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Editor:  
Klaus Munch Haagensen, Statistics Denmark  
knh@dst.dk

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Klaus Munch Haagensen, Statistics Denmark

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# EXPANDING PARTNERSHIPS, DELIVERING IMPACT

## INTRODUCTION

In 2025, Statistics Denmark experienced another busy year marked by a high level of international engagement. Our Strategic Sector Cooperation (SSC) projects, implemented under the framework agreement with the Danish Ministry of Foreign Affairs, continued to mature and generate valuable impact both in our partner countries and within Statistics Denmark.

This year's report highlights one selected activity from each project, chosen for its success or its significant impact.

Throughout the year, we witnessed concrete results in all of our partnerships. For example, Ghanaian parliamentary representatives and senior officials from Ghana Statistical Service visited Copenhagen to gain first-hand insight into data-driven decision-making processes. In Morocco, an external peer review was conducted jointly by experts from Statistics Denmark, the European Union, UNECA and the World Bank. The review will help set the strategic direction of the national statistical institute, Haut Commissariat Au Plan, for years to come. At a more personal level, I had the pleasure of joining our partners in celebrating the World Statistics Day in Morocco – a very well-planned and inspiring event that highlighted the value of high-quality data and reflected the strength of our long standing collaboration.

In Vietnam, our engagement included advisory support related to the new Vietnamese Law on Statistics followed by the launch of the second phase of our cooperation. This new phase which began in 2025 places particular emphasis on administrative data and digitalisation, the use of big data for official statistics, a communication component, and the development of environmental-economic accounts.

In 2025, we also formally initiated our fourth Strategic Sector Cooperation project, this time in Uganda. Developed in close collaboration with the Ministry of Foreign Affairs and the Danish Embassy in Kampala. The project is anchored at the Ugandan Bureau of Statistics (UBOS) in close collaboration with the Ministries of Finance in

Denmark and Uganda. The objective is to strengthen the production of relevant data to support green economic modelling.

For the first time, Statistics Denmark hosted a joint study visit bringing together delegations from our partners in Morocco, Vietnam and Ghana. For a full week we welcomed 30 participants to foster peer learning on digitalisation within national statistical systems and on partnerships with private-sector providers of digital solutions.

Finally, 2025 marked the completion of two EU-funded initiatives: an EU Twinning project in Jordan and the PASII project. Both delivered tangible results which are highlighted in this report.

Looking ahead, 2026 will prioritise high-level representation and the continued strengthening of Denmark's bilateral and multilateral partnerships. For the first time International Consulting will be represented at the United Nations Statistical Commission, where we will host a side event on effective approaches to international cooperation and technical capacity building. We will also reinforce Nordic collaboration, including through the Nordic Statistical Meeting hosted in Copenhagen this year.

We extend our sincere appreciation to our partners, the national statistical institutes, as well as the European Union and the Danish Ministry of Foreign Affairs for their continued trust and cooperation. We look forward to building on these partnerships in the years ahead ■



*Carsten Zangenberg*  
Director  
Statistical Services, Methodology  
and Communication

# PROJECT COUNTRIES 2025



## **Twinning projects - financed by the EU:**

- **Bosnia-Herzegovina**
- **Jordan**

## **Strategic Sector Cooperation - financed by the Danish Ministry of Foreign Affairs:**

- **Ghana**
- **Morocco**
- **Vietnam**

## **Pan African Statistics (PASII) - financed by the EU:**

- **Lesotho**
- **Nigeria**
- **Senegal,**
- **Rwanda**
- **South Africa**
- **Mauritius**
- **Ivory Coast**

# ADVANCING EVIDENCE-BASED LEGISLATION

## GHANA

The second phase (2024-2026) of our Strategic Sector Programme in Ghana, places particular emphasis on strengthening institutional capacity, digital transformation and the effective use of official statistics in public decision-making. Within this framework, advancing evidence-based legislation has emerged as a key priority.

In September, Statistics Denmark welcomed a high-level delegation from the Parliament of Ghana and the Ghana Statistical Service (GSS) for a four-day study visit in Copenhagen. The visit, initiated by the Ghanaian Parliament, aimed to explore how evidence- and data-based statistics can move to the center of legislative work.

The delegation was led by Hon. Bernard Ahiafor, First Deputy Speaker of Parliament, Mr. Ebenezer Ahumah Djietror, Clerk to Parliament, and Dr. Alhassan Iddrisu, Government Statistician. Importantly, Parliament was represented not only at political level, but also through its technical leadership. The Clerk to Parliament brought several officials from the Parliament's Data Management Department, enabling focused discussions on how to apply statistics in day-to-day legislative work.

By bringing several key data officials to Copenhagen, the Parliament of Ghana demonstrated its commitment to improving the use of reliable statistics in strengthening legislative oversight and promoting more informed debate.

### A journey through the Danish data ecosystem

The visitors moved through the Danish data ecosystem, beginning at Statistics Denmark and continuing to key ministries and institutions, each demonstrating how they integrate statistics directly into law-making, fiscal planning and reform processes.

