by UNSD, including questionnaire to NSOs.	Indicator 17.19.2a
<b>EA 2</b> Strengthened national CRVS system toward universal registration of vital events, especially births and deaths in target countries	<b>IA 2.1</b> 90% of workshop participants confirm increased understanding on the measurement of completeness and assessment of quality of vital registration	Survey of workshop participants Survey to target countries on the usefulness of the guidelines issued  (Implemented by the Reg.Comms/UNSD)	Indicator 16.9 and 17.19.2b
	<b>IA 2.2</b> 30% increase in reporting of births and deaths in the national CRVS system of target countries	Reporting of vital statistics and the coverage figure to annual UNSD DYB questionnaire	Indicator 16.9 and 17.19.2b
	<b>IA 2.3</b> 90% of national statisticians and civil registers engaged in target countries acknowledge improved knowledge and skills on the measurement of completeness and assessment of quality of vital registration	Survey on advisory services provided under the project  (Implemented by the Reg.Comms).  Reporting of vital statistics and the registration coverage to annual UNSD DYB questionnaire	Indicator 16.9 and 17.19.2b
<b>EA 3</b> Strengthened national and local capacity in collecting, analyzing and reporting on human settlements indicators, including new spatial data	<b>1A 3.1</b> 40% increase in the number of cities and countries that adopt and implement tools and guidelines for the local collection and analysis of urban data, including spatial information.	Assessment of usefulness of tools and guidelines by the Global urban observatory unit in selected countries/cities. Verification and validation of local data produced  Evaluation of the use of spatial information and its application to reinforce accurate data collection	Indicator 11.2.1; 11.3.1; 11.4.1; 11.6.1 and 11.6.2; 11.7.1
	<b>1A 3.2</b> 30% increase in the number of local observatories and service providers that produce reliable and timely information in coordination with local authorities.	Local observatory reports  Evaluation reports of service providers  Local authorities evaluation reports  Desk reviews, monitoring and evaluation of above reports submitted to UN-Habitat	Indicator 11.2.1; 11.3.1; 11.4.1; 11.6.1 and 11.6.2; 11.7.1

	<b>1A 3.3</b> 30% increase in the number of cities and countries which produce disaggregated information, supported by the use of spatial tools.	Local and national reports that integrate disaggregated information  Desk reviews, monitoring and evaluation of above reports submitted to UN-Habitat  Validation of disaggregated information	Indicator 11.2.1; 11.3.1; 11.4.1; 11.6.1 and 11.6.2; 11.7.1
<b>(ii) Component 4 on Gender Statistics (EAs 4 and 5)</b>			
<b>EA 4</b> Strengthened capacity of countries to produce Tier I SDG gender indicators through better integration of a gender perspective into national statistics.	<b>IA 4.1</b> 90% of workshop participants confirm improved knowledge and skills on the production, interpretation and use of Tier I gender relevant indicators.	Survey conducted at the end of the workshop	SDG 3, 4, 5, 8, 16, 17
	<b>IA 4.2</b> Increased volume of data on Tier I SDG gender indicators in target countries	Measured through comparison of data availability at NSO for selected gender indicators, before and after the project, based on countries' reporting	
<b>EA5</b> Enhanced capacity of target countries to adopt and apply statistical methods to assess gender gaps in selected key areas of women's empowerment, classified as Tier II indicators in the SDG framework	<b>IA 5.1</b> 90% of workshop participants confirm improved knowledge and skills for the production of statistics for selected Tier II gender relevant indicators.	Survey conducted at the end of the workshop	SDG 5.2, 5.4, 16.1
	<b>IA 5.2</b> Increased availability of Tier II indicators for target countries	Measured through comparison of availability of selected indicators before and after the project in target countries, based on countries' reporting	
<b>(iii) Component 5 on Poverty and Inequality Statistics and Indicators (EAs 6 and 7)</b>			
<b>EA6</b> Strengthened capacity of target countries to improve disaggregation and frequency of household surveys	<b>IA 6.1</b> 90% of workshop participants confirm increased understanding of the benefits from high frequency surveys.	Survey of workshop participants	Indicators 1.1.1, 1.2.1, 1.2.2, 1.4.1, 10.1.1, 10.2.1, 10.2.3
	<b>IA 6.2</b> Increased availability of disaggregation of national data for monitoring Goal 1 and 10.	National reports on SDGs	

EA7 Strengthened capacity of target countries to report on Goals 1 and 10, with particular focus on indicators 1.2.2, 1.4.1 and 10.3.1	IA 7.1 90% of workshop participants confirm increased awareness on the requirements for improving their household surveys for measuring Goals 1 or 10	Survey of workshop participants	Indicators 1.1.1, 1.2.1, 1.2.2, 1.4.1,10.1.1,10 .2.1, 10.2.3
	IA 7.2 75% of targeted countries have improved their household surveys to measure indicators under Goals 1 and 10	Questionnaire to target countries at the end of the Programme (implemented by the Reg.Comms).	
<b>(iv) Component 6 on Peaceful and inclusive societies statistics and indicators (EAs 8 and 9)</b>			
EA 8 Strengthened institutional and organizational mechanisms in target countries to produce crime and criminal justice statistics related to SDG 16	IA 8.1 Establishment of coordination mechanism among national institutions responsible for data production on crime and criminal justice in the target countries	Confirmed through technical missions of UNODC and ECA	SDG 16, targets 16.1, 16.2, 16.3, 16.4
	IA 8.2 Designation of national focal point for implementation of ICCS in the target countries	Endorsement by national authorities of the proposed work plan developed in A.8.2	
EA9 Strengthened technical capacity of national authorities in target countries to produce and disseminate data on crime and criminal justice, in relation to Goal 16 indicators	IA 9.1 90% of workshop participants confirm improved awareness and understanding on the use of common standards to produce crime and criminal justice data through the implementation of the ICCS	Survey conducted at the conclusion of the tailored trainings/ workshops.	SDG 16, targets 16.1, 16.2, 16.3, 16.4
	IA 9.2 65% increase in accuracy, disaggregation, consistency and timeliness of data on crime and criminal justice	Data sent to UNODC through the annual data collection on crime and criminal justice (UN-CTS)	
<b>EA 10 is applicable to all components of the Social Pillar at no cost to the Programme</b>			
EA10: Partnerships developed which support social and demographic statistical strengthening and complement and/or expand on the Programme's outputs	IA 10.1 Number of participants attending regional workshops funded by other sources	Registration and attendance records for each workshop	
	IA 10.2 Number of additional countries receiving support from the programme with other resources	Progress Reports submitted by the entities	
	IA 10.3 Number of partnerships created which support social statistics strengthening at national/local, regional and international levels	Progress Reports submitted by the entities	



