

PARIS21 2021-2025 Strategy

Mid-Term Evaluation

PARIS21

Organisation for Economic Cooperation and Development

2 rue André Pascal

F-75775 Paris cedex 16

Stephen Perry, Independent Consultant

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Executive Summary

Objective

The vision of the Partnership in Statistics for Development in the 21st Century (PARIS21) is a world where everyone can produce and use high-quality data for sustainable development. Its mission focuses on embedding robust data into comprehensive development decisions. The organization was established in 1999 to enhance statistical use and production in developing countries, thus fostering evidence-based decision-making towards improving lives on the ground.

PARIS21 has reached the midpoint of its [2021-2025 Strategy](#) and has commissioned this formative evaluation to review the progress made towards its strategy thus far. The original framing of the strategy occurred in 2019 ahead of significant global events like the COVID-19 pandemic, and before it developed a theory of change and results framework. This mid-term evaluation was mandated by the Executive Committee (ExCo) following the Secretariat's proposal, and seeks to assess its progress and activities, aiming to provide actionable insights. The goal is to understand PARIS21's relevance in its current strategy and offer recommendations for maximizing successes and seizing opportunities.

The scope of the review is on the first two years of the strategy, 2021 and 2022, although given the long-term capacity building that PARIS21 supports it will also look at processes that led up to outcomes that occurred during this timeframe. Although the evaluation will consider the Secretariat's interactions with partners, it will not evaluate partners' individual progress.

Methodology

Given the strategy's complexity, the evaluation does not rely solely on a program management framework but will use methods that consider the evolving nature of the processes that PARIS21 facilitates. Five primary data collection methods were employed: a review of relevant documents, key informant interviews with forty-two stakeholders, an abbreviated outcome harvesting approach to understand long-term changes brought about by the program, a survey of leadership training participants, and a comprehensive analysis of PARIS21's plans and results, juxtaposed against individual bilateral donor project documents.

Limitations of the evaluation were, first, as PARIS21 operates in multiple languages, translation was required for non-English interviews. As the Secretariat aided in translation and also attended all interviews, their presence might have impacted the candidness of respondents. Second, analysis of program achievements compared to the results framework necessitated the assistance of PARIS21's M&E staff.

Summary of Insights and Key Lessons Learned

About relevance

- PARIS21's activities and outputs are highly relevant to the needs and priorities of National Statistics Offices (NSOs). NSOs value PARIS21's training, support, and innovative data methodologies.
- PARIS21 has shown significant agility, especially in adapting its operations in response to challenges like the COVID-19 pandemic. Its ability to pivot and integrate modern remote communications technologies is commendable.
- While adaptability is a strength, there's a call from some quarters for PARIS21 to maintain focus and specificity in certain targeted areas to maximize its impact and relevance.
- The COVID-19 pandemic drove significant shifts in traditional data collection methods and emphasized collaboration and technological integration within National Statistical Systems (NSSs) reflecting a PARIS21 strategic direction.
- Some NSO stakeholders misunderstand PARIS21's role, viewing it primarily as a donor rather than appreciating its various roles as a facilitator, connector, trainer, advocate and assessor. This

can lead to unfulfilled expectations. Additionally, concerns were expressed by Board members regarding how PARIS21 has broadened its focus to include areas like climate change statistics that are beyond its core strengths of supporting NSSs and advocating for statistical financing, suggesting the need for a prioritization or recalibration.

- While PARIS21's overarching strategy remains valid, it's essential to continuously review and refine it to ensure alignment with the varied needs and priorities of all stakeholders.

About coherence

- PARIS21's activities are generally aligned with major stakeholders in the development statistics domain. This includes alignment with interventions by NSOs, donors, and other key organizations. While PARIS21 has carved out a niche within the statistical capacity development sphere, specifically through its National Strategy for Development Statistics (NSDS) platform, there is a need to further specify and refine activity targets, and prevent issues such as favoring the most responsive countries.
- There are numerous actors in the statistical capacity development landscape (said one development partner: "it's a crowded niche within a niche"), including NGOs and international institutions. Ensuring consistent coordination with these other stakeholders is essential for maximizing impact and avoiding duplication of efforts.
- The strategy anticipated growth in resources flowing towards improving development statistics. Over the early years of the strategy, where unanticipated national outlays by development partners to finance the COVID response and the responses to the war in Ukraine, these additional resources may not materialize as expected and could pose a challenge to PARIS21's financial stability. Planning and strategic considerations should be made with this in mind.
- Assumptions that interventions, new tools and methodologies are scalable and adaptable across different geographies should be monitored closely for efficacy.
- Given the increased familiarity with online tools after the COVID response, it's an opportune moment for PARIS21 to review assumptions about e-learning and blended learning approaches.