At DREAM - the Danish Research Institute for Economic Analysis and Modeling – the participants were introduced to economic models that assess long-term sustainability and evaluate the impact of reforms. At Danmarks Nationalbank (the national bank of Denmark) and the Ministry of Finance, Danish officials explained how timely and reliable statistics support economic governance and green transition strategies. The message was clear: in Denmark, statistics do not merely support policymaking – it forms a fundamental foundation for legislation.



### Formalising data sharing through law

A central part of the exchange highlighted Denmark's extensive use of administrative registers and the close cooperation between Statistics Denmark and key public institutions. Danish counterparts demonstrated how clear legal mandates for data sharing and integrated systems enable the production of timely, coherent and policy-relevant statistics.

For Ghana, where surveys still dominate data collection, the delegation explored how stronger legal mandates for systematic data sharing between public institutions could

## PROJECT FACTS

Project name	Strengthening official statistics in Ghana.
Key topics	Use of administrative data sources for statistical production, IT infrastructure, quality management, economic statistics, environmental accounts, dissemination and communication.
Partner	Ghana Statistical Service (GSS)
Donor	Danish Ministry of Foreign Affairs (MFA)
Period	2024–2026



Photo:  
Dr. Alhassan Idrissu

strengthen the national statistical system and equip Parliament with robust evidence for drafting and reviewing legislation.

A particularly candid exchange took place during a meeting at the Ministry of Economic Affairs. During a discussion on the

use of data in legislative processes, Ghana's Deputy Government Statistician asked the Deputy Speaker why Parliament had not made greater use of certain available statistics.

The Deputy Speaker responded openly, expressing frustration with some of the reports presented to him and questioned their relevance and clarity for parliamentary decision-making.

The exchange brought a core challenge into the open: data exists, but it does not consistently support legislation in a usable and timely manner. The Clerk to Parliament stepped in and framed the issue as structural. He stressed that GSS needs a stronger legal mandate to access administrative data from public institutions.

By introducing legislation that requires systematic data sharing, Parliament could enable GSS to produce more comprehensive and reliable statistics – and in turn strengthen its own legislative work. Such measures would embed evidence- and data-based statistics more firmly within Ghana's legislative system.

The visit also underlined that access to data must go hand in hand with the capacity to use it. Participants emphasised the need to strengthen statistical literacy among Members of Parliament and to enhance the analytical capacity of Parliament's Data Management Department.

#### A Partnership That Strengthens Both Sides

The visit also generated clear value for Danish institutions. Reflecting on the discussions, a Head of Division at the Ministry of Economic Affairs noted:

*"We had constructive discussions about how data play a central role in both analysis and political decision-making processes, and how Denmark's extensive register data help ensure a solid and nuanced basis for decisions."*

*"It was both inspiring and insightful to hear about Ghana's own reflections on how register data can contribute to political decision-making in Ghana – and not least to experience the strong engagement and curiosity around the table."*

The exchange confirmed that peer-to-peer cooperation not only supports institutional development in partner countries, but also stimulates professional dialogue and reflection within Danish institutions ■

Read more about our project in Ghana:  
<https://www.dst.dk/en/consulting/projects/ghana-2024-2026>

## OBJECTIVE

The main objective of the strategic sector cooperation between the Ghana Statistical Services (GSS), Statistics Denmark (SD) and the Ministry of Foreign Affairs of Denmark (MFA) is to support informed decision-making and ensure that the public debate in Ghana builds upon relevant and easily accessible statistics.

# A PEER REVIEW THAT SET DIRECTION AND MOMENTUM

## MOROCCO

In 2025, a milestone was reached in our long-standing Strategic Sector Cooperation (SSC) with Morocco. What began as a regular monitoring activity – a stakeholder analysis – developed into something much more significant: a full international peer review of Morocco's National Statistical System (NSS).

Through the stakeholder survey, we gathered candid feedback from ministries, researchers, media and other key users of official statistics. The overall message was positive. The High Commission for Planning (HCP) is widely respected and considered technically strong, independent and trustworthy. At the same time, users pointed to areas for improvement – particularly in accessibility, coordination across producers of statistics, and communication with users.

Rather than treating this as routine feedback, HCP chose to act strategically. At a moment when it was preparing its new strategic direction, it requested an international peer review to assess compliance with international principles and provide forward-looking recommendations.

### An International Review with Strong Ownership

The peer review was carried out by an independent team composed of representatives from Statistics Denmark, Eurostat, the World Bank and UNECA, led by Marko Krištof, former Director General of the Croatian Bureau of Statistics.

The process followed the established methodology:

- A comprehensive self-assessment by HCP and selected other national authorities
- Extensive documentation shared with the review team
- A five-day in-country mission with in-depth interviews and discussions

- A draft report with recommendations, followed by comments from national authorities
- The preparation of an action plan to guide follow-up

What stood out during the visit was the openness of discussions and the genuine willingness to reflect on both strengths and challenges. Morocco is a data-rich country in its regional context and ranks among Africa's top performers on data openness. The fully digital 2024 Population and Housing Census demonstrated innovation capacity and technical sophistication.

At the same time, the review identified 25 recommendations across six broad themes, including governance, coordination of the NSS, access to administrative data, quality management, dissemination practices and user dialogue.

### Dissemination: Where the Impact Is Already Visible

One of the clearest messages – both from the stakeholder analysis and the peer review – concerned dissemination and accessibility.