#### **Pillar 4 (Component 7). Economic statistics and indicators<sup>116</sup>**

<b>Expected accomplishments</b>	<b>Indicators of Achievement</b>	<b>Means of verification</b>
<b>Pillar objective:</b> To strengthen capacity in developing countries to measure and monitor sustainable development goals indicators in economic statistics areas		
<b>SDGs/ Targets/Indicators:</b> 2.b.1, 7.2.1, 7.3.1, 7.b.1, 8.1.1, 8.2.1, 8.3.1, 8.4.1, 8.4.2, 8.5.1, 8.5.2, 8.9.1, 8.9.2, 8.b.1, 9.1.2, 9.2.1, 9.2.2, 9.3.1, 9.4.1, 9.5.1, 9.a.1, 9.b.1, 10.4.1, 10.5.1, 10.a.1, 11.5.2, 12.2.1, 12.2.2, 12.c.1, 14.7.1, 16.6.1, 17.1.1, 17.1.2, 17.2.1, 17.3.1, 17.3.2, 17.4.1, 17.10.1, 17.11.1, 17.12.1, 17.13.1.		
<b>EA 1:</b> Enhanced capacity of developing countries to implement an integrated multi-mode and multi-source production process for the regular production of economic statistics.	<b>IA1.1:</b> 90% of workshop participants confirm increased understanding of the compilation of economic statistics for measuring the economic statistics related SDG indicators.	Questionnaire to countries participating in the regional workshops To be implemented by the Regional Commissions.
	<b>IA1.2:</b> 75% of target countries have implemented a plan for improving economic statistics related to SDGs.	Survey at the end of workshops and e-learning courses To be implemented by UNSD/UNCTAD and the Regional Commissions
	<b>IA1.3:</b> 60% of target countries make new or improved economic-related SDGs publicly available	
<b>EA2:</b> Enhanced capacity of target countries to collect, disseminate, notify and exchange data that are relevant for measuring economic statistics related SDG indicators.	<b>IA2.1:</b> 90% of workshop participants confirm increased understanding of tools, standards and mechanisms for data exchange	Questionnaire to target countries (To be implemented by UNSD/UNCTAD and the Regional Commissions)
	<b>IA2.2:</b> 60% of target countries have trialled providing economic statistics in an SDMX compliant manner	Survey of target countries To be implemented by UNSD/UNCTAD and the Regional Commissions Verified through advisory missions
	<b>IA2.3:</b> 35% of target countries have commenced regular dissemination of data in an SDMX compliant manner	
<b>EA3:</b> Partnerships developed which support statistical strengthening and complement and/or expand on the Programme's outputs (at no cost to the Programme).	<b>IA3.1:</b> 50% of workshops are co-funded with other sources	Registration, finance and attendance records for each workshop
	<b>IA3.2:</b> Work with 50% of the target countries is done in conjunction with an external partner	Progress Reports submitted by the entities
	<b>IA3.3:</b> Mechanisms are implemented which increase cooperation among the key external partners for capacity	Progress reports submitted by the entities

<sup>116</sup> Based on the revised logical framework for Pillar 4, dated 27 November 2018.

	development in economic statistics (specifically targeting IMF, World Bank, Regional Development Banks, EU)	
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The suggested outline for the inception report includes the following sections.

### **1. Title and opening pages**

Include the following:

- Name of the programme evaluated
- Date of the report
- Name of the evaluator(s)
- Name of the entity commissioning the evaluation
- Acknowledgements

### **2. Introduction**

Include the following information:

- The background of the programme, including context, objective and expected accomplishments/results, intervention strategy and key activities, beneficiaries and target countries, key partners, timeframe, budget/resources (human and financial) and any relevant past evaluations/reviews
- The purpose, objectives and scope of the evaluation
- The primary audience/users of the evaluation, and the planned use of the evaluation results

### **3. Evaluation approach and methodology**

Include the following information:

- Evaluation criteria and questions
- Indicators
- Methods of data collection and data analysis for the global assessment, including but not limited to:
  - Data collection and analysis methods and data sources, including stakeholder groups to be interviewed and surveyed disaggregated by gender and geographical region, and if applicable, by special country designation (e.g., least developed countries) and sampling strategy
  - Key methodological risks and limitations and mitigation strategies
- Gender and human rights mainstreaming approach (explain how the global assessment will incorporate the gender perspective and human rights based approach)

Present the results of the preliminary documentation review and other preparatory work carried out to this point. Where possible, present the findings in context of the presented evaluation methodology.

## **5. Workplan**

Develop a timeline which shows the phases of the global assessment (data collection, data analysis and reporting) and the Final Evaluation Report preparation.

## **6. Outputs**

List all evaluation outputs to be delivered by the Global Evaluation Team.

## **7. Annexes**

Include:

- Evaluation TOR
- Evaluation logical framework
- List of documents reviewed
- List of documents to be reviewed
- List of stakeholders to be consulted through interviews and surveys
- List of NSOs (beneficiaries) to receive the questionnaire by region
- Draft data collection instruments (surveys, interview guides and questionnaire to NSOs)

The suggested outline for the evaluation report (Global Assessment Report, Thematic Component Assessment Report and Final Evaluation Report) includes the following sections.

**1. Title and opening pages**

Include the following:

- Name of the programme evaluated
- Time frame of the evaluation and date of the report
- Name of the evaluator
- Name of the entity commissioning the evaluation
- Acknowledgements

**2. Table of contents**

List chapters, sections, figures/charts, tables and annexes

**3. List of acronyms and abbreviations**

**4. Executive summary**

A stand-alone section of maximum 2-3 pages, including:

- A brief description of the programme evaluated
- The evaluation purpose, objectives and scope
- The evaluation approach and methodology
- A summary of key findings, conclusions and recommendations

**5. Introduction**

Include the following information:

- The background of the programme and the evaluation
- The purpose and objectives of the evaluation
- The primary audience/users of the evaluation, and the planned use of the evaluation results
- The evaluation scope

**6. Description of the programme**

Describe the following information about the programme being evaluated (including any significant changes that are relevant to the evaluation):

- Beneficiaries and target countries
- Key partners
- Budget/resources (human and financial)
- Past evaluations/reviews, including gender analysis and vulnerability assessment

## **7. Evaluation objectives, scope and questions**

Describe:

- Evaluation objectives
- Evaluation scope
- Evaluation criteria
- Evaluation questions

## **8. Evaluation approach and methodology**

The description of the methodology should include, among others:

- Data collection and analysis methods and data sources, including stakeholder groups interviewed and surveyed disaggregated by gender, and if applicable, by special country designation (e.g., least developed countries), sampling strategy and response rates, if applicable
- Key methodological limitations and how they were addressed
- If applicable, ethical concerns and how they were handled

## **9. Findings**

Present the evaluation findings, related to the evaluation criteria and questions, as defined in the TOR, with supporting evidence. Should only present the findings supported by sufficient evidence, reflecting systematic and appropriate analysis and interpretation of the data; and not subjective judgements of the evaluator(s).

Data analyzed should be presented in a gender-disaggregated manner, as much as possible and when there are significant differences between genders. Gender analysis should be reflected in the findings.

## **10. Conclusions**

Present general conclusions that logically follow from the findings and respond to evaluation questions, including insights and lessons learned pertinent to the decision-making of the intended users of the evaluation, as well as of potential use and applicability to broader audiences. The conclusions should reflect the evaluator's professional opinion in relation to the main evaluation questions and add value to the evaluation results.

Provide clear, practical and feasible recommendations directed to the intended users of the evaluation and supported by the evidence presented in the Findings section around key questions addressed by the evaluation. Recommendations should be logically derived from the findings and conclusions, and identify the users/stakeholders to whom they are addressed to.

## **12. Annexes**

Include:

- Evaluation TOR
- Data collection instruments (e.g., interview guides, survey)
- List of individuals interviewed
- List of documents reviewed