About effectiveness

- In the majority of cases, *where PARIS21 has specified what its output objectives are*, PARIS21 is achieving them.
- PARIS21 has significantly enhanced its monitoring of effectiveness using result-based management tools. The addition of a Theory of Change and a results framework provided a clearer roadmap for partners about the envisioned change pathways.
- The outputs that PARIS21 targets are specific, tangible and the organization has significant control over them (although the clarity of some indicators need enhancement, as some terminologies used are vague and challenging to interpret). However, producing outputs does not always indicate if the broader outcome goals of the organization are being achieved.
- Only a few indicators have a baseline value, which is essential for setting the context, framing realistic targets, and measuring the "change delta" of progress. Baselines help in inform planning, prioritization and decision-making.
- Since the formulation of the PARIS21 strategy, new lines of work have emerged that are not reflected in the results framework. These include areas like data flow assessments, Open Data Readiness Assessments, and data to support Climate Change reporting. These new areas, seen as relevant and urgent by some key informants, underline the need for the strategy and framework to remain adaptable and responsive to changing needs. The outputs related to the new lines of work are driven by bilateral project agreements with partners, emphasizing the importance of such collaborations in guiding the strategic direction.

About efficiency

- PARIS21 has taken on an ambitious agenda for the 2021-2025 Strategy. Despite operating on what is described by key informants as a "small budget," it has attempted a substantial task. When adequately resourced, PARIS21 has effectively delivered high-quality outputs aligned with its strategy.
- But PARIS21 has also made inconsistent progress with its strategy. Some outputs (such as developing digital strategy guidance) have not been achieved whereas with others it has over-achieved, such as with activities aimed at mainstreaming gender. Robust development partner support in some areas (at the expense of others) is a possible explanation, which points to an issue with PARIS21's project-based approach to funding.
- While these additional project-based resources supplement PARIS21's core budget, this setup can lead to the diversion of the Secretariat's limited resources to focus on specific project deliverables where immediate accountability to deliver outputs is required. This project-based funding model is not highly conducive to the long-term capacity-building of PARIS21's partners. Development partners could consider aligning their investments more closely with the Theory of Change model that was developed with participatory inputs from the membership.
- PARIS21 showcased commendable adaptability during the global COVID pandemic, pivoting efficiently to alternative methods for delivering support and technical assistance. This was an aspect acknowledged and praised by several key informants.
- The primary engagement pattern for PARIS21 is sequential. Engaging with an NSO on an NSDS often triggers a series of follow-up support processes. Given the number of interventions already undertaken in countries like Paraguay, Lesotho, and Mongolia, it becomes challenging to add more NSOs to their portfolio each year, especially when existing ones still request relevant ongoing support.
- Being hosted by the OECD presents both opportunities and challenges. Sitting inside the OECD gives PARIS21 an important vantage point at a leading edge of development statistics. However, among the several challenges are the OECD's rules regarding donor financing, its positioning vis-à-vis the private sector and foundations, and its human resource policies, such as term limits for employees. Given that building and maintaining relationships is pivotal to achieving results in this intricate global network of stakeholders, these constraints can be detrimental.

About impact

- PARIS21 has consistently made significant contributions towards bringing about transformative changes, with the understanding that such profound shifts unfold gradually, and along different trajectories varying based on the collaboration and dynamics with different partners. Over time, these partnerships have been pivotal in achieving enduring results, reminding us that true transformation demands patience and commitment.
- Long-term investments and relationship building over years can yield significant results. The case of the Government of Rwanda's experience with the NSDS process was described with the key outcome being a World Bank project explicitly supporting its NSDS III. This highlights that consistent, long-term support can contribute in some way to significant outcomes. There was not a particular output in the 2021-2022 strategy period that led to the World Bank project but rather the sustained relationship building of a very trustworthy institution over the course of fifteen years that led to this highly "bankable" NSDS.
- The integration of citizen-generated data (CGD) into official national statistics in Kenya underscores the importance of paying attention to the process. PARIS21 contributed to a process that eventually led to the inclusion of data from civil society organizations to supplement the government's own "official" data through the development of the "Kenya Statistical Quality Assurance Framework". PARIS21 accelerated the process by helping convene stakeholders from the wider data ecosystem who might not naturally have come together, or

maybe they would but it would have taken longer. PARIS21's value addition in the process was being trusted by both sides.

- The Partner Report on Support to Statistics (PRESS) demonstrates that consistent tracking and visibility of data and statistics financing can play a crucial role in advocacy and the shaping of policies. Providing stakeholders with tangible insights into funding patterns, especially areas of decline or neglect, can instigate actionable discussions and drive attention to the significance of data and statistics in achieving broader development goals.

About sustainability

- For the skills and competencies imparted through training to remain relevant, they must be regularly updated. Development statistics, in particular, require constant adaptation due to evolving methodologies. Skills development is not a “one and done” process, there must be affordable systems to continually update training. Peer-to-peer platforms and refresher courses can serve this purpose effectively. Establishing communities of practice allows individuals to share experiences and solutions, thereby reinforcing and enhancing the knowledge and skills gained.
- Diverse data ecosystems require support, but donors don't often focus solely on national statistics. An NSO that can demonstrate its coordinating value is more likely to attract support. Furthermore, the ultimate goal is for NSSs to be self-reliant, emphasizing the importance of domestic financing.
- Three core conditions for sustainability of improvements in NSSs according to a key informant representing an NSO: (1) a robust framework that provides clarity in roles and responsibilities and gives the necessary mandate to National Statistical Systems, (2) ensuring that data drives decision-making and aligns with the country's specific needs ensures it remains relevant and valued, (3) modern digital strategies optimize data collection, processing, and dissemination, and allow for adaptability to technological changes. Interestingly, in the third area concerning digital strategies the PARIS21 strategy has made little progress.