Users described the website as comprehensive but not always easy to navigate. They asked for clearer access to data, improved metadata and quality documentation, and more user-friendly presentation. The peer review reinforced these points and recommended transforming the



## PROJECT FACTS

Project name  
Key topics

Strengthening the Statistical System in Morocco

Strengthening HCPs capacity and the national statistical system to work with administrative and survey data for statistical purposes is done by improving the economic modelling, digitalising prioritised statistical processes, working on IT and data security issues, improving the quality work, and providing technical support to the further development of the implementation of The System of Environmental Economic Accounting (SEEA).

Donor  
Period

Danish Ministry of Foreign Affairs (MFA)  
2024–2026

website into a modern, user-oriented dissemination platform – potentially evolving into a national portal for official statistics.

This recommendation has already had a direct impact. HCP subsequently requested assistance from Statistics Denmark specifically on strengthening dissemination and accessibility. Our cooperation is now focusing on developing a more data-driven public platform, improving quality declarations and metadata, clarifying release practices and making statistical products easier to find and use.

In this way, the peer review moved quickly from analysis to action.

### Strengthening Governance and the System as a Whole

Beyond dissemination, the potential long-term impact of the peer review is substantial.

Key recommendations include developing a new statistical law, establishing a Statistical Council and a Committee of Producers, and introducing multi-annual statistical programming. If implemented, these reforms could significantly strengthen coordination within the NSS, clarify roles and responsibilities, and embed quality assurance



Photo: Klaus Munch Haagensen

more systematically across all producers of official statistics.

Importantly, the peer review took place at a strategic moment. As HCP was shaping its future direction, the review provided structured and internationally benchmarked input. The forthcoming action plan will therefore serve not only as a technical follow-up document, but as a strategic compass for the coming years.

### A Success Story of Dialogue and Trust

For International Consulting in 2025, the Morocco peer review stands out as a success story.

A monitoring activity created space for honest stakeholder feedback. That feedback inspired a comprehensive peer review. And the peer review is now shaping both national reform efforts and the focus of our continued cooperation.

The real impact will unfold over the coming years as recommendations are implemented. But the difference is already visible: dissemination improvements are underway, strategic governance reforms are being considered, and the peer review has become a central reference point for HCP's future choices.

Perhaps most importantly, the process demonstrated what long-term strategic cooperation can achieve when built on trust. HCP chose to look critically at itself – not because it had to, but because it wanted to improve. That willingness to reflect and adapt is, in itself, a strong indicator of a resilient and forward-looking statistical system ■

Read more about our project in Morocco: <https://www.dst.dk/en/consulting/projects/morocco-2024-2026>

## OBJECTIVE

The main objective of the strategic sector cooperation between the Moroccan statistical office (HCP), Statistics Denmark (SD) and the Ministry of Foreign Affairs of Denmark (MFA) is to support informed decision-making and ensure that the public debate in Morocco builds upon relevant and easily accessible statistics.

# STAKEHOLDER PERSPECTIVES

## VIETNAM

In 2025, the National Statistics Office of Vietnam (NSO) and Statistics Denmark launched a new three-year cooperation phase. As part of the start-up, we carried out a stakeholder analysis to better understand how key partners perceive NSO and its role within Vietnam's statistical system. The survey will be repeated at the end of the phase to track changes and assess progress.

Thirteen key stakeholders from across government and partner institutions participated in interviews in October 2025. The discussions were structured around four themes: what stakeholders value and expect from official statistics; how they assess NSO's current performance; how they see NSO as a partner - particularly when it comes to administrative data and digital technology; and what improvements they consider realistic over the next two years and beyond.

### A Strong Reputation – and High Expectations

The interviews confirmed that NSO enjoys broad respect. Stakeholders consistently described it as professional, technically competent and largely aligned with international standards. They see it as a reliable producer of official statistics and a constructive partner in technical cooperation. Several respondents referred to NSO as the natural leader of statistical standards across government and encouraged it to take an even stronger role in improving the quality and coherence of administrative data.

At the same time, high expectations come with clear demands. Access to data remains a recurring concern. While users depend heavily on NSO statistics, many would like easier access to more detailed datasets, including aggregated data and microdata for research and policy analysis. Stakeholders acknowledge that legal and institutional constraints limit what can be shared. However, most view these constraints as challenges that

can be managed through careful, step-by-step reforms that protect confidentiality while expanding access.

### Communication, Digitalisation and Leadership

Two cross-cutting themes stood out across interviews: transparency and digital transformation.

Several stakeholders called for clearer and more proactive communication about statistical methods, revisions and limitations. They would welcome more explanation alongside data releases and more structured dialogue with users. In particular, some suggested strengthening feedback mechanisms so concerns can be addressed earlier and more systematically in the production cycle.

Digitalisation is another area where expectations are rising. Respondents recognise that NSO has taken steps to modernise, yet some feel that a cautious and risk-averse culture slows innovation. Strengthening digital tools for administrative data integration, data sharing and dissemination is seen as essential for maintaining NSO's leadership in an evolving government data landscape.

The broader institutional context adds urgency. Recent government restructuring and the increasing centralisation of data under the Ministry of Public Security have created both optimism and uncertainty. In this changing environment, NSO needs to clearly articulate its mandate and actively demonstrate the value it adds to the wider data ecosystem.