Cluster & Number of Activities per Component	Total
<b>Component 1</b>	<b>128</b>
EA1 - A1.1: Opening series of regional workshops for developing countries on the implementation of the SDG Indicator framework	9
EA1 - A1.2: (Sub-) regional workshops for developing countries on sound institutional environments, cooperation, dialogue and partnerships for the production and utilization of SDG indicators	22
EA1 - A1.3: (Sub) regional workshops on data disaggregation	13
EA1 - A1.4: Fact-finding, advocacy and advisory missions to target countries	28
EA1 - A1.5: National workshops and seminars	19
EA1 - A1.6: E-learning portal for the entire Programme and training material pertaining to Component 1	10
EA2 – A2.1: (Sub-) regional workshops on the integration of administrative data, big data and geospatial information for the compilation of SDG indicators	11
EA2 – A2.2: Supporting the participation of developing countries in Big Data expert group meetings	6
EA2 – A2.3 (Sub-) regional workshops on data and metadata sharing and exchange	8
EA3 – A3.3 Participate in donor roundtables to support national resource mobilization efforts for statistical strengthening	2
<b>Component 2</b>	<b>153</b>
EA1 - A1.0: Development of a common assessment and reporting tool	1
EA1 - A1.1: Country sensitization and initiation workshops	29
EA1 - A1.2: Regional workshop on sharing of lessons learned and views on	31



dimension of the SDGs	
EA1 - A1.3: Blended training module on monitoring the environmental dimension of the SDGs	7
EA1 - A1.4: Compilation of documents on environment statistics	6
EA1 - A1.5: Advisory missions to countries	28
EA2 – A2.1: Implementation of case studies	27
EA2 – A2.2: Outreach of best practices	2
EA2 – A2.3: Development of guidance material on Tier III indicators	11
EA2 – A2.4: Expert Group Meetings on guidance documents	8
EA2 – A2.5: Pillar implementation meetings	2
EA2 – A2.6: Contribution to the knowledge platform developed under the Means of Implementation pillar of the Programme	1
<b>Component 3</b>	<b>87</b>
EA1 – A1.1 Technical meeting to analyse the use of the internet and electronic devices in censuses, developing guidelines on the use of technology and drafting a technical report on measuring SDG indicators through population and housing censuses	6
EA1 – A1.2 Regional training workshops on the use of internet and electronic devices for conducting population and housing censuses and measuring SDG indicators	13
EA1 – A1.3 Advisory missions to countries to assist on the use of internet and electronic devices in planning the 2020 round of censuses	12
EA2 – A2.1 Technical meeting to review country experiences and develop practical guidelines on measurement of completeness and quality assessment.	6

registration data on measurement of completeness and quality assessment.	
EA2 – A2.3 Advisory missions in targeted countries to establish systems for measuring completeness levels in registration and assessments of registration data.	11
EA3 – A3.1 Technical meetings to assess gaps in the production of human settlements indicators, including the use of spatial data, and develop tools and guidelines for improvement	15
EA3 – A3.2 Regional training workshops on the collection, analysis and reporting on human settlement indicators, including the use of spatial data	3
EA3 – A3.3 Advisory missions to countries to target cities/countries to assist in the use of conventional and modern technologies of locally produced including spatial data	7
<b>Component 4</b>	<b>73</b>
EA4 – A4.1 Global Meeting on Gender Statistics to review methodological developments, share best practices and address data gaps to monitor SDG gender indicators	2
EA4 – A4.2 Regional training workshops to improve use of existing data for monitoring gender equality and women’s empowerment	22
EA4 – A4.3 National training workshops with producers and users of gender statistics	18
EA5 – A5.1 Refinement/ improvement of statistical methods to measure violence against women	9
EA5 – A5.2 Refinement/ improvement of	6

the environment	
EA5 – A5.3 Regional training workshops on statistics and indicators to measure violence against women (VAW) and time use (TUS), particularly domestic work and caring activities	11
EA5 – A5.4 Technical assistance missions to support statistics on violence against women and time-use in selected countries	5

EA6 – A6.1: Conduct desk studies on availability of information and data gaps in existing household surveys	10
EA6 – A6.2: Advisory missions to target countries to improve the availability of information and comparability in household surveys	9
EA6 – A6.3: Regional workshops to discuss the implementation of strategies on household surveys	19
EA7 – A7.1: Conduct desk studies on availability of information and data gaps in existing household surveys	9
<b>Component 6</b>	<b>15</b>
EA8 – A8.1: Assessment of administrative national crime data	5
EA8 – A8.2: National multi-stakeholder workshop on administrative data on crime and criminal justice and introduction to the ICCS	2
EA8 – A8.3: Development of detailed guidelines for the implementation of the ICCS at national level	2
EA9 – A9.1: Development of training curriculum for implementation of the ICCS for all relevant entities at national level	2
EA9 – A9.2: Roll-out of national workshops for the implementation of the ICCS	3
EA9 – A9.3: Participation in global meetings of UN-CTS and ICCS focal points	1
EA1 – A1.1 Regional workshops on economic statistics and indicators for measuring economic statistics related SDG indicators	40
EA1 – A1.2 Develop guidelines, methodology, training material and e-learning courses on the compilation of	32

indicators	
EA1 – A1.3 Regional training workshops and e-learning courses on the compilation of economic statistics for measuring economic statistics related SDG indicators	15
EA2 – A2.1 Advisory missions to target countries to support the compilation of national accounts related statistics and SDG indicators	6
EA2 – A2.2 Advisory missions to target countries and sub-regional organizations to implement applications and tools that support the collection, dissemination, notification and exchange of data relevant for measuring economic statistics related SDG indicators	6
EA3 – A3.3 Participate in donor roundtables to support national resource mobilization efforts for statistical strengthening	1
<b>Grand Total</b>	<b>603</b>

APPENDIX 11: List of Beneficiary Countries and Territories

1	Albania	43	Croatia	86	Kenya
2	Afghanistan	44	Cuba	87	Kiribati
3	Algeria	45	Curacao	88	Kosovo
4	Andorra	46	Cyprus	89	Kuwait
5	Angola	47	Czech Republic	90	Kyrgyzstan
6	Anguilla	48	Denmark	91	Lao, PDR
7	Antigua and Barbuda	49	Djibouti	92	Latvia
8	Argentina	50	Dominica	93	Lebanon
9	Armenia	51	Dominican Republic	94	Lesotho
10	Aruba	52	Ecuador	95	Liberia
11	Australia	53	Egypt	96	Libya
12	Austria	54	El Salvador	97	Liechtenstein
13	Azerbaijan	55	Equatorial Guinea	98	Lithuania
14	Bahrain	56	Eritrea	99	Luxembourg
15	Bangladesh	57	Estonia	100	Macedonia
16	Barbados	58	Eswatini	101	Madagascar
17	Belarus	59	Ethiopia	102	Malawi
18	Belgium	60	Fiji	103	Malaysia
19	Belize	61	Finland	104	Maldives
20	Benin	62	France	105	Mali
21	Bhutan	63	Gabon	106	Marshall Islands
22	Bolivia	64	Georgia	107	Mauritania
23	Bosnia and Herzegovina	65	Germany	108	Mauritius
24	Botswana	66	Ghana	109	México
25	Brazil	67	Grenada	110	Micronesia
26	Brunei Darussalam	68	Guatemala	111	Moldova
27	Burkina Faso	69	Guinea-Bissau	112	Monaco
28	Burundi	70	Guyana	113	Mongolia
29	Cabo Verde	71	Haiti	114	Montenegro
30	Cambodia	72	Honduras	115	Montserrat
31	Cameroon	73	Hungary	116	Morocco
32	Canada	74	Iceland	117	Mozambique
33	Cape Verde	75	India	118	Myanmar
34	Central African Republic	76	Indonesia	119	Namibia
35	Chad	77	Iran	120	Nauru
36	Chile	78	Iraq	121	Nepal
37	China	79	Ireland	122	Netherlands
38	Colombia	80	Israel	123	New Zealand
39	Comoros	81	Italy	124	Nicaragua
40	Congo	82	Jamaica	125	Niger
41	Costa Rica	83	Japan	126	North Macedonia
		84	Jordan	127	Norway

130 Palau  
131 Palestine  
132 Panama  
133 Papa New Guinea  
134 Paraguay  
135 Peru  
136 Philippines  
137 Poland  
138 Qatar  
139 Romania  
140 Russia  
141 Rwanda  
142 Samoa  
143 San Marino  
144 Sao Tome Principe  
145 Saudi Arabia  
146 Senegal  
147 Serbia  
148 Seychelles  
149 Sierra Leone  
150 Singapore

152 Solomon Islands  
153 Somalia  
154 South Africa  
155 South Korea  
156 South Sudan  
157 Spain  
158 Sri Lanka  
159 St Kitts and Nevis  
160 St Lucia  
St Vincent and the  
161 Grenadines  
162 Sudan  
163 Suriname  
164 Sweden  
165 Switzerland  
166 Syria  
167 Taiwan  
168 Tajikistan  
169 Tanzania  
170 Thailand  
171 The Bahamas