Strategies to Accelerate Success

1. Strategy Refresh

Ensure that PARIS21 maximizes its impact and stays highly relevant to NSOs' evolving needs by being agile and adaptable. Explicitly link “new” methods and tools such as data gap analyses or the Clearinghouse platform more clearly to its support national strategies for development statistics or its advocacy for development statistics financing. Incorporate all new areas of work into the results framework. This ongoing revision ensures that all efforts are mapped, that there's clarity on indicators, and that baselines are set to effectively measure change over time. In areas where no progress has been made during the early years of the strategy, ask why, and be brave enough to de-prioritize.

Introduce mechanisms to track and measure the long-term impacts of sustained relationships and interventions. This approach should go beyond tracking activities and outputs towards trying to understand the broader changes in the landscape due to PARIS21's efforts.

2. Funding Model to Support Development Statistics

While project-based funding has its advantages, and can supplement the resources PARIS21 has available to develop new knowledge products, the Secretariat needs to better steer these bilateral resources so that they fit existing main strategic channels. Donors also have an accountability to the partnership. And while international support continues to be vital, the end goal should always be the self-reliance of National Statistical Systems. Work on advocacy and capacity-building efforts that help NSOs demonstrate their value, thereby attracting domestic investments and ensuring long-term sustainability.

3. Adaptive Learning Strategy

Continue to create a robust, flexible learning strategy that allows data ecosystem partners access to continuously updated of training methodologies combined with monitoring systems that gives PARIS21 visibility about which tools and strategies are hitting the mark. Recognizing the ever-evolving nature of development statistics, this ensures that skills imparted remain relevant. Foster the creation of peer-to-peer platforms or communities of practice following the one network that has been established for NSOs in Latin America. Such networks can allow NSOs to share experiences, best practices, and jointly tackle challenges, thereby enhancing sustainability and continuous learning.

4. Communication and Knowledge Management

To address the misperception of PARIS21's role among NSOs, develop a stakeholder communication campaign highlighting the organization's role as a facilitator rather than a donor, setting clear expectations to guide future collaborations and avoid potential misalignments. And fix the website. In its present form it is difficult to navigate and, in particular, to search, and now has additional layers such as the Clearinghouse for Financing Development Data that are not obviously integrated, and others that are, such as the Gender Data Network.

5. Co-Create a Fully Revised NSDS 4.0

Like the PARIS21 website, the NSDS process has accumulated over the years a tangle of resources that are increasingly challenging for users to navigate. The NSDS is PARIS21's original "genius idea", and it remains vitally relevant today as evidenced by the World Bank using it as a financing framework in its program-by-results approach. Begin by segmenting the approach by NSO capacity. Put implementation nearer to the front of the process using the Advanced Data Planning Tool (ADAPT) and Country Report on Support to Statistics (CRESS) concepts. Continue using the platform as a way to pilot new methodologies like mapping data ecosystems, gender or climate change data flows but introduce these approaches in a way that is more intentionally evaluable. PARIS21 partners who make use of the process (World Bank, the UN Statistics Division, interested bilateral donors) should actively collaborate and finance this re-think and its subsequent piloting.

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Acronyms and Abbreviations

ADAPT	Advanced Data Planning Tool
CGD	Citizen Generated Data
COVID-19	Coronavirus Disease 2019
CRESS	Country Report on Support to Statistics
D4D	Data for Development workstream, a former OECD working group
DG	Director General
DQAF	Data Quality Assessment Framework
ExCo	Executive Committee (of PARIS21)
FCAS	Fragile and conflict-affected states
FCDO	Foreign, Commonwealth and Development Office, formerly DFID
GMO	Gender Monitoring Office
GPSDD	Global Partnership for Sustainable Development Data
IMF	International Monetary Fund
KeSQAF	Kenya Statistical Quality Assurance Framework
LMIC	Lower and Middle-Income Countries
M&E	Monitoring and Evaluation
MIGEPROF	Ministry of Gender and Family Promotion
NGO	Non-Government Organization
NISR	National Institute of Statistics of Rwanda
NSDS	National Strategy for Development Statistics
NSOs	National Statistical Offices
NSSs	National Statistical Systems
ODA	Official Development Assistance
ODRA	Open Data Readiness Assessments
OECD	Organisation for Economic Co-operation and Development
OECD-DAC	OECD - Development Assistance Committee
PARIS21	Partnership in Statistics for Development in the 21st Century
PRESS	Partner Report on Support to Statistics
PWB	Programme of Work and Budget
ROSC	Reports of Observance of Standards and Codes
RSDS	Regional Strategy for Development Statistics
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals
SIDS	Small island developing countries
STATAFRIC	African Union Institute for Statistics
UNSD	United Nations Statistical Division
USS	User Satisfaction Surveys