### Implications for the Cooperation

Within the Strategic Sector Cooperation with Statistics Denmark, the findings translate into several practical priorities for the next two years.

First, the partner can support NSO in piloting low-cost, low-risk initiatives to expand data access in selected

## PROJECT FACTS

Project name	Strengthening the National Statistical System in Vietnam
Key topics	Second phase of the project focuses on deepening and broadening key areas of collaboration around Communication and dissemination of statistical information, Business statistics, IT and digitalization, and Environmental Statistics..
Partner	national Statistics Office of Vietnam (NSO).
Funding	Danish Ministry of Foreign Affairs (MFA)
Period	2025 - 2027

domains. For example, releasing additional aggregated datasets or introducing controlled microdata access arrangements would allow the NSO to test workable solutions and feed lessons into a broader administrative data strategy.



Photo: Timmi Rølle Graversen

### Looking Ahead

Beyond the bilateral project, the analysis highlights the need to strengthen the legal framework for data sharing and leadership within the National Statistical System, backed by sustained political commitment to

modernisation. NSO can also build trust by providing clearer explanations and more contextual analysis alongside its statistical releases.

Overall, the 2025 stakeholder analysis shows that NSO enters this cooperation phase from a position of credibility and trust. The task now is to build on that foundation. This means gradually expanding access, reinforcing leadership on administrative data and accelerating digital innovation. At the same time, NSO must maintain the high professional standards that stakeholders clearly value ■

Second, improving the NSO website represents a visible and achievable step. Upgrading navigation, strengthening metadata presentation and making downloads more user-friendly would directly respond to stakeholder feedback and enhance dissemination.

Third, digital capacity development should remain central. By investing in systems and staff skills, NSO can reinforce its leadership on data-sharing practices and quality standards across government. Piloting NSO-led quality assessments of selected administrative datasets would further demonstrate practical added value and support scaling up successful approaches.

Finally, well-sequenced legal adjustments can help clarify and strengthen the NSO's coordinating role within the evolving data framework. Stakeholders also emphasised the importance of continued and better-aligned support from development partners to ensure coherent efforts and shared outcomes.

## OBJECTIVE

The main objective of the strategic sector cooperation between the National Statistical Office of Vietnam (NSO), Statistics Denmark and the Ministry of Foreign Affairs of Denmark is to strengthen the capacity of the NSO to support climate change adaptation and mitigation.

This is done by enhancing its ability to produce robust, reliable and trustworthy statistical data for evidence-based decision-making. The cooperation also aims to improve how the NSO demonstrates the effects of climate-related initiatives and policies.

# BACK TO UGANDA – STATISTICS AT THE HEART OF CLIMATE ACTION

In late 2025, the Danish Ministry of Foreign Affairs approved a new Strategic Sector Cooperation (SSC) between Denmark and Uganda in the field of statistics. For Statistics Denmark, this marks a return to a long-standing partner. Nearly 20 years ago, we supported Uganda in building up key parts of its statistical system. Back then, the focus was on foundations: institutions, processes and core statistical production.

This time, the ambition is different – and in many ways more strategic. The new cooperation is not only about producing statistics, but about ensuring that official data actively shape national policy. At the centre of the partnership lies one pressing global challenge: climate change.

## From SDG 13 to National Budgets

Most people familiar with the Sustainable Development Goals know SDG 13: Take urgent action to combat climate change and its impacts. Target 13.2 goes one step further, calling on countries to integrate climate measures into national policies, strategies and planning. The gateway for climate considerations to enter into national planning and policy could be through the Ministries of Planning and more often the Ministries of Finance. Citizens and climate concerned NGO's can find it difficult to influence policy initiatives and put climate adaptation and mitigation on the agenda. Especially if the costs of these initiatives interferes with competing agendas of growth or fiscal austerity.

One way to move the consequences of climate change up on the political agenda is to make the economic consequences visible: What does inaction cost? How will extreme weather affect growth, productivity and public finances? What are the long-term gains of investing in adaptation and mitigation?

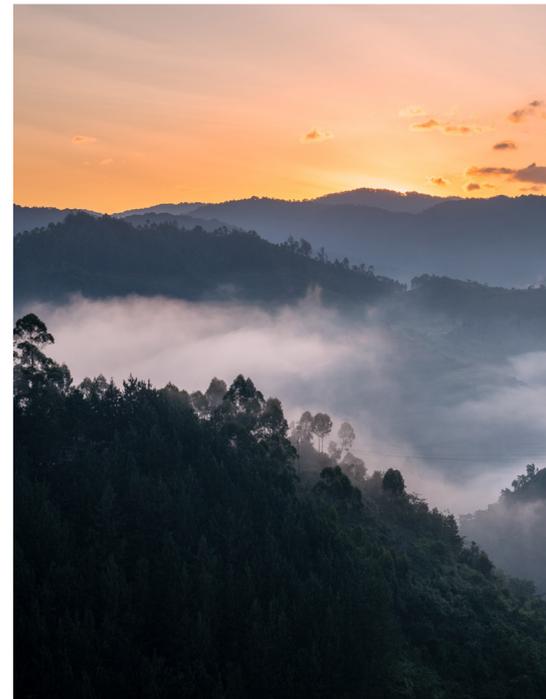
This logic underpins the Coalition of Finance Ministers for Climate Action (CFMCA), which promotes the integration of climate considerations into economic and fiscal policy. Importantly, Uganda currently serves as co-chair of the Coalition together with the Netherlands. The Danish Ministry of Finance already works closely with Uganda on macroeconomic modelling and on its role within the Coalition.