173 Timor Leste  
174 Togo  
175 Tonga  
176 Trinidad and Tobago  
177 Tunisia  
178 Turkey  
179 Turkmenistan  
180 Tuvalu  
181 UAE  
182 Uganda  
183 UK  
184 Ukraine  
185 Uruguay  
186 USA  
187 Uzbekistan  
188 Vanuatu  
189 Venezuela  
190 Vietnam  
191 Yemen  
192 Zambia  
193 Zimbabwe



## **Survey of National Statistical Offices that participated in activities under component 1 of the DA10 Programme**

### **I. Introduction**

The terms of reference for the final evaluation of the Development Account 10th tranche Programme on Statistics and Data prescribe that a survey of national statistical offices (NSOs) participating in component 1 of the Programme shall be conducted in order to measure progress towards the indicators of achievements included in the logical framework for that component. This component consisted of cross-cutting activities aiming to enhance the capacity of developing countries to strengthen statistical institutional environments and production processes across multiple statistical domains to measure, monitor and report on the 2030 Sustainable Development Agenda. The survey was conducted in November 2021. It was based on a sample of NSOs of countries that had participated in or benefitted from component 1 activities. The sample included 60 NSOs. Replies were received from 38 NSOs, 63% of the sample. In the following, accounts will be given of the main findings of the survey, the methodology and the implementation of the survey, and the detailed replies to each of the 21 questions of the survey.

The main findings of the survey are intended as inputs into the Global Evaluation of the DA10 Programme, together with its planned Supplementary Note, alongside other evidence, such as findings of similar surveys conducted as parts of in-depth assessments of components 2 and 4 of the Programme. The findings of this survey of NSOs participating in component 1 activities will also be followed up and augmented by interviews with selected stakeholders.

### **II. Executive summary**

The survey focused on the participation of NSOs in the activities carried out under component 1 of the DA Programme on Statistics and Data and the impact of these activities. The great majority of the responding NSOs participated in the global workshops on the implementation of the SDG framework while around a half of them participated in sub-regional workshops and in e-learning on related statistical issues and benefitted from national workshops. Around a fifth of the NSOs had received fact-finding-advocacy and advisory missions.

The survey revealed that the participating countries found the activities relevant and of good quality. All the responding NSOs felt that the most pressing needs of their countries in relation to measuring, monitoring and reporting on the SDGs had been met, either mainly or partly. Also, the activities under component 1 were found to have had considerable and positive impact. The level of knowledge of the compilation of the SDG indicators had increased and their capacity to launch or improve institutional mechanisms and procedures for the production of the indicators had been enhanced. All the NSOs



knowledge, implementation of the SDG framework as well as development of production capacities in some areas.

Most of the NSOs had succeeded in developing useful partnerships with international agencies, countries or institutions finding that the sharing of experience with or learning from other countries or institutions and contributed to the work on the SDG indicators. Regarding the use of new data sources for the SDG indicators, the NSOs reported some success in harnessing new data to complement their traditional sources. The new data sources the countries had managed to utilise were mainly administrative data, new social survey data, and geospatial data. The NSOs had made considerable use of specific applications or documents that had been put in place through the component 1 activities, in particular the E-Handbook on SDG Framework and Metadata, and e-learning portals for specific subjects.

On the issue of the Programme response to the Covid-19 pandemic, the NSOs were asked if they felt that the facilities put in place under the Programme had helped to mitigate the impact of the pandemic on their statistical operations. The replies showed that the countries had made use of the relevant facilities to a varying degree, the majority emphasising the use of virtual regional and sub-regional workshops. The virtual events were generally felt to have enabled the NSOs to participate in more activities and allowed a larger number of staff to participate in them than otherwise would have been the case. On the other hand, some NSOs reported that they found the on-line activities to be somewhat overwhelming and that the virtual activities were not always fully satisfactory, mainly as some participants might have difficulties in following the on-line training.

Of the 38 NSOs that responded to the survey, 10 were from NSOs of least developed countries (LDCs).<sup>117</sup> This number is too small to allow major conclusions to be drawn. However, comparing the replies of the NSOs of LDCs with those of non-LDCs indicates that the participation of the LDCs in component 1 of the Programme and their experience of that are in general quite similar to that of their counterparts in non-LDCs. In a few areas, the replies of the NSOs of LDCs reflect some more positive experience or benefits of the Programme than those of the NSOs of non-LDCs.

### **III. Main findings of the survey**

#### ***Participation in component 1 activities***

The survey showed that the great majority of the countries, 84%, had participated in the global workshops on the implementation of the SDG framework. This is not surprising, particularly as these were the opening workshops of the Programme providing the introduction to it and for many the introduction to the challenge of compiling the statistical indicators for the SDG Agenda, and as the opening workshops were held back to back with other statistical events. The participation in the sub-regional workshops on related statistical issues (institutional environment and organisation, disaggregation, integration of administrative data) was also quite high, ranging between 54% and 62%. Almost half of the countries (46%) reported that they had participated in or benefitted from the e-learning courses and the use of e-learning platforms. Almost the same number of countries (43%), participated in or benefitted from national workshops and seminars whereas around a fifth of them (22%) had received fact-finding, advocacy and advisory missions. The different participation rates

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but in all likelihood were mainly a reflection of the demand for the services offered.

### ***Relevance and quality***

The survey asked if the focus and the content of the activities in which the NSOs participated had met the most pressing need of the institution/country in relation to measuring, monitoring and reporting on SDGs. All the NSOs replying to this question (37 out of the 38), replied that their most pressing needs had either been partly met (59%) or mainly met (41%). The issue of the quality of the activities under component 1 (workshops, advisory missions, training etc.) was subject to an open question to which 30 NSOs replied. Almost all the replying NSOs stated that the quality of the activities had been good and useful. There were also a few critical comments; in one instance it was felt that the topics discussed had not directly addressed the problems encountered in data collections and another NSO found that the implementing tools used had not been sufficiently user-friendly. One NSO stated that although useful the country did not have sufficient financial resources to compile SDG indicators, and another NSO thought that although good the activities had been generic for all NSOs recommending that regional strategies should be employed to take the particularities of the countries into account.

### ***Impact and sustainability***

The heaviest part of the survey came under this heading. Generally, the replies to the questions in this part of the survey were positive. The NSOs felt that the level of knowledge of the compilation of the SDG indicators had increased significantly (53%) or somewhat (47%). All but one responded that their capacity to launch or improve institutional mechanisms and procedures for the production of the SDG indicators had increased, either significantly (41%) or somewhat (56%). Only 21 NSOs responded to the question of the likely sustainability of the capacity increase, but those that replied found it either very likely (67%) or somewhat likely (33%). 12 NSOs responded to an open question on how the institutional capacity had increased, expanded or improved. The replies focused mainly on strengthening internal organisation, cooperation, coordination and training (see detailed replies in section IV below).

The questionnaire included two questions on the impact of the component 1 activities in which the NSO had participated on the capacity to complement traditional data sources with new data sources, such as administrative data, big data or geospatial data. The responses show that the countries had been moderately successful in this. Of the 35 NSOs that replied, 10 reported that their capacity to complement their data sources with new source had increased significantly while 20 replied that their capacity in that regard had increased somewhat and 5 felt that their capacity did not increase. However, of the 29 NSOs replying, 15 thought it very likely that their capacity in this respect was sustainable while 14 thought it somewhat likely. 23 NSOs responded to an open question about the way in which capacity had increased or what aspects of their capacity had increased. The replies were very varied but included issues of improved methodologies, training and knowledge, implementation of an SDG data framework, improved institutional capacities as well as creation of production capacities in some areas (see detailed replies in section IV below).