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1. Introduction

1.1. Background

The Partnership in Statistics for Development in the 21st Century (PARIS21) is a global initiative founded in 1999 to bolster the use and production of statistics in developing regions. Dedicated to promoting evidence-based decision-making, PARIS21 has cultivated a vast network of statisticians, policy experts, and development professionals working collaboratively towards both national and international development objectives. During its 2021-2025 strategic phase, the organization is focusing on addressing the growing challenges brought about by the data revolution and digitalisation, as we approach the midpoint of the Sustainable Development Goals (SDGs). Recognizing the foundational role of data in shaping policies and guiding sustainable development, PARIS21 is committed to bridging the statistical divide in low-income nations, empowering them with the capacity to produce high-quality data that ensures no one is left behind in developmental pursuits. Their vision encapsulates the creation of a world where high-quality data is accessible and utilizable for all, positioning robust statistics as a cornerstone of inclusive sustainable development.

1.1.1. PARIS21 2021-2025 Strategy

PARIS21's five-year strategy from 2021 to 2025 focuses on strengthening statistical capacities and bridging data gaps in low- and middle-income countries, underlining three priority action areas, or change principles:

- **“Accelerate Innovation”** Through the utilization of innovative tools and methodologies, PARIS21 intends to enhance the quality and efficiency of data and statistics. Their innovation initiatives will focus on leveraging data science, filling data gaps, and ensuring responsive data systems to support sustainable development, including gender equality.
- **“Bridge Data Ecosystems”** By fostering collaborations across sectors, regions, and governance levels, PARIS21 aims to build stronger data ecosystems. Their efforts will concentrate on modernizing data processes, enhancing inclusion, supporting evidence for gender equality, and mobilizing both domestic and international resources for statistical development.
- **“Develop Statistical Capacity”** PARIS21 will work to build statistical capacity at individual, organizational, and systemic levels in targeted countries, aligning training and assistance with national priorities. With an emphasis on e-learning, gender inclusion, and cultivating a data-driven culture, they plan to enhance the statistical abilities of national systems, particularly focusing on populations at risk of being left behind, such as women and girls.

PARIS21's five-year strategy emphasizes its organizational readiness to adapt its approaches to the evolving global data landscape. With a focus on strength through partnership, strategic agility, a motivated workforce, result-oriented management, and inclusiveness, the strategy aims to champion data and statistics that reflect diverse populations. An inclusive approach and renewed storytelling efforts are highlighted, alongside the development of a stable and flexible business model that includes new funding mechanisms. The strategy emphasizes collaboration, where PARIS21 and its partners commit to enhancing national statistical systems, embracing innovative changes, and ensuring better data for sustainable development.

1.1.2. Theory of Change and Results Framework

PARIS21 aims to enhance the use and production of statistics in developing nations to promote evidence-based decision-making and achieve the 2030 Agenda for Sustainable Development. Their vision is a world where everyone can produce and utilize high-quality data for sustainable advancement. Their mission centers on integrating robust data into the decision-making process for comprehensive development. This mission is rooted in the belief that superior, timely, accurate, and accessible data can drive better policy decisions and lead to improved lives for all citizens, particularly vulnerable populations. The objective of PARIS21's approach is to (1) transform national

statistical systems, (2) strengthen data use for policymaking, (3) ensure data inclusivity, (4) secure better funding for developmental data, and (5) foster partnerships for data-driven sustainable development.

1. **Transform National Statistical Systems** PARIS21 emphasizes the importance of high-quality data in achieving development goals. Working alongside the National Statistical Office (NSO) within the National Statistical System (NSS), PARIS21 facilitates: (a) the development of national and regional data strategies, (b) modernization of statistical laws for the digital age, (c) creation of digital strategies to leverage the data revolution, and (d) enhancement of the NSS's structural and human resources capacities.
2. **Strengthen Data Use for Policymaking** The data revolution has improved data quality, but its use in decision-making lags. PARIS21's approach includes: (a) advocating for data's role in policy-making and highlighting its developmental impact; (b) making data user-friendly, accessible, and enhanced with visualization tools; and (c) elevating data literacy among policymakers. This strategy seeks to meld data production with impactful policy decisions, particularly in areas like gender equality.
3. **Ensure Data Inclusivity** PARIS21 promotes inclusive data ecosystems, emphasizing: (a) bolstering of public trust in data amidst a shifting data climate; (b) enhancing National Statistical System (NSS) collaboration with media, civil society, and the private sector for broader data reach and relevance; (c) pushing for gender-sensitive statistical planning that aligns with policy needs; and (d) measuring user satisfaction to refine NSS processes. Through these strategies, PARIS21 seeks to optimize and diversify data for informed policymaking.
4. **Secure Better Funding for Developmental Data** To address the funding challenges faced by National Statistical Systems in low- and middle-income countries, PARIS21 is spearheading efforts to optimize resource allocation. Their approach encompasses the establishment of coordination support mechanisms that bolster decision-making for statistical funding. These mechanisms provide critical analysis, highlight funding gaps, and promote partnerships and knowledge exchange. Furthermore, PARIS21 is launching advocacy campaigns at local, regional, and global levels to elevate the visibility and importance of development data, emphasizing the pivotal role of gender-specific statistics.
5. **Foster Partnerships for Data-driven Sustainable Development** Partnerships are pivotal to the theory of change, as they promote a cohesive data ecosystem. By convening diverse stakeholders from civil society, academia, the private sector, and donors, PARIS21 aims to bridge gaps between different stakeholders. Decentralized communities of practice are established to tailor global solutions to meet local challenges and promote knowledge sharing. Regular learning and governance events, coupled with partner satisfaction surveys, are conducted to continually refine operations and align them with the overarching objective of advancing "better data for better lives for all".