However, valid macroeconomic modelling requires independent high quality data. When Ministries of Finance were asked about barriers to integrating climate issues into economic analysis, 78% of them pointed to data challenges. Without reliable, timely and sufficiently detailed statistics, climate considerations remain abstract. This is where the new SSC comes in.

## Closing the Data Gap for a Green Transition

The cooperation will be developed in detail during 2026 and is expected to unfold over three phases across the next ten years. In its first phase, the focus will be on strengthening the capacity of the Uganda Bureau of Statistics (UBOS) to deliver data relevant for the green and resilient transition.

Together with UBOS and the Ministry of Finance, Planning and Economic Development (MoFPED), we will explore how official statistics can better feed into macroeconomic modelling



and policy analysis. This includes strengthening data for environmental-economic accounting (SEEA) and ensuring stronger links between environmental data and conventional national accounts.

Timeliness will be a key concern. Climate-related decision-making often requires up-to-date information. Therefore, the project will also examine innovative data sources that can accelerate statistical production. This may include remote sensing and other new technologies capable of generating more granular and frequent information on land use, natural resources and environmental change.

We hope to build partnerships with Danish industry and academia in this area, bringing technological expertise into the statistical domain. By combining traditional statistical methods with innovative data sources, Uganda can strengthen its evidence base for climate-sensitive planning.

#### Strengthening Demand – and the Statistical System

An important lesson from previous SSC engagements is that statistical systems naturally become more rele-

vant when their products are used. Therefore, the project will not only focus on production but also on increasing demand and application of official statistics. By enhancing the use of data wi-

thin MoFPED, across line ministries (MDAs) and among civil society actors, the cooperation aims to embed statistics more firmly in evidence-based policymaking. If ministries rely on official data for planning and budgeting, the incentive to maintain quality, consistency and timeliness grows stronger.

In this way, the climate agenda becomes a lever for strengthening the statistical system as a whole.

#### A Long-Term Perspective

The new cooperation with Uganda reflects the broader purpose of Denmark's Strategic Sector Cooperation programme: to combine technical expertise with policy dialogue in areas of shared interest. Climate change is a global challenge, but the solutions must be rooted in national systems and institutions.

Returning to Uganda after two decades is both a sign of continuity and renewal. The foundations built years ago now make it possible to engage at a strategic level – linking statistics directly to fiscal policy, green transition and long-term resilience.

If successful, the partnership will demonstrate how official statistics can move beyond being background information to becoming an active driver of sustainable development. By closing data gaps and strengthening the link between numbers and national planning, the cooperation aims to place reliable statistics at the centre of Uganda's climate and economic decisions for years to come ■



Photo: Colourbox

# EVERY NUMBER TELLS A STORY

## BOSNIA AND HERZEGOVINA

In 1961, in a speech to the U.S. Congress, John F. Kennedy said: "Our progress as a nation can be no swifter than our progress in education."

This quote captures the spirit of one of the most inspiring initiatives under the EU Twinning project in Bosnia and Herzegovina. We set out to bring statistics and the European Union closer to young people by inviting secondary schools to work with storytelling through statistics as part of their curriculum.

Anyone working with communication and dissemination in a National Statistical Institute knows that the concept of statistical literacy appears again and again. We constantly try to strike the right balance: should we focus on educating users to better understand statistics, or should we adapt our products to make them more accessible?

In Bosnia and Herzegovina, we and our partners decided to test a simple idea: show that statistics are not abstract numbers produced by institutions – they are part of everyday life, even when we do not consciously think about them.

### A Nationwide Competition

To engage young people directly, the Twinning project launched a nationwide competition for 18–19-year-old students under the headline:

*"Every Number Tells a Story – And We Are Listening."*

The task was straightforward: create a two-minute video using official statistics from Bosnia and Herzegovina and Eurostat to tell a story about everyday life through numbers.

The response exceeded all expectations. A total of 26 secondary schools from across the country accepted the challenge and submitted videos.

In April 2025, the ten best student teams were invited to Sarajevo to present their videos and explain their ideas to a jury of statisticians.

### Statistics Through the Eyes of Youth

The topics chosen by the students were as diverse as the country itself: demographics, gender equality, tourism, violent deaths, living conditions, and economic development. Yet a common thread ran through all the videos: a strong desire for a better future.

One team from the Mixed Secondary School "Hasan Kikić" in Gradačac summed it up in three simple words:

*"To Dream, to Build, to Change."*

Their message of hope stood in contrast to the realities shown by official statistics, which still highlight inequalities within Bosnia and Herzegovina and between the country and EU Member States. But as the competition clearly demonstrated, meaningful change begins with understanding the present – and education in how to understand numbers is a powerful first step.

The winning team, from the Mixed Secondary School in Busovača, presented a compelling and accessible story about Gross Domestic Product (GDP) in Bosnia and Herzegovina compared with the EU.