The survey asked about partnerships with international agencies, countries or institutions that might have been created and strengthened and facilitated the SDG work in the country. Of the 34 NSOs that replied to this question, 16 stated that very useful partnerships had been developed, 14 that some useful partnerships had been developed while 4 had not developed any partnerships in this respect.

experience with or learning from other countries through component 1 activities had contributed to the work on SDG indicators while 3 felt that this had not been the case.

In an open question, the NSOs were asked to give information on their experience of sharing knowledge and on learning from other countries about organising work on or compiling SDG indicators. Again the information rendered was varied, ranging from relating general experience of sharing or learning to specific examples of that. A summarised and edited list of replies is set out in section IV below.

### ***Implementation***

The questionnaire contained three questions under the heading of implementation. The first of these asked if the NSO (or other relevant institution) had succeeded in acquiring and using new data sources in the compilation of SDG indicators. The replies showed that this had been moderately successful: of the 35 NSOs replying, 3 stated that they had succeeded to a significant degree in acquiring and using new data sources, whereas 28 stated that they had succeeded in this to some degree and 4 NSOs stated that they had not succeeded in this. Asked what kind of new data sources the NSOs had been able to utilise (both to a significant and some degree) for SDG purposes, the three types of new data sources mentioned most frequently were administrative data (77%), social survey data previously not available (60%), and geospatial data (40%).

The NSOs were asked if they had made use of specific applications or documents that had been put in place through component 1 activities. Of the 11 such applications and documents listed in the question, the following five were selected most frequently: E-Handbook on SDG Framework and Metadata (77%), E-learning portals for specific subjects (48%), UN SDG Learn platform (39%), generic statistical law (36%), and collaborative on administrative data for official statistics (33%).

### ***Programme response to the Covid-19 situation***

The last two questions of the survey focused on the programme response to the Covid-19 pandemic. The rate of response to those questions was rather low. 26 NSOs of the 38 replied to the question where they were asked if one or more of the facilities put in place under the DA10 Programme and listed in the question had helped to mitigate the impact of the pandemic on their statistical operations. Of the 26 replying, 24 NSOs felt that the virtual regional or sub-regional workshops had helped in this respect, 11 NSOs replied that the same had applied in the case of the collaborative on the use of administrative data and the E-Handbook of SDG Framework and Metadata, while 10 NSOs felt that the Covid-19 Response Web Portal had helped to mitigate the effects of the pandemic on their statistical operations. Other alternatives were selected less often (UN SDG Learn Platform (8 NSOs), community of practice on data integration (3 NSOs), Data4Now initiative (3 NSOs), Handbook on Management and Organisation of National Statistical Systems (6 NSOs)).

Finally, the survey asked the NSOs to inform about their experience and give some examples of using the virtual facilities, how it had been helpful, if it had augmented earlier learning, and if the use of the virtual facilities had brought new learning and sharing experience. As in the case of the earlier open questions, the replies varied a lot, from very specific statements to general observations. It is of interest to note that while several countries stated that the virtual activities had proved very useful, such as enabling participation in more activities and larger participation in them, some countries reported that the virtual activities were not always fully satisfactory as participants had difficulties in following the activities, that the media activities were not always helpful, and that the NSOs felt

workshops.

### ***Replies by NSOs of least developed countries (LDCs)***

Of the 38 responding NSOs in the survey, there were 10 NSOs of LDCs. This number is not large enough to allow major conclusions to be drawn of the participation of LDCs in component 1 of the DA10 Programme. However, the replies of the NSOs of LDCs were tabulated in order to analyse if there were marked differences between NSOs of the LDCs and NSOs of non-LDCs as concerns their participation and experience of this aspect of the Programme. The main finding of that comparison is that the participation of the LDCs in component 1 of the Programme and their experience of that are in general quite similar to that of the non-LDCs. In a few areas, the replies of the NSOs of LDCs reflect some more positive experience or benefits of the Programme than those of the NSOs of non-LDCs.

As regards the participation in the activities under component 1 of the Programme, the participation rates of NSOs of LDCs are somewhat lower than those of NSOs of non-LDCs but show a similar pattern. On the issue of relevance of the activities, all the NSOs of LDCs reported that the focus and the content of the activities concerned met their most pressing needs, either mainly (5 NSOs, 50%) or partly (5 NSOs, 50%). The corresponding ratios for the non-LDCs were 36% and 64%.

On the issue of impact and sustainability of the activities, the NSOs of LDCs replied more positively than their counterparts in non-LDCs; 7 of the 9 responding NSOs of LDCs replied that their level of knowledge had increased significantly as a result of their participation and that the same applied to their capacity to launch or improve institutional mechanisms and procedures for the production of SDG indicators. Similarly, 6 out of the 7 NSOs of LDCs that replied to the question on sustainability of that capacity increase, felt that it was very likely that the increase was sustainable whereas the corresponding figure for the non-LDCs was 8 out of 14. Asked about the impact of the component 1 activities on the capacity to complement traditional data sources with new ones, 75% of the NSOs of LDCs stated that that capacity had increased significantly or somewhat whereas the corresponding figure for the NSOs of non-LDCs was 89%. Half of the NSOs of both LDCs and non-LDCs thought that the capacity increase was very likely to be sustainable while the other half thought it was somewhat likely.

Regarding collaboration with international agencies, countries or institutions which had strengthened and facilitated the SDG work, a similar proportion of NSOs of LDCs and non-LDCs had developed very useful or some useful partnerships in that respect. The same applied to the experience of sharing of experience where around 90% of both the NSOs of LDCs and non-LDCs felt that the sharing of experience had contributed significantly or somewhat to the work on SDG indicators.

Under the heading of implementation, the survey asked if the NSOs (or other relevant institutions in the country) had succeeded in acquiring and using new data sources for the compilation of SDG indicators. On this issue there was insignificant difference between the NSOs of LDCs and non-LDCs with both being moderately successful. Asked about the types of new data sources that had been used, the replies from both of these groups were similar, mentioning mainly administrative data, data from social surveys previously not available, and geospatial data as new sources of statistical data. The replies by the two groups of NSOs to the question on the use made of different applications or documents made available through component 1 activities, were again quite similar, with the E-Handbook on SDGs being the clear favorite and e-learning platforms coming second. Finally, the

mentioned many or even most of the relevant facilities, the use of these by the NSOs of LDC seems to have been somewhat less than that of their counterparts in non-LDCs.

### ***Regional distribution***

The number of responses from NSOs in each of the regions from which they were selected (Africa, Arab region, Asia and the Pacific, Europe and Central Asia, Latin America and the Caribbean) is too small to allow regional analysis. Nonetheless, the replies to the survey were tabulated by these regions in order to gauge whether there were marked regional differences. The tabulation shows no specific regional patterns or deviations in replies to the questionnaire.

## **IV. Methodology and implementation of the survey**

The survey was designed by the Senior Statistician of the global evaluation team in cooperation with the Programme Coordinating Team (PCT) and the Evaluation Manager of the Capacity Development Programme Management Office (CDPMO) of the DESA. It was decided to organise the survey as an on-line survey among a sample of NSOs that had participated in activities carried out under component 1. The Senior Statistician drafted the questionnaire in consultation with the Evaluation Manager and the PCT. The questionnaire was finalised after inputs from relevant leads, co-leads and focal points had been received as part of the review of a draft inception report for the global assessment. The questionnaire was drafted in English but the PCT arranged for its translation into Arabic, French, Russian and Spanish. The CDPMO evaluation management team programmed the questionnaire in an online survey platform, Survey Monkey, and managed the submitted replies.