1.2. Objective of the Evaluation

At about the mid-point juncture of the 2021-2025 Strategy and its subsequent results framework, the main objective of the PARIS21 mid-term evaluation is to assess the state of progress focusing on activities, implementation modalities, partnerships and processes, ahead of the 2023 Fall Meetings where its Executive Committee will have an opportunity to steer the partnership based on the observations in this formative process. As such, the mid-term evaluation aims to be a focussed check-in exercise looking for actionable results for the remaining part of the strategy. The expected outcome of the process is an understanding of the partnership's relevance and progress towards its 2021-2025 Strategy and a set of recommendations to accelerate successes and harness opportunities.

1.2.1. Scope

The mid-term evaluation will primarily consider activities during the two years of the current PARIS21 Strategy, 2021-2022. Given the long-term and compounding nature of its activities, however, the review will also discuss processes that began long before to the current strategy's start.

The mid-evaluation looks at the results framework of the PARIS21 Secretariat. This includes its interactions with partners, but is not an assessment of the progress that these partners are making towards their activities.

The primary audience for the evaluation is the PARIS21 Executive Committee, its Secretariat staff and the wider Board. A secondary audience could include PARIS21's partner countries. The evaluation may also be of interest to other organisations working in statistics and data for development space, such as the Global Partnership for Sustainable Development Data.

2. Methodology

The PARIS21 strategy outlines a complex program involving multiple components (e.g. supporting national strategies, developing new methods, building capacity of personnel, advocating for financing etc.) involving multiple partners, with multiple agendas, along long causal chains with many outcomes that can only be achieved when many things "go right". In this context an assessment focusing narrowly on achievements along the lines defined by a program management framework will miss the mark. PARIS21 may be doing relatively well exceeding the plan with one component, but falling behind in another, which may actually be the crucial missing ingredient.

PARIS21 also works very much in an emergent manner, where processes cannot be completely or satisfyingly mapped in advance. While its initiatives all tend to fit under a common rubric ("better data for better lives for all") the program is in a constant state of evolution, responding to opportunities, and adapting over time. What's working? What works for whom in what contexts?

Recognizing the complexity, the evaluation methods used in this evaluation will include methods that embrace diversity and create room for unexpected observations from a large number of key informants rather than only using more focused quantitative methods.

2.1. Data Collection Methods

Five principal methods were used: (1) document review, including material on the PARIS21 internet site; (2) key informant interviews, and based on this (3) an abbreviated outcome harvesting approach; (4) a small survey of training participants; and (5) a detailed analysis of the PARIS21 results framework accomplishments mapped on development partner logical frameworks and Program of Work budgets presented to the Board in 2021-2023.

2.1.1. Document Review

Aside from the key documents specified in the Terms of Reference related to the strategy process, including the theory of change and results framework, other documents were required in order to develop an understanding of PARIS21's annual planning process, and details about the outcomes that were identified by PARIS21 as being significant to review.

2.1.2. Key informant interviews

The evaluation primarily relied on key informant semi-structured discussions involving a wide cross-section of forty-two stakeholders, including managers from National Statistical Office partners, donors, Board members and staff from the PARIS21 Secretariat. Key informants were identified as persons with informed perspectives on an aspect being assessed by the PARIS21 Secretariat, including which areas they would best contribute to. Key informants and the main topics the

Secretariat recommended as a discussion focus is found in Annex 6. Notes from these interviews were transcribed and organized according to key evaluation question and topic. This data has been summarized to respond to the evaluation questions.

2.1.3. Abbreviated Outcome Harvesting Approach

Outcome harvesting collects insight about what is different, or what has changed, and then attempts to determine what contribution program activities made to these changes. “Outcomes” are broadly understood to be important changes experienced by PARIS21’s partners in terms of new ways of doing things, evolved relationships, policy changes or innovations in practices within the realm of “better data for better lives for all”. Although in the design of the mid-term evaluation there was an ambitious hope to document many outcomes, sufficient evidence was collected to document only three (found in Annex 4).

