

# 2021-2025 STRATEGY

BETTER DATA FOR ALL

PARIS  
21!

Partnership in statistics  
for development  
in the 21<sup>st</sup> century



The Partnership in Statistics for Development in the 21st Century (PARIS21) promotes the better use and production of statistics throughout the developing world. Since its establishment in 1999, PARIS21 has successfully developed a worldwide network of statisticians, policy makers, analysts, and development practitioners committed to evidence-based decision making. With the main objective to achieve national and international development goals and reduce poverty in low- and middle-income countries, PARIS21 facilitates statistical capacity development, advocates for the integration of reliable data in decision making, and coordinates donor support to statistics.



# CONTENTS

BETTER DATA FOR ALL	4
HOW WILL WE ACHIEVE OUR MISSION?	7
ACCELERATE INNOVATION	7
DEVELOP STATISTICAL CAPACITY	9
ENSURING ORGANIZATIONAL READINESS	11
STRENGTH THROUGH PARTNERSHIP	11
STRATEGIC AGILITY AND EFFICIENCY	11
HIGHLY CAPABLE, MOTIVATED AND DIVERSE WORKFORCE	11
MANAGEMENT FOR RESULTS	12
CHAMPIONS FOR DATA & STATISTICS	12
A BUSINESS MODEL FIT FOR PURPOSE	13
TOGETHER, WE CAN ACHIEVE BETTER DATA FOR ALL	14

# BETTER DATA FOR ALL

The Partnership in Statistics for Development in the 21st Century (PARIS21) helps governments acquire the skills, technology and funding necessary to produce better data for their sustainable development.

The period of this strategy—2021-2025—is a pivotal one. During these five years, the world will experience an acceleration of the data revolution, brought about by increasing digitalisation. We will also pass the halfway point of the Sustainable Development Goals (SDGs), with significantly greater action needed to ensure that we “leave no-one behind”.

We must do everything that we can to prepare countries to meet these challenges.

Despite considerable progress, many low-income countries still lack basic quality data and the statistical capabilities to reap the benefits of the new data era. This needs to change, now. We must build solid statistical systems that can provide high quality “public good data” on topics that matter for all citizens in every country, tomorrow and beyond 2030.

Data and statistics provide the foundations upon which decision-makers set priorities, target policies and investments, make informed choices to advance sustainable development, and monitor and evaluate progress. Having access to, and knowing how to use, sources of robust, timely and relevant data enables hospitals and schools to be built in the areas that need them most, skills training programmes to be targeted to those occupations in greatest demand, and business and economic growth to be stimulated. More broadly, it enables the full political and economic participation of the whole population, including women and girls and marginalised groups.

Now, more than ever, the world needs an organisation that can help to close the national statistics gap, helping every country develop the strong statistical system necessary to advance sustainable development.

That organisation is PARIS21.

Together with our partners, we will continue to provide NSOs, planning and finance ministries, civil society organisations and others with the tools and training to undertake long-term planning, and arm them with the knowledge and capacity to build robust, inclusive statistical systems capable of producing timely and high-quality data and analysis that capture the diversity of the population. We will advocate at the highest levels for the continued relevance of national statistics and ensure that they become more prominent on the development agenda, and we will catalyse greater funding for statistics among the donor community to close critical data gaps.

We will also help develop data ecosystems that are open and transparent, and ensure that their benefits are available to all, including women and girls. Within this ecosystem, the NSO will enrich national statistics and SDG reporting by drawing on a variety of data sources. Journalists and civil society organisations will be able to access, analyse and communicate official statistics to inform, educate and enrich public dialogue and hold governments and others to account. Private sector companies will share data for the public good, and lend their expertise and innovation to advance statistics for sustainable development, inclusiveness and gender equality.

We will champion the case for data and statistics at the heart of policymaking through communications campaigns that highlight real-world successes, rebuild trust in the science and practice of statistics, and foster peer learning. We will also help national statistics offices communicate better, making their products and services more relatable and useable by their target audiences.

Finally, we will ensure that sustainable development leaves no-one behind by ensuring that everyone—especially least-developed countries and fragile states—is able to produce and use data and statistics to understand the scope of the challenges, particularly for women, girls and vulnerable populations, and implement the solutions necessary to achieve the 2030 Agenda for Sustainable Development.