The sampling plan designed by the Senior Statistician involved selecting approximately 60 countries based on their degree of participation in component 1 and the following criteria:

- Regional and cultural distribution: A few countries (4-5) from each region and sub-region:
  - Africa: Anglophone countries, Francophone countries
  - Latin America: Mainland countries, Caribbean countries
  - Asia and the Pacific, and Europe: Eastern European, Caucasus and Central Asian (EECCA) countries, South East Asian countries
  - Arab countries (both Asian and African)
- Different types of countries: Least developed countries (LDCs) and small island developing states (SIDS)

The respondents to the survey were planned to be the following:

- Heads of NSOs participating in activities under component 1
- Key managers/experts in the same offices – one from each NSO; these could be statistical managers or designated leaders of SDG activities
- International officers of the NSOs, in many cases the main contact points at the NSOs
- Number of respondents – 60 countries, 2-3 respondents from each country = 120-150

The Senior Statistician finalized the sample of 60 countries based on the list of countries compiled by the PCT using inputs from the component 1 implementing entities, in accordance with the above criteria. The PCT drew up the list of respondents of Chief Statisticians, and key managers and

NSO) of each of the sampled NSOs, introducing the survey and requesting his/her participation. This communication preceded the actual survey invitation emails by approx. one week.

The survey invitation emails were sent by the PCT to 134 potential respondents, thereof 60 chief statisticians, 48 key managers, and 26 international officers (only 26 of the selected NSOs had international officers). The survey invitation emails contained a unique link to the on-line questionnaire in survey monkey, which was generated for each respondent by the CDPMO evaluation management team. The invitation was sent out around 8 November 2021, requesting replies by 22 November. The deadline was later extended to 25 November after reminders had been sent to 36 countries. The emails were sent in English and in other languages depending on the primary language spoken in the country.

When the survey closed on 26 November 2021, replies had been received from 38 NSOs and – with two exceptions – only one reply for each NSO. Hence, it was clear that the responses had been coordinated within the NSOs. It seems likely that this outcome was influenced by the introductory letter by the Director of the UNSD to the chief statisticians as well as the survey invitation email which indicated that an invitation with an individual link to the questionnaire had been sent to several individuals in the NSO. In light of this, it was decided to treat the survey responses as inputs from the NSOs, as opposed to being inputs from individual respondents, define the survey sample as 60 NSOs, as opposed to 134 individuals, and use an NSO as the unit of analysis. In the two cases where there were two replies from the same NSO, it was decided to treat the reply from the more senior staff member as the valid one.

At the closure of the survey, responses had been received from 38 NSOs or 63% of the total of 60 NSOs. Of the 38 responses, there were 10 from NSOs of LDCs and 8 from NSOs of SIDS. The regional distribution of the responding NSOs was as follows:

Africa	8 NSOs
Arab region	6 NSOs
Asia and the Pacific	7 NSOs
Europe and Central Asia	6 NSOs
Latin America and the Caribbean	11 NSOs

The filled in questionnaires were submitted to the Survey Monkey database, which was managed and made accessible solely by the CDPMO evaluation management team. The team organised and tabulated them, and then handed them over to the senior statistician for analysis.

## **V. Detailed replies to each survey question**

### **A. Question on activities/participation in Component 1 activities**

**Question 1. *Please identify/select the type of activity/ies your institution participated in/benefitted from.***

This question was answered by 37 of the 38 NSOs participating in the survey. The replies were distributed as follows between the eight answer choices:

Workshops on the implementation of the SDG framework 31 NSOs 84%

Sub-regional workshops on data disaggregation	20 NSOs	54%
Sub-regional workshops on the integration of administrative data, big data and geospatial data for the compilation of SDG indicators	20 NSOs	54%
National workshops and seminars	16 NSOs	43%
Fact-finding, advocacy and advisory missions received in the country	8 NSOs	22%
E-learning courses and use of e-learning and similar platforms	17 NSOs	46%
Use of material distributed (tools, classifications, guidance ....)	10 NSOs	27%

There were 10 NSOs of less-developed countries (LDCs) in the total number of respondents in the survey. The participation of these in the component 1 activities was somewhat lower than that for the NSOs of non-LDC countries but their participation rates in the survey activities showed a similar pattern. The same holds for small island developing states of which replies were received from 7 of the 8 NSOs participating in the survey.

## B. Relevance and quality

**Question 2. *Did the focus and the content of the activities selected in Question 1 and in which the NSO participated meet the most pressing needs of your institution/country in relation to measuring, monitoring and reporting on SDGs?***

37 out of the total of 38 NSOs replied to this question. The replies were distributed as follows between the three answer choices:

The most pressing needs of the NSO/country were mainly met	15 NSOs	41%
The most pressing needs of the NSO/country were partly met	22 NSOs	59%
The most pressing needs of the NSO/country were not met	0 NSOs	

All the 10 NSOs of LDCs replied that the pressing needs had either been mainly met or partly met and the same applies to the 7 NSOs of SIDS that replied to this question.

**Question 3. Only to be answered by those who feel that the most pressing needs were not met: *Please tell us in a few words why you feel that the most pressing needs were not met.***

There were no replies to this question as all the NSOs reported that their most pressing needs had either been mainly met or partly met.

**Question 4. Open question: *Please tell us in a few words about the quality of the activities (workshops, advisory missions, training ....) selected in Question 1 and in which your NSO participated or benefitted from – did you find the activities, services, instruments, training to be of good quality or not?***

This question was answered by 30 out of the 38 NSOs participating in the survey. Almost all the replying NSOs stated that the quality of the activities and the training had been very good and useful. In one instance it was felt that the topics discussed did not directly address the problems encountered in data collection. One NSO reported that although the training was well prepared and group activities

financial resources to make use of the data sources for compiling the SDG indicators. Yet another NSO stated that although good, the efforts were generic for all NSOs and that the differences in each country were not considered. Hence, the NSO recommended that there should be regional strategies that take into account the particularities of each country, since not all countries can adapt the frameworks of the indicators as defined internationally but rather according to their capacities.

### C. Impact and sustainability

#### **Question 5. *Did the level of knowledge of the compilation of SDG indicators at your institution increase as a result of the participation?***

36 out of the total of the 38 NSOs participating in the survey replied to this question. The replies were distributed as follows between the three answer choices:

The level of knowledge increased significantly	19 NSOs	53%
The level of knowledge increased somewhat	17 NSOs	47%
The level of knowledge did not increase	0 NSOs	

In 7 cases out of 10, NSOs of LDCs replied that level of knowledge had increased significantly.

#### **Question 6. *What has been the impact of the activities selected in Question 1 on the capacity of your country to launch or improve institutional mechanisms and procedures for the production of SDG indicators?***

34 out of the total of 38 NSOs replied to this question. The replies were distributed as follows between the three answer choices:

Capacity has increased significantly	14 NSOs	41%
Capacity has increased somewhat	19 NSOs	56%
Capacity is about the same	1 NSO	3%

In 7 cases out of 10, NSOs of LDCs replied that capacity had increased significantly as did 3 out of the 6 NSOs of SIDS, the remaining NSOs of LDCs and SIDS replying that the capacity had increased somewhat.

#### **Question 7. *How likely is it that the increase in capacity is sustainable?***

This question was answered by 21 NSOs of the 38 participating in the survey. The replies were distributed as follows between the three answer choices:

Very likely	14 NSOs	67%
Somewhat likely	7 NSOs	33%
Not likely	0 NSOs	

The participation rate of LDCs in the sample was better than for the total sample as 7 replies were received out of the total of 10. The distribution of the replies from NSOs of LDCs was the same as



**Question 8. Open question: Please tell us in a few words about the way in which institutional capacity for organising compilation of SDG indicators has increased, which aspects of the capacity have been expanded or improved.**

12 NSOs responded to this open question. The responses were quite varied and included for instance the following information summarised and edited here:

- Cooperation with the relevant regional commission had played a major role in organising and identifying the SDG indicators at national level and their data sources.
- The country had benefitted from experience of other countries as well as from using tools and programmes on SDG indicators. The NSO staff had gained knowledge and information on best practices of other implementing countries.
- Internal work, cooperation and coordination had been strengthened, knowledge and skills been increased, and international cooperation been strengthened. The SDG data framework had been used to guide national data collection.
- NSO was able to train staff from other institutions and share skills and knowledge increasing the awareness level of officials working on SDG issues.
- Household survey was restructured to allow specific data collection for SDG indicators.
- Commitment of the NSO to coordinate focal points of ministries and institutions for compilation of SDG indicators.
- Improved identification and understanding of SDG indicators, the data sources and methods of collection and processing.
- More involvement of decision makers in including the SDGs in their development planning.
- A separate unit of SDG statistics had been created and interaction with data providers and users improved. The role and importance of statistics has grown significantly due to the relevance and importance of the SDGs for the country.