2.1.4. Survey of Leadership Training Participants

Several key informant interviews took place on the sidelines of the Regional Training Workshop “Enhancing Statistical Leadership for Heads of NSOs In Africa”¹ where the importance of capacity building was underscored. In order to assess the change this type of training may have contributed to, responses were analyzed from twenty-five of fifty-five past participants who were invited to respond to a confidential, on-line survey that was prepared in English, Spanish and French. (Survey tool is found in Annex 3).

2.2.5. Plans and Results Analysis

A foundation of this mid-term evaluation was obviously the 2020-2025 Strategy itself, as well as the theory of change and results framework that were subsequently developed. The evaluation took the results in these documents literally, and compared annual results with these targets. In addition, the logical frameworks and project documents of several bilateral donors to PARIS21 were mapped onto the results framework in order to understand more completely where emphasis has been placed and donor support been received over the first half of the strategic plan.

2.3. Limitations and Challenges

In order to prepare material for discussion at the Executive Committee meeting in the fall of 2023, time was a significant limitation. As key informant interviews had to be scheduled in July 2023, summer leave schedules were a factor that possibly limited participation.

PARIS21 is a global organization and its working languages are English, French and Spanish. As a result, non-English interviews required translation. PARIS21 Secretariat members willingly helped out on this, and joined every call (including English interviews, “in case a specific technical question was asked”). Although the interpretation support was greatly appreciated, key informants may have been less candid about the support they received through PARIS21 supported interventions than they might had the interviews been confidential.

Monitoring of program activities by PARIS21 is limited, and despite Secretariat members using a common enterprise resource planning tool called “Sapphire” an analysis of program achievements using the results framework as a basis was not possible. In order to describe 2021, 2022 achievements against this framework, the support of PARIS21’s M&E consultant was called upon.

3. Evaluation Findings

All six Organization of Economic Development and Cooperation evaluation criteria were considered: relevance, coherence, effectiveness, efficiency, impact and sustainability.

¹ 6-9 June 2023, Kigali, Rwanda

3.1. Relevance

This criterion considers how interventions are sensitive to partner priorities considering both the strategic directions originally envisaged, as well as changes in circumstances. As the PARIS21 strategy was developed immediately prior to the global COVID 19 pandemic, this example was shared with key informants as an instance of changing circumstances.

3.1.1.a. To what extent do PARIS21's activities and outputs respond to partner needs and priorities?

From the perspective of NSOs, PARIS21's activities and outputs have shown a commendable responsiveness to their needs and priorities. Many NSOs highlight the relevance and usefulness of PARIS21's initiatives such as the contextualized statistical leadership training it facilitated, its support to the NSDS process, and innovative data methodologies such as Citizen Generated Data (CGD). While some countries note that certain goals are yet to be fully achieved, the overarching sentiment reflects that PARIS21's strategies, activities, and frameworks remain pertinent, with an emphasis on capacity building, inclusivity, and innovation. The organization's adaptability and alignment with shifting global challenges also underscore its responsiveness to NSO priorities and needs.

From the perspective of key informants at the international level, PARIS21's activities and areas of focus seem to align with NSO partner needs and priorities. "Data users" such as Government Ministry officials or civil society, appreciate activities supporting the production of high-quality data to support decision-making and policy influence. A key informant from an international organization underscored the importance of NSOs having the capacity to collect and disseminate granular, timely data.

Development partners generally appreciate PARIS21's agility, especially in its ability to adapt its working methods to changes like those experienced during the COVID-19 crisis, but also express concerns about PARIS21's focus. One offered that some issues are clearly "beyond its comparative advantage," suggesting a need for more concentration on the core areas of supporting NSDSs and advocacy for more and better financing of development statistics. Another praised the clarity of the PARIS21 results framework and stressed that data's role has become "even more important." Despite some reservations about focus and scope, the overall consensus among development partners is recognition of PARIS21's relevance and effectiveness. The alignment with NSO partner needs and priorities appears robust, with a nuanced call for attention to maintaining focus and specificity in targeted areas.

3.1.1.b. How have these activities and outputs changed as a result of the changing context?

From the NSO perspective, the changing context has led to a notable evolution in the activities and outputs promoted by PARIS21. As the data ecosystem undergoes transformation, NSOs have emphasized the need to shift from being mere data producers to acting as "data stewards" signifying the broader role they now play in the data realm, a key PARIS21 message. Other NSOs mention that while the core strategies of PARIS21 remain relevant, its activities have been adapted in response to their needs. NSOs appreciate exposure to innovative data methodologies, such as "big data" and Citizen Generated Data, and the pivot towards linking data to policy dialogue, for example in the area of gender statistics.

More generally over the 2020-2022 period, the wider statistical community has witnessed a significant shift in activities and outputs in response to unprecedented challenges such as the COVID-19 pandemic. Traditional methods of data collection have had to be rethought, with new techniques being developed using the internet or telephone. One international partner specifically noted the pandemic's effect of pushing statistical operations into "modern times" with quicker, more relevant data, and the breaking down of data silos. The pandemic also stimulated collaboration, with the rescheduling of planned census exercises providing opportunities for NSSs to learn from one another, and driving a push towards IT developments and integration.