## **I OUR VISION**

**Better data for all - a world where everyone can produce and use high-quality data and statistics to advance sustainable development for all people.**

## **I OUR MISSION**

**To put robust data and statistics at the heart of decision-making for inclusive sustainable development.**

# HOW WILL WE ACHIEVE OUR MISSION?

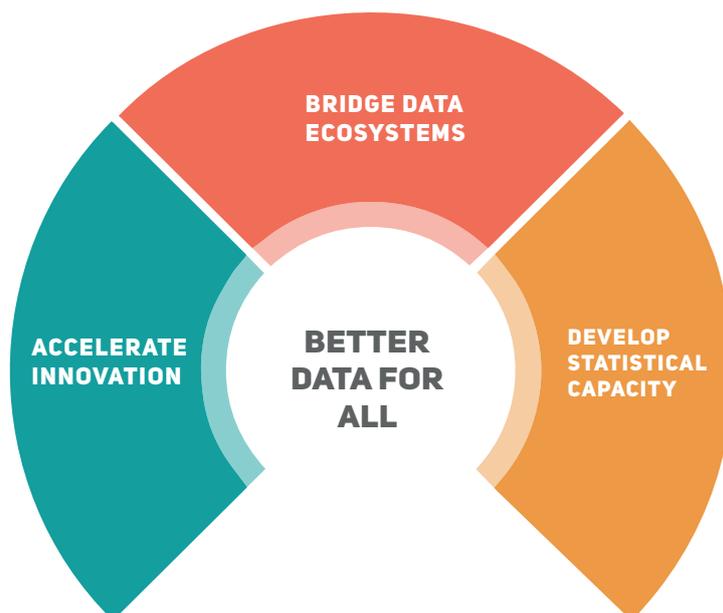
From 2021-2025, PARIS21 will focus on three priority action areas: Accelerate Innovation, Bridge Data Ecosystems, and Develop Statistical Capacity. Prudentially, we initially plan on a basis that our annual budget and human resources of 2019 will remain constant over the five-year period. However, given steadily growing interest among Development Assistance Committee Members, philanthropic organisations and others, we expect to see these levels increase, with a commensurate increase in ambition and impact.

These areas make best use of our strengths: our strong relationship with national statistical systems, our technical capacity, our operational agility and our ceaseless drive to innovate. As a partnership, we will continue to engage relevant stakeholders at all levels to design and implement the right solutions at the right time to achieve better data for all. We will be a bridge between national and global efforts, providing a platform for scaling-up national solutions and best practices, South-South cooperation and partnerships, while giving voice to national and sub-national groups, women and girls and disadvantaged communities on the global stage.

We see ourselves as incubators for new ideas, change processes – and commit to work with our international, regional and national partners for them to lead on the implementation and follow up.

We will continue to prioritise support to low- and middle-income countries, especially in Africa, Asia and the Pacific, and Latin America and the Caribbean. We will put special focus on fragile states and small island developing states, adapting our approaches, methodologies and tools for these geographies. We will expand our support to data and statistics in crosscutting thematic areas such as gender and the environment.

Recognising that our vision cannot be achieved without gender equality, we will work to ensure that the empowerment of women is a core component of our planning, operations and engagement, and will incorporate gender and inclusion lenses across all facets of our work. This includes mainstreaming gender across our priority action areas to close the gender data gap, promoting diversity and inclusiveness in our work with partners and our own operations, and developing concrete inclusion targets in our results framework.



## ACCELERATE INNOVATION

PARIS21 will locate, create, scale and deploy tools, methodologies and services that improve the quality of data and statistics and make their production processes faster, more cost efficient and effective. We will help national statistical systems (NSS) implement innovation programmes aimed at leveraging data science, adopting inclusive approaches to innovation and engaging with external data innovators. We will help countries fill data gaps by developing smart data and engagement strategies. We will continue promoting agile data planning to ensure policy-responsive data systems to support sustainable development and gender equality, including through operationalised national strategies for the development of statistics (NSDS).

We will promote innovation for greater data use throughout the policy cycle, and work with partners to make innovations sustainable by ensuring that they drive greater effectiveness, diversity, inclusion and efficiency within the statistical system. We will enhance the use of statistics in policymaking and monitoring by advocating for inclusive statistics and wider data use. We will develop specific indicators to report progress on innovation with NSS, and which demonstrate how innovative ways of producing and distributing statistical data affect their use.

### INDICATIVE RESULTS

**15 countries able to produce and disaggregate data along intersectional lines on new and urgent concerns (such as those related to gender equality, environment and climate, governance, sustainability, or well-being), including through advanced data analytics on secondary datasets.**

**15 countries with innovative data sourcing and analytics strategies for NSS designed and implemented, including through the establishment of partnerships with external data science stakeholders, particularly those that promote the leadership of women and active participation of marginalised groups. Impact of these innovative practices on statistical data use in policy monitored and documented.**

**15 countries and 3 sub-regional institutions equipped with interoperable data systems that facilitate data sharing and exchange for enhanced data production, dissemination and use, leveraging data and metadata exchange standards.**

## BRIDGE DATA ECOSYSTEMS

PARIS21 will build stronger partnerships and collaboration among multilateral agencies, private and public sector entities, cities, civil society, academia and the media to enhance trust in data, modernise data processes, strengthen inclusion, increase data coverage and use, and expand funding for statistics.