### A Lesson in Communication

Beyond the impressive analytical skills demonstrated by the students, the competition also offered valuable lessons for us as statisticians.

The students understood the numbers and the underlying concepts remarkably well. Perhaps our challenge is therefore not about improving statistical literacy, but about finding formats that resonate well with the digital-native of Generation Z.

## PROJECT FACTS

Project name	EU for further development of statistics system in BiH
Key topics	Business Statistics, ICT, Tourism, Income and living conditions (SILC) and Balance of Payments
Partner	Statistical System of Bosnia and Herzegovina.
Funding	EU – Twinning project
Period	2024–2026



Photo: Statistics Denmark

Many teams chose to use the vertical video formats inspired by social media and influencers – a style that may feel unfamiliar to a middle-aged audience, but which speaks directly to their peers. Their storytelling was humorous, personal, creative and far more passionate than typical official communication from a National Statistical Institute.

The experience was a powerful reminder: effective communication starts with knowing your audience.

### Looking Ahead

The initiative will continue in 2026, when the national statistical system plans to organise a similar competition to further strengthen engagement with secondary schools

and raise awareness of the value of official statistics. We already know that teachers who participated in 2025 are eager to introduce this year's students to storytelling through videos and data.

Because when young people learn to tell stories with numbers, statistics stop being abstract figures – and start becoming tools for understanding, questioning and shaping the future ■

The winning videos can be watched here:  
<https://www.dst.dk/en/consulting/news-from-international-consulting/2025/11-04-2025-Every-Number-Tells-a-Story>

## OBJECTIVE

This project marks the fifth Twinning initiative between Statistics Denmark (SD) and the partners of the National Statistical System (NSS) of Bosnia and Herzegovina. Its overall objective is to modernise the NSS and align its statistical products with European standards, supporting the country's status as an EU candidate.

# BUILDING THE FUTURE OF DATA

## JORDAN

In July 2025, the EU Twinning project with the Department of Statistics of the Hashemite Kingdom of Jordan (DoS) came to an end after 34 months of close cooperation. It marked the second Twinning project on statistics between Jordan and the EU.

The project brought together a strong European consortium led by Statistics Denmark, with the German Federal Statistical Office (Destatis), the Italian National Institute of Statistics (Istat), Statistics Lithuania - State Data Agency as junior partners, with additional support from Statistics Finland and Statistics Poland.

### Adapting to Reform and New Ambitions

Like many Twinning projects, this one evolved along the way. During the implementation, Jordan launched ambitious administrative reforms under the Jordan Economic Modernization Vision 2033. Some original focus areas became less relevant, while new priorities emerged.

Looking back, two strategic themes came to define the project: Administrative Data and Data Stewardship.

### Rethinking Administrative Data

As budgets tighten and the demand for faster data accelerates, the use of administrative data is moving to the forefront of statistical development worldwide. Denmark's own digital journey began more than 50 years ago with a strong emphasis on administrative registers. Core registers on persons, dwellings and addresses, and businesses were established decades ago. While this legacy is a strength, it also means we are sometimes far removed from the practical challenges of building registers from scratch or developing hybrid systems that combine administrative data with surveys. The project demonstrated the value of working with multiple Twinning partners. While all

consortium members produce statistics according to European standards, they often use different methodologies and institutional setups. This diversity enabled valuable discussions on "output harmonisation" i.e. producing the required statistics with methodologies which fits the national administrative setups and still align with Eurostat's guiding principles.

Statistics Denmark and our European partners worked closely with DoS to share current international best practices on how to: (i) Use administrative data for pre-filling or shortening questionnaires and (ii) populate and quality-assure administrative records using survey data and the upcoming population and housing census.

### From Statistics Producer to Data Steward

During the project period, the Government of Jordan adopted the Jordan Economic Modernization Vision 2033. A central element of this vision is the establishment of an Interactive National Data Center (NDC).

Following discussions with DoS and its Director General, H.E. Dr. Haidar, parts of the Twinning project were reoriented to support the development of the NDC.

The vision for the NDC goes beyond producing "just statistics." It aims to deliver coherent, consistent, and accessible data to decision-makers, ministries, and the private sector.

This ambition mirrors a broader international debate: What is the role of a National Statistical Institute in a modern data ecosystem? Are we solely providers of aggregated statistics? Should we provide access to our own microdata? Or should we take on a broader custodial role for government microdata, ensuring coherence and consistency across the public sector? In Jordan, the long-term vision is clear: through the NDC, DoS aims to become a one-stop service for both aggregated and microdata needed by public and private stakeholders.

## PROJECT FACTS

Project name	Strengthening the capacity of Jordan's Department of Statistics in terms of compilation, analysis and reporting of statistical data in line with International and European best practices.
Key topics	Administrative data for Business Statistics and Population Statistics, Small Area Estimations, Missing and Erroneous data.
Partner	Department of Statistics of the Hashemite Kingdom of Jordan (DoS)
Funding	EU-Twinning project
Period	2022-2025 (34 months in total)

The approach is pragmatic and stepwise. It begins with the launch of a new portal for aggregated data, followed later by solutions for secure microdata access.

The Twinning project enabled the NDC team to draw on shared European experience in metadata standards, quality assurance frameworks, confidentiality, information security, and best practices for providing access to microdata.