PARIS21 has responded appropriately to these broader changes, demonstrating agility and adaptation in its activities and outputs according to the key informants consulted. PARIS21 pivoted to retool its delivery modes remotely. The shifting focus towards more timely, granular data and the embracing of modern technological solutions reflect PARIS21's proactive response to the rapidly changing global context, aligning its strategies with new priorities and challenges.

3.1.2. Does the PARIS21 2021-2025 Strategy, Results Framework and Theory of Change continue to remain valid and relevant in 2023 considering its underlying assumptions in light of the changing context?

The consensus among key informants is that the Strategy, Results Framework, and Theory of Change continue to remain valid and relevant, reflecting a strong resiliency to the changing context. The adaptability of the framework is appreciated for ensuring that the initiatives stay in sync with current challenges of partners to produce timely and useful development data. The collaborative approach towards enhancing statistical capacity, promoting innovation, and fostering meaningful partnerships has been appreciated for maintaining relevance in a dynamic ecosystem.

However, there are underlying concerns and areas of divergence that have been noted. Some stakeholders have pointed out unfulfilled objectives and major gaps in particular tools and processes. This could be explained in terms of the partners misunderstanding of PARIS21's role not as a donor, but as the facilitator of processes. Tensions also exist in the partner landscape regarding the breadth of topics PARIS21 has taken up beyond its NSDS and advocacy for more and better financing core outcomes towards an expanding range of method innovations. These aspects indicate that while the overall strategy remains pertinent, a continued focus on reviews, refinements, and stakeholder alignment is essential to sustain its effectiveness in addressing the multifaceted needs and priorities of all involved.

3.2. Coherence

In the main, PARIS21 activities are directed at NSOs at the national level, and Regional Statistical Organizations and donors internationally. The coherence criterion assesses the compatibility of PARIS21's strategy and results framework with what others are doing in these same realms.

3.2.1. To what extent are PARIS21's activities consistent and aligned with other actors' interventions in the same context? (e.g., NSOs, donors).

PARIS21's activities are considered generally consistent and aligned with interventions of other significant actors within the domain of development statistics and support to NSSs.

Development partners view PARIS21 as filling a "niche within a niche" or the capacity development and adequate funding of NSOs to produce development statistics, especially when juxtaposed with other actors such as the Global Partnership for Sustainable Development Data (GPSDD), the United Nations Statistical Division (UNSD) or other donors that support NSO capacity development.

PARIS21's NSDS platform is seen as unique, its "sweet spot", where it plays an important role in capacity building at the national and regional levels working in particular with low-income countries, fragile and conflict-affected states (FCAS), small island developing countries (SIDS). However, there's also acknowledgment of challenges. One development partner commented on the need for PARIS21 to specify its activity targets, pointing specifically about concerns such as "cherry picking" the most responsive countries.

From the perspective of statistical users, a key informant in the Government of Rwanda mentioned the importance of building capacity for more data-driven decisions, underlining the increasing expectations from institutions like the National Institute of Statistics. In Rwanda, the World Bank actually supports a large capacity building program in this area. A key informant from civil society emphasized the role of NGOs in generating data and the ongoing struggle for its recognition by government authorities. These comments suggest that while PARIS21 is recognized for its

contribution to the statistical landscape, there is a broader ecosystem of actors with which it needs to continually coordinate and align.

From the perspective of NSOs, PARIS21's activities appear largely consistent and aligned with other actors' interventions within the National Statistical Systems context. Many respondents noted PARIS21's unique role in capacity building and support in areas like Citizen Generated Data (developing criteria to scrutinize the quality of data generated by NGOs), providing support to map and harness administrative data streams, and its intentional participatory approach, for example in how PARIS21 facilitates the gradual evolution of various tools and methods over time. These key themes point to PARIS21's responsive and adaptive strategies in statistical development, fulfilling a unique space while also aligning with broader goals and other actors' interventions.

3.2.2. Have circumstances shifted sufficiently over the course of 2021-2022 to necessitate revisiting the strategy's underlying assumptions?

The PARIS21 2021-2025 Strategy does not have a separate section where it explicitly discusses its assumptions that underlay it, and how changes in these could affect the direction of the strategy. There are evaluation methodologies such as "strategy testing" designed for monitoring highly adaptive programs such as PARIS21².

Analyzing the strategy's text, ten assumptions can be identified, and based on key informant inputs, the discussion here considers if changing circumstances over the past three years necessitates a strategic re-think.

Explicit Assumptions

- **Steady Growth in Resources:** although planning in the strategy is based on the assumption of a constant budget and human resources at 2019 levels, there is an expectation of growth leading to an increase in ambition and impact³.

Considering the three Program of Work and Budget documents reviewed, resources available to PARIS21 have been constant at approximately 4.5 mio EUR over the first three years of the strategy. The resources confirmed at the beginning of each fiscal year have actually started off smaller each year (EUR mio 3.48, 3.43 and 2.83). This suggests that the assumption of growth needs to be revisited as the resources available to bilateral donors for investment in NSOs has been in decline due to circumstances in the post-2020 period, including the cost of the COVID response and the Ukraine situation.