We will not only act as a bridge between different entities and sectors, but also between local, national regional and global actors, helping build stronger and more diverse communities of practice, effective peer exchanges and learning in statistics on critical policy issues such as gender, representation and intersectionality to develop statistical systems that leave no one behind. We will scale-up our advocacy at all levels for more and better funding to national statistical systems to facilitate better matching of funds to country needs and promote greater cooperation and coordination of global, regional and national actors.

We will help to make national and sub-national interventions and innovations sustainable, replicable and widely applicable, bringing them to scale through broad-based partnerships and advocacy. We will amplify the voice of national statistical offices at the global level, encouraging greater international cooperation, exchange of best practices through peer learning and knowledge creation.

Bridging the data ecosystem also means finding new and effective ways of filling persisting data gaps, disaggregating data to support the evidence base for gender equality, and strengthening the role of NSOs in coordination and user-producer dialogue. With renewed emphasis on capturing, measuring and communicating the impacts of interventions in national statistical systems, we will champion greater domestic and international resource mobilisation for data and statistics, including among the private sector, philanthropic organisations and aid agencies.

### INDICATIVE RESULTS

**More than 1,000 data stakeholders convened and engaged in dialogue to design and implement data solutions, promote more and better data for development, and adopt data-informed sustainable development policies. Cross-regional forums, board meeting, global discussions, user-producer forums, expert group meetings, and national workshops and regional high-level forums on statistics convened in support of this result, with gender and inclusiveness lenses applied to content development, meeting design and selection of participants.**

**15 countries capacitated with well-functioning partnerships around data. This will entail fostering data collaboration between and among national statistical system actors, particularly on priority areas for action such as gender equality and governance. NSOs will be empowered leaders in their data**

**ecosystem, able to play a coordinating and quality-assurance role beyond the traditional mandate of data production.**

**15 resource mobilisation campaigns for data and statistics (particularly on NSDS) implemented at the national level, three campaigns at the sub-regional level related to regional strategies for the development of statistics (RSDS), and one global campaign linked to more and better data for sustainable development.**

## DEVELOP STATISTICAL CAPACITY

PARIS21 will develop individual, organisational and systemic statistical capacity in low and middle-income countries. We will prioritise national statistical systems, helping develop their capacity to engage effectively with the larger data ecosystem.

We will do this by creating incentives to better align the supply of training and technical assistance to the priority needs of NSS by developing and implementing skills and capacity strategies within NSDS. We will leverage e-learning (via the PARIS21 Academy and connected portals) and blended learning to meet the scale challenge. We will equip the national statistical systems with knowledge and tools to help them successfully reply to national and global data demands but more importantly help governments collect sufficient information on how to improve the livelihoods of their citizens, prioritising populations most at risk of being left behind, including women and girls.

We will mainstream gender into our workshops, training and learning activities by ensuring that our activities are inclusive and empowering, and that learning materials support gender equality and inclusiveness. We will cultivate a data-driven culture in national development, policymaking, and governance, employing the tools and guidance developed by PARIS21 and its partners. Moreover, we will continue to measure statistical capacities built and their impact on the data ecosystem through the PARIS21 Statistical Capacity Monitor, our flagship reports and SDG indicators.



## INDICATIVE RESULTS

**Around 100 NSO leaders and senior managers trained and mentored on effective statistical leadership (including innovation and partnership management), and 5,000 senior staff trained on priority data topics and techniques, including mainstreaming gender in statistical programmes, with specific measures to prioritise women's participation.**

**30 countries with policy-responsive (including SDG), fully funded, and implemented NSDS, through improved statistics governance. To achieve this, enabling legal frameworks and policies on statistics, adequate human resources (in terms of both quantity and skills), and operationalised data quality assurance frameworks, among other things, will be supported. At least 10 of these will identify and propose measures for closing gender statistics gaps.**

**15 countries with established statistical literacy programmes benefiting diverse audiences, particularly non-NSS staff such as data analysts in line ministries and public agencies, media, universities and schools, and civil society organizations, among others. Programme content and methodology made available via PARIS21 channels to a wider community for replication and scaling up.**

**15 new scientifically validated performance indicators to measure and monitor statistical capacities on national, regional and global level, including metrics for gender and inclusion.**

# ENSURING ORGANIZATIONAL READINESS

Hosted by the OECD since our inception in 1999, we have benefited from a close working relationship with the organisation. This has facilitated an exchange of ideas, substantive content, working practices and administrative procedures that is both rigorous and responsive to the rapidly evolving global data landscape. We will continue to strengthen this relationship during the 2021-2025 period.