### The Strength of a multi-country consortium

The project was an excellent example of the added value of a multi-country consortium. By pairing experts from different national statistical institutes, each using slightly different methods to produce the same types

of statistics, the project fostered practical learning and fresh perspectives.

In the end, the Twinning project was not only about aligning with European standards. It was about supporting Jordan in shaping its own model for administrative data use and data stewardship adapted to national realities, but inspired by international best practices ■

Read more about our project in Jordan:  
<https://www.dst.dk/en/consulting/projects/jordan-2022-2024>



Photo: Charlotte Nielsen

## OBJECTIVE

The project is the second EU-Twinning project between Statistics Denmark (SD) and the Department of Statistics of the Hashemite Kingdom of Jordan (DoS). The current project is implemented by the DoS as Beneficiary, Statistics Denmark as lead Member State partner, and the German Federal Statistical Office (Destatis), the Italian National Institute of Statistics (Istat), Statistics Lithuania – State Data Agency as Junior Partners with additional support

from Statistics Finland. The overall objective of the project is to strengthen the capacity of Jordan's Department of Statistics to compile, analyse and report statistical data in line with International and European best practices and contribute, to delivering the strategic goals of the statistical system in Jordan.

# TRANSFORMING DATA DISSEMINATION

## RWANDA - PASII

When the National Institute of Statistics of Rwanda (NISR) set out to modernise the way it shares data with the public, the ambition was clear: statistics should not just be produced – they should be used. Under the EU-funded Pan-African Statistics (PAS II) programme, this ambition has moved much closer to reality.

PAS II consists of two complementary projects: SOCSTAF (Social Statistics), headed by Statistics Denmark, and ECOBUSAF (Economic and Business Statistics), led by Statistics France (INSEE).

The Danish-led SOCSTAF project focuses on strengthening official statistics in the social domains of education, health and labour. It brought together a consortium of National Statistical Institutes from Denmark, France, Finland, Spain and Poland.

The overall objective of PASII is ambitious: to support African integration by strengthening the African Statistical System and promoting the use of high-quality data in decision-making and policy monitoring.

In Rwanda, this cooperation has translated into something very tangible: a digital transformation of how statistics are disseminated and communicated.

### From Static Reports to a Living Data Platform

For years, much of NISR's dissemination relied on traditional PDF publications. While informative, they were static and time-consuming to update. Under PAS II, NISR introduced StatBank Rwanda, a modern online database built on the widely used PxWeb technology. This shift may sound technical, but its impact is practical and visible. Instead of downloading lengthy reports, users can now explore interactive tables, extract customised datasets and access information through APIs. Data can be updated more quickly, presented more clearly and accessed in ways that match users' needs.

StatBank Rwanda is hosted within NISR's own IT infrastructure and covers multiple statistical domains. It has become a cornerstone of the institute's digital presence – strengthening transparency and making official statistics more accessible to policymakers, researchers, journalists and the wider public.

### Building Skills and Confidence

Technology alone does not create change. A central part of the collaboration has therefore focused on strengthening internal capacity.

Through hands-on workshops and close technical dialogue, NISR staff were trained in structuring data and harmonising metadata using PxEdit and Px-Win. Previously, many dissemination tables were prepared manually – a process that required significant effort and often led to delays. With the new tools and structured workflows, processes have become more efficient and consistent.

The introduction of R-based automation marked another important milestone. By developing scripts that transform structured datasets directly into dissemina-



## PROJECT FACTS

Project name	Pan-African Statistics Programme II: Developing social statistics, economic and business statistics in African national statistical offices.
Key topics	Statistics within health, education, labour, national accounts, and Statistical Business Register (SBR).
Partner	Senegal, Tunisia, Rwanda and South Africa. More countries will be identified during the project.
Funding	Eurostat
Period	44 months starting from 28 February 2022- 30 October 2025

tion-ready Px files, NISR has reduced repetitive manual work and improved reproducibility. A prototype workflow demonstrated how microdata can move more seamlessly from production to publication. This closer integration means faster updates, especially for recurring surveys and time series.



Photo: Klaus Munch  
Haagensen

Just as importantly, it has fostered a culture of standardisation and documentation – essential ingredients for long-term sustainability.

### Learning from Experience – and Adapting It

The partnership has also been about peer learning. Through workshops and study visits, NISR staff gained insight into Statistics Denmark's register-based system, governance structures, confidentiality frameworks and integrated digital workflows.

Seeing how a mature statistical system connects production, quality assurance and dissemination in one coherent setup provided inspiration – not for copying, but for adapting good practices to Rwanda's

own context. These exchanges helped shape a shared roadmap for further digital development, including stronger metadata standards, clearer operational guidelines and expanded automation.

### Making a Difference

The results are already visible. Rwanda now operates a modern, database-driven dissemination platform aligned with international standards. Staff capacity in data management and automation has been strengthened. Processes are increasingly standardised and efficient. Most importantly, users benefit. Statistics are easier to find, easier to understand and quicker to update. This directly supports evidence-based policymaking in areas such as education, health and labour – precisely the social domains at the heart of SOCSTAF.

What began as technical assistance has evolved into a broader digital transformation. It shows how targeted international cooperation, firmly anchored in national priorities and built on mutual trust, can create lasting impact.