**Question 9. What has been the impact of the activities selected in Question 1 on the capacity of your country to complement traditional statistical data sources with new data sources (admin data, big data, geospatial data)?**

This question was answered by 35 NSOs of the 38 participating in the survey. The replies were distributed as follows between the three answer choices:

Capacity has increased significantly	10 NSOs 29%
Capacity has increased somewhat	20 NSOs 57%
Capacity is about the same	5 NSOs 14%

The distribution of the replies was very similar for the NSOs of LDCs and SIDS.

**Question 10. Only to be answered by those who feel that the capacity of their country has increased both significantly and somewhat: How likely is it that the increase in capacity is sustainable?**

This question was answered by 29 NSOs of the 30 that felt that their capacity had increased either significantly and somewhat. The replies were distributed as follows between the three answer choices:

Very likely	15 NSOs 52%
Somewhat likely	14 NSOs 48%
Not likely	0 NSOs 0%

**Question 11. Open question: *Please tell us in a few words about the way in which capacity has increased, which aspects of the work have been expanded or improved.***

This question was answered by 23 NSOs of the 30 that felt that their capacity to complement traditional data sources with new data sources had increased either significantly and somewhat. The responses were quite varied and included for instance the following information, summarised and edited here:

- Capacities were developed in the field of compiling indicators through practical training according to the metadata for each indicator, in addition to benefiting from the experiences of other countries in preparing development reports, and holding national and internal workshops to unify efforts and develop capabilities.
- Capacity development through training on concepts and methodologies for calculating indicators and the possibilities of providing new sources of data and increasing the comprehensiveness and quality of the available indicators.
- Regional commission worked closely with the NSO to collect data, compile indicators thus creating internal capacities.
- Increased knowledge of SDG indicators, data collection and compilation.
- The methodology and calculation methods have been improved, new global and national SDG indicators have been developed and improved, data disaggregation has also been improved, the use of administrative data sources has been increased, based on experts' support and launching new surveys to fill data gaps.
- Before the workshop, the NSO did not have an SDG data framework to compile all our SDG indicators. After the workshop we developed the SDG Data Framework and use it to monitor and track our updated and new SDG indicators and also use it to include SDG proxies every time we get a new data from the official data sources.
- An internal SDG working group has been established where information is shared and discussed. This ensures sustainability.
- Appropriate questions and variables have been inserted into surveys/censuses to enable generation of SDG indicators. Support was received on collecting admin data which can be used to calculate relevant SDGs.
- Some activities were carried out by virtual means which allowed more people to participate and obtain knowledge as well as reaching staff in other institutions.
- Institutional capacities have increased to manage interconnectivity processes, interoperability, analysis of economic and sociodemographic data, and use of technological platforms for the implementation of population and housing censuses. The prospects of implementing georeferencing have increased. Increased collaboration with the bodies that lead the SDGs in the country in order to generate a productive exchange of statistical information.
- The restructuring of the Household Survey into permanent and rotating questionnaires will provide other institutions with the opportunity to request the incorporation of new questions or questionnaires that respond to the SDGs.
- The use of geospatial information to monitor SDG indicators has increased.
- The SDGs were a good framework for internal cooperation. It expanded the opportunities for knowledge transfer between NSOs at the global and regional level and deepened cooperation with the United Nations.
- It was possible to develop the capacity to measure indicators based on satellite photographs. In addition, statistical operations have been developed that allow new estimates to be made. It is also expected that

- admin sources approach, instead of waiting for surveys which are often very expensive and late.
- Capacity was developed in coordinating the activity with other producers and setting mechanisms and legal procedures regarding the national framework of monitoring the implementation of the 2030 Sustainable Development Agenda.
  - Awareness has increased, but the practical application of big data and GIS technologies has not grown much. The problem lies in the need to provide technical support at the national level, increase human resources and attract new specialists in the field of geography, cartography and IT.
  - Participants were provided with guidelines and potential data sources and gained knowledge of the appropriate criteria for the calculations of SDG indicators.

**Question 12. *In connection with the activities selected in Question 1, were there any partnerships established/developed with international agencies, countries or institutions which have strengthened and facilitated the SDG work in your country?***

This question was answered by 34 NSOs of the 38 participating in the survey. The replies were distributed as follows between the three answer choices:

Very useful partnerships were developed	16 NSOs 47%
Some useful partnerships were developed	14 NSOs 41%
No partnerships were developed	4 NSOs 12%

In the case of NSOs of LDCs, one NSO reported that no partnerships had been developed.

**Question 13. Open question, only to be answered by those who feel that some/very useful partnerships were established: *Please list the main agencies, countries or institutions with which useful partnerships were established and tell us if these seem likely to be sustainable.***

This question was answered by 29 of the 30 NSOs that reported that useful partnerships had been developed.

The answers showed that partnerships had been established with a very rich flora of institutions. Very frequent mention was made of the UN regional commissions and UNSD but other UN institutions that were mentioned included UNICEF, UNFPA, UNDP, FAO, UN Women, UNITAR, ILO, UNHCR, UNODC, UNIDO and UNESCO. Some countries had established partnerships with the World Bank and the IMF. Mention was also made of Afristat, GCC-STAT, PARIS21, ADB, ASEANSTAT, CEPAL, CELADE, DANE, WGGI, ISSEA and IFORD. Finally, the replies show that cooperation had been established with several NSOs in developed countries.

**Question 14. Only to be answered by those who feel that some/very useful partnerships were established: *Has sharing of experiences with or learning from other countries through participation in the activities selected in Question 1 contributed to the work on SDG indicators?***

This question was answered by 34 of the 38 NSOs including the 4 NSOs that had replied that no useful partnerships had been established. The replies were distributed as follows between the three answer choices:

Sharing of experience contributed significantly to the work on SDG indicators	13 NSOs 38%
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Sharing of experience did not contribute to the work on SDG indicators

3 NSOs 9%

Over 80% of NSOs of LDCs and SIDS reported that sharing of experience had contributed significantly or somewhat to the work on SDG indicators.

**Question 15. Open question, only to be answered by those who feel that sharing of experience with or learning from other countries has contributed to the work on SDG indicators: *Please tell us about your experience of sharing knowledge of organising work on or compiling SDG indicators with other countries.***

This question was answered by 24 NSOs. The responses included for instance the following information and statements, summarised and edited here:

- Reviewing experience from other countries was useful for organising and compiling SDG indicators and preparing development reports.
- Cooperation with an NSO of a developed country was useful for preparing a statistical report on sustainable development, developing coordination mechanisms with national partners, raising awareness and developing an interactive platform for SDG indicators.
- Our experience was presented in many regional workshops.
- It was eye opening.
- We received experience from other countries and shared our own experience.
- Experience and learning was received on child related SDG indicators.
- Information was received on different types of data sources.
- Several NSOs shared their experience on the SDG framework, coordination of internal SDG work, work on SDG dashboards and compiling VNRs at regional workshops.
- Information was received on dissemination of SDGs, application of tools and platforms aimed at users in projection of SDGs, on strengthening the role of the NSO as a advisory body on developing SDG indicators and becoming custodians of SDG indicators.
- Receiving experience has been very useful as it has allowed enriching the national SDG platform as well as gaining knowledge on alternative data sources.
- Several countries reported that exchanging and receiving information with various institutions and countries has been very useful, e.g. for training on methodologies, compiling SDG indicators, harmonising knowledge on SDG criteria and contextualising and domesticating the SDGs in the country.