In addition to the action areas mentioned above, PARIS21 has identified five critical aspects of organisational effectiveness that we will pursue order to remain agile, responsive, efficient and relevant during the term of this strategy.

## STRENGTH THROUGH PARTNERSHIP

We will leverage the experience and expertise of our partners to create interventions that are impactful, comprehensive and relevant to national statistical systems. We will be a platform to amplify the voices of our partners, and to coordinate with other agencies. We will be a source of innovative ideas, practices and projects to

bolster the work of our partners on the ground. We will continue supporting countries by strengthening synergies between new and existing global, regional, national and subnational partners to create greater combined effects in supporting evidence-based policies as well as inclusive and sustainable development trajectories.

## **STRATEGIC AGILITY AND EFFICIENCY**

One of PARIS21's greatest strengths is our ability to adapt quickly to the rapidly evolving global data landscape, ensuring the timeliness of our responses and the relevance of our programming. We do this by incorporating the latest innovations and game-changing approaches, seizing opportunities as they arise, and ensuring administrative efficiency. During the 2021-2025 period, PARIS21 will harness the latest tools and technologies to make our work more impactful and effective, while continuing to streamline our administrative processes.

## **HIGHLY CAPABLE, MOTIVATED AND DIVERSE WORKFORCE**

Our small but dedicated team of experienced professionals brings together a diverse set of skills, background and experience to advance PARIS21's mission. As global demand for data and statistics increases, and in response to more and more requests for support from developing country partners, PARIS21's core of long-term staff will continue to evolve, whilst seeking to maintain the diversity of our workforce and organisational leadership, with additional experts brought in as demand requires.

## **MANAGEMENT FOR RESULTS**

PARIS21's commitment to excellence in data and statistics for sustainable development extends to our own operations as well. Management for results will inform our culture and practice, with every project, programme, mission or report being produced to achieve a specific impact, and consequently monitored to that effect. A unified results framework will be developed to support the implementation and monitoring of the strategy. Planning and monitoring will consider those impacts in light of the different experiences of men and women. Our results will inform our work, providing insights into areas for improvement and opportunities for inclusive growth.

## **AN INCLUSIVE LENS**

In keeping with a focus on 'better data for all', PARIS21 will build on its existing gender statistics portfolio to adopt an inclusive approach to strategy implementation. This includes an expansion of our ongoing efforts to mainstream gender and intersectionality in our activities across all action areas as well as developing respective indicators and targets in our results framework.

## **CHAMPIONS FOR DATA & STATISTICS**

With mistrust of data and facts on the rise, it is more important than ever before that PARIS21 be a champion for data and statistics that reflect the diversity of populations, including women and girls. This calls for improvements in disaggregation to support intersectional analysis and innovations to make invisible populations more visible in official statistics. We will place a renewed emphasis on telling the powerful story of data in advancing sustainable development, while ensuring that our own efforts, and those of our partners, are reflected in our storytelling.

# A BUSINESS MODEL FIT FOR PURPOSE

Implementing our strategy requires a strong and stable financial footing so that we can serve as an effective secretariat for a vibrant partnership. Today PARIS21 relies on a small pool of donors who provide our core funding. This presents a risk for the effective implementation of this strategy, and complicates the management of human and financial resources. At the same time, demand for PARIS21 services has continuously increased and diversified over the years, yet our current institutional framework restricts our ability to tap into new funding sources.

In order to strengthen our ability to deliver and remain at the cutting-edge of data and statistics for sustainable development, we will follow a two-pronged strategy.

First, in order to ensure a stable business model, we will continue to strengthen our core-funding base with existing and new partners, in line with our new, agile “partners engagement framework”. The framework will mainstream partnerships throughout PARIS21’s work and integrate them into our new results framework.

Second, recognising that remaining relevant within a rapidly evolving data ecosystem requires additional flexibility, we will actively work to tap into new funding sources. The creation of a ‘PARIS21 Foundation’, a separate entity able to raise funds from a wider variety of donors through a wider variety of funding mechanisms, could increase our ability to deliver on our strategic objectives and respond to the priority demands from the partners, countries and donors.

# TOGETHER, WE CAN ACHIEVE BETTER DATA FOR ALL

The next five years promise to be an incredibly exciting time for national statistical systems. The amount of official development assistance committed to statistics is on the rise, and there is an increasing awareness among the donor and international development communities that data and statistics must be at the heart of sustainable development. At the same time, the data revolution is opening up a wide horizon of possibilities for innovation and transformative change. Our interventions to support data & statistics are also now informed by better knowledge about what works and what does not.

PARIS21 and our partners stand ready to help every country reap the benefits of these changes, and develop national statistical systems fit for the 21st Century.





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