Rwanda's experience demonstrates that improving dissemination is not just about technology. It is about connecting data producers and data users more effectively. Through PAS II and the SOCSTAF partnership, NISR has taken a decisive step in that direction – contributing not only to national development, but also to the wider strengthening of official statistics across Africa ■

Read more about our project in PASII:  
<https://www.dst.dk/en/consulting/projects/pan-african-statistics-pasii-2022-2025>

## OBJECTIVE

To support African integration through strengthening the African Statistical System and ensure the use of quality statistical data in the decision-making process and policy monitoring, in order to facilitate monitoring of societal progress in Africa, with a special focus on the social domain.

# LEARNING ACROSS CONTINENTS

## JOINT STUDY VISIT

In 2025, Statistics Denmark had the honour of hosting our first joint study visit for partner countries under the Strategic Sector Cooperation (SSC) programme. While we have been engaged in bilateral SSC partnerships since 2020, this was the first time we brought representatives from all three projects together in Copenhagen.

The objective was clear: to identify opportunities for collaboration, address shared challenges, and exchange practical solutions – with a particular focus on the digitalisation of data collection, processing, and dissemination.

### Shared Challenges in a Digital Age

Across all our SSC partnerships, digital transformation is a defining theme. Increasing the use of administrative data in the production of official statistics is also high on the agenda in every country we work with.

Although institutional contexts differ, the challenges are strikingly similar. How do we modernise systems while safeguarding trust? How do we reduce response burden while improving quality? And how do we ensure that digitalisation strengthens, rather than complicates, our core mission?

These common questions made it both natural and timely to create a space for joint learning.

### A Strong and Diverse Delegation

More than 30 experienced colleagues participated in the visit, representing the National Statistics Office of Vietnam, the Haut-Commissariat au Plan in Morocco, and the Ghana Statistical Service. They were joined by sector counsellors from the Danish embassies in Hanoi, Rabat, and Accra.

The diversity of perspectives created a unique opportunity – not just for bilateral exchange between Denmark

and each partner country, but for genuine cross-country dialogue among all four national statistical offices.

### From Vision to Operational Practice

Digitalisation is transforming national statistical offices worldwide. The move from traditional surveys to digital and real-time data collection, greater use of administrative sources, automated processing, and interactive dissemination through web portals is reshaping how we work.

This evolution strengthens data quality and timeliness, reduces respondent burden, and supports evidence-based decision-making. At the same time, it requires strong data governance, robust infrastructure, and continuous capacity development.

Over three intensive days, participants shared concrete operational practices for managing, protecting, and ensuring the quality, usability, and security of data throughout its lifecycle. A dedicated group exercise sparked lively multilateral discussions on governance models, organisational set-ups, and data management strategies. One key lesson for future visits is clear: even more time should be reserved for peer discussion and joint reflection.

### Trust and Information Security – The Cornerstone

One topic resonated strongly across all countries: information security.

For national statistical offices, information security is not just a technical requirement; it is the foundation for accessing and storing administrative data from other authorities. Two dimensions of trust are at stake: the trust of ministries and agencies that provide data, and perhaps even more importantly, the trust of citizens who expect their sensitive information to be handled responsibly and securely.

Without this trust, digital transformation simply cannot succeed.

### Insights from the Danish Digital Journey

The programme also included meetings with key Danish institutions such as Digital Hub Denmark, Local Government Denmark (the association of the 98 municipalities in Denmark), and the Danish Meteorological Institute.

These visits offered insight into Denmark's broader digital journey and the collaboration between public institutions and the private sector. A particularly engaging discussion focused on how governments can secure digital sovereignty while still fostering innovation and cooperation. Another theme that sparked interest was how official data can support new products and services developed through public-private partnerships. An additional topic that generated debate was the pos-

sibility for statistical offices to generate supplementary funding through tailored statistical products that meet emerging data needs – always within the boundaries of data protection and privacy obligations. This remains a complex but relevant discussion for many institutions.

### Stronger Together

The week clearly demonstrated how much experts can inspire one another when brought together across regions and continents. While our organisations may appear different in size, structure, and resources, we are in fact navigating many of the same transformations.

The positive feedback confirmed the value of bringing multiple countries together in one setting. Building on this experience, we are already planning another joint study visit in 2026, this time focusing on communication and dissemination ■



Photo:  
Klaus Munch Haagenen

# OUR TEAM

## CONTACT

Statistics Denmark  
Sankt Kjelds Plads 11  
DK-2100 Copenhagen  
[www.dst.dk/consulting](http://www.dst.dk/consulting)



Mikael Skovbo  
Head of Division



Kira Vest Lyberth Nielsen  
Head Clerk



Linnea Lue Kessing  
Chief Advisor, Team Leader



Klaus Munch Haagensen  
Chief Advisor



Charlotte Nielsen  
Resident Twinning Advisor,  
Jordan



Niels Madsen  
Resident Twinning Advisor,  
Bosnia & Hercegovina



Emil Aurehøj Persson  
Senior Advisor



Thomas Rune Nielsen  
Senior Head Clerk



Jesper Ellemose Jensen  
Chief Advisor



Timmi Rølle Graversen  
Chief Advisor