**Question 16. Open question, only to be answered by those who feel that sharing of experience with or learning from other countries has contributed to the work on SDG indicators: *Please tell us about your experience of learning from other countries about organising work on or compiling SDG indicators.***

This question was answered by 25 NSOs revealing inter alia the following information and statements, summarised and edited here:

- „The learning from other countries was not only through the participation in seminars, workshops and expert meetings, but also through the development of the second edition of the CES „Road Map on statistics for SDGs“, in which a large number of countries was participating.“
- Several NSOs mentioned learning how various countries compile and report data from different sources at national level, of creating dashboards, organising access to administrative sources,

within countries, and the different ways countries are trying to compile and share SDG indicators and disseminating them to users.

- The experience of other countries of the SDG work has helped us to improve the coordination of that within the NSS.
- The experience of peer learning with other countries has focused on the issue of censuses rather than the content of the SDGs.
- The learning from other countries included useful information on national particularities in the production of indicators.
- The continuous exchange with other NSOs allows the development or improvement of compilation of indicators and production capabilities. Exchanging experiences, methodological designs and good practices is essential for NSOs.
- Participation in the various fora and meetings has been excellent for sharing and learning from experiences of other countries and agencies and allowed us to understand the content of SDG indicators and their implications.
- Have mostly learned practices in coordination with other authorities and dissemination tools of SDG indicators, e.g. using open SDG platforms. The experience of other countries in adapting the national list of indicators was also useful.
- The NSO has received knowledge of various methodological issues related to the compilation of SDG indicators.

#### **D. Implementation**

**Question 17. *Has the NSO (or other relevant institution compiling SDG indicators) succeeded in acquiring and using new data sources in the compilation of SDG indicators?***

This question was answered by 35 NSOs. The replies were distributed as follows between the three answer choices:

Yes, to a significant degree	3 NSOs	9%
Yes, to some degree	28 NSOs	80%
No	4 NSOs	11%

9 of the 10 NSOs of LDCs included in the sample replied to this question, thereof 7 stating that they had succeeded in using new data sources to some or significant degree. Of the NSOs of SIDS, the 6 that replied stated that they had succeeded in using new data sources to some or significant degree.

**Question 18. Only to be answered by those that answered yes to question 17, both to a significant degree and some degree: *What kind of new data sources have you been able to utilise for SDG purposes? Please select all relevant alternatives:***

This question was answered by 30 NSOs. The replies were distributed as follows between the seven answer choices:

Social survey data previously not available	18 NSOs	60%
Economic survey data previously not available	5 NSOs	17%
Population and housing census data	4 NSOs	13%
Administrative data	23 NSOs	77%

Other – please specify 2 NSOs 7%

The replies from NSOs of LDCs (7) and SIDS (5) also showed that the new data sources utilised had mainly concerned social survey data, administrative data and geospatial data.

**Question 19. Has your institution made use of the following applications or documents? Please select all the relevant alternatives.**

This question was answered by 33 NSOs. The replies were distributed as follows between the 11 answer choices:

E-learning portals for specific subjects	16 NSOs	48%
UN SDG: Learn platform	13 NSOs	39%
Collaborative on administrative data for official statistics	11 NSOs	33%
Community of Practice on data integration	5 NSOs	15%
Data4now initiative	9 NSOs	27%
E-Handbook on SDG Framework and Metadata	25 NSOs	77%
Guidelines on User Engagement	4 NSOs	12%
Handbook on Management and Organisation of Official Statistics	9 NSOs	27%
Generic statistical law	12 NSOs	36%
Covid-19 Response Web Portal	9 NSOs	27%
Other – please specify	3 NSOs	9%

The replies from NSOs of LDCs (8) and SIDS (5) showed that these had made relatively frequent use of the E-Handbook on SDG Framework and Metadata.

**E. Programme response to the Covid-19 situation**

**Question 20. Did one or more of the following facilities put in place under the DA10 Program help mitigate the impact of the Covid-19 Pandemic on your statistical operations? Please select all the relevant facilities:**

This question was answered by 26 of the 38 NSOs that participated in the survey. For the 10 NSOs of LDCs, replies were received from 8 whereas only 3 of the 8 NSOs of SIDS replied to this question. The replies were distributed as follows between the nine answer choices:

Virtual regional or sub-regional workshops	24 NSOs	92%
UN SDG: Learn platform	8 NSOs	31%
Collaborative on the use of administrative data for official statistics	11 NSOs	42%
Community of Practice on data integration	3 NSOs	12%
Data4now initiative	3 NSOs	12%
E-Handbook on SDG Framework and Metadata	11 NSOs	42%
Covid-19 Response Web Portal	10 NSOs	38%
Handbook on Management and Organization of national statistical systems	6 NSOs	23%

mitigate the impact of the Pandemic and 4 that this had applied to E-Handbook on SDG framework and Metadata.

**Question 21. Open question: *Please tell us about your experience and give us some examples of using the virtual facilities; how was it helpful, did it augment earlier learning, did it bring new learning and shared experience?***

This question was answered by 21 of the 38 participating NSOs, 6 of the 10 NSOs of LDCs and 2 of the 8 NSOs of SIDS participating in the survey. The responses included for instance the following information and statements, summarised and edited here:

- E-learning contributed to developing capabilities of compiling indicators.
- The virtual facilities greatly enhanced the exchange of best practices helping us to develop work tools, e.g. preparing a protocol to provide SDG indicators for the National Statistical System.
- Virtual facilities enabled a lot of employees to participate in the sessions. Participation was easy, efficient and cost effective.
- The NSO used the handbook on management and the generic statistical act as guidelines in the revision of the Statistics Act. The metadata handbook was used to develop our own metadata handbook.
- The biggest advantage of virtual communication is giving equal opportunities to all staff to participate in any open-learning platform. A lot more staff have been trained on-line and gained new knowledge and skills and also enjoyed the opportunity to share with other virtual participants. This is the biggest positive side of the Covid-19 for staff. Before Covid-19, only a few people could attend all types of training because of the costs involved. We hope these virtual opportunities will still be available when the whole world opens and gets back to normal business.
- The virtual facilities were very helpful since the NSO could have access to different activities. More people could attend. We could access meetings which was not always possible before due to lack of funding.
- We are participating in the Collaborative on the use of administrative data for official statistics which we feel will provide good information as well as serve to curb expenses if it can facilitate avoiding conducting costly surveys/censuses. Many virtual regional and sub-regional workshops are being conducted and our officials are participating actively such as using CAPI for data collection, GDP estimation etc.
- Greater training has been obtained due to the fact that the trainings are virtual, having access to a greater number of people and the materials are generally available.
- The exchange of experiences in statistical production in the framework of the pandemic allowed us to evaluate different collection alternatives, which allowed us to make important decisions about the operational modality and the moment in which we should take them.
- Through virtual forums and knowledge exchange, it was possible to define / build alternative strategies and mechanisms to collect information in the context of the Pandemic. The NSO was able to show its experiences and draw on what other NSOs were doing to gather information in that context.
- The meetings, exchanges and virtual training have made it possible, despite the Covid-19 pandemic, to acquire knowledge and experience in the context of the definition and compilation of the SDG indicators.
- Currently, most regional and international workshops are done virtually. Experience shows that this situation does not allow participants to follow well. As a consequence, this does not improve knowledge as expected. This is due to several factors including the unstable internet connection.
- The virtual meetings have impacted negatively on the sharing of experiences. Before the Covid-19 pandemic, the meetings were more fruitful. Currently, the online activity has overwhelmed us and we

countries, but nevertheless physical meetings are more preferable – establishing contacts and sharing experiences not only during the workshops is also very important and valuable.

- Participating in virtual workshops helped find ways to get data in a pandemic.