- **Readiness of Partners to Implement and Follow Up:** PARIS21 has explicitly positioned itself as an incubator for new ideas, and assumes that other international, regional, and national partners will lead on the implementation and follow up⁴.

PARIS21 has an incremental "compounding" approach to its work with several current targeted national partners, such as Mongolia, Paraguay, Maldives and Lesotho. From these cases, the degree of implementation and follow-up varies depending the capacity of the NSO.

At the international level it is expected that additional resources will become available to support national statistical systems, so the assumption should hold but PARIS21 should closely monitor developments in this area.

² One approach to reviewing strategic assumptions is with a methodology called "Strategy Testing" which guides teams to periodically reflect on the current situation, what they have learned during program implementation and whether the assumptions underlying program theories of change and strategies are still valid.

³ PARIS21, "2021-2025 Strategy: Better Data for All", Paris, 2020. p.7

⁴ *Ibid.* p. 7

- **Gender Equality as Core Component:** There is a clear assumption that achieving the vision requires gender equality and that this will be a core component of planning, operations, and engagement⁵.

As reported by the PRESS 2022 report, although “overall funding for gender equality increased in 2020, funding for gender data dropped by more than 50% from 2019”⁶ Several key informants cited this, with one considering it an anomaly. Development partners are easily distracted by changing circumstances and the priority of the moment, and over the first years of the strategy this may have been the strain on Official Development Assistance (ODA) in general and the shifting of attention towards other issues including climate change.

Implicit Assumptions:

- **Effectiveness of New Tools and Methodologies:** The strategy implicitly assumes that creating, scaling, and deploying new tools and methodologies will lead to an improvement in the quality and efficiency of data production⁷.

This is a key assumption, “if we build it, they will use it”, and this has resulted in an ever-more complex guidance for undertaking NSDS processes that now offer a plethora of tools and methodologies, most recently guidance on integrating communication. Little work is apparent about how PARIS21 evaluates the tools it produces.

- **Willing Collaboration across Different Entities:** The strategy assumes that various entities like multilateral agencies, private and public sectors, cities, civil society, academia, and the media are willing to collaborate and that PARIS21 can effectively bridge these connections⁸.

Vivid examples of how successful collaboration occurs were documented during the strategy period. Interest in collaboration will vary in different contexts, but nothing has changed to invalidate this assumption.

- **Scalability of National Interventions:** Implicit in the plan is the assumption that national and sub-national interventions and innovations made on a pilot basis can be made sustainable, replicable, and widely applicable⁹.

This is an assumption that needs to be closely monitored as it is at the core of PARIS21’s business model, where new methodologies are introduced (such as gender or climate change data capture) which are tested on a small-scale.

- **Adaptability to Different Geographies:** The strategy assumes that approaches, methodologies, and tools can be adapted for various geographies, including fragile states and small island developing states, without delving into the specific challenges of these different contexts¹⁰.

National partners PARIS21 has recently supported through the NSDS process are typically small low and middle-income developing countries, with the largest in the current cycle being Tanzania, and with three having populations less than a million. Although no evaluation of PARIS21’s work in terms of the assumption that approaches work across geographies has been done, nothing material has changed in the first half of the strategy to necessitate revisiting it.

⁵ *Ibid.*

⁶ PARIS21 (2021), Partner Report on Support to Statistics 2022, Paris. p.9

⁷ PARIS21 (2020). p. 8

⁸ *Ibid.* p. 9

⁹ *Ibid.*

¹⁰ *Ibid.* p. 7

- **Impact of E-Learning and Blended Learning:** The strategy assumes that leveraging e-learning and blended learning will successfully meet the scale challenge in developing statistical capacity¹¹.

The PARIS21 Academy, an on-line learning platform, was developed in 2017, prior to the strategy. No monitoring and evaluation data of it was reviewed in this evaluation. This moment would be opportune for PARIS21 to undertake a more thorough review of this assumption given how many partners became much more capable and fluent with on-line tools as a result of the COVID response.

- **Role of PARIS21 in Cultivating Data-Driven Culture:** The strategy implicitly assumes that PARIS21 can cultivate a data-driven culture in national development, policymaking, and governance through tools and guidance¹².

Nothing has changed in the first half of the strategy to challenge this assumption.

3.3. Effectiveness

PARIS21 described “indicative results” in its strategy and “proposed” targets in its results framework where it described how the organization would track progress and measure change at the impact, outcome and output levels. The results framework also indicated that baseline values for indicators, necessary to assess change, would be produced by January 2022.

3.3.1. Are PARIS21’s interventions achieving their objectives and expected results?

In the majority of cases, *where PARIS21 has specified what its output objectives are*, PARIS21 is achieving them. See Table 1¹³.

PARIS21 has made remarkable progress in improving its monitoring of effectiveness using a result-based management tool. With its Theory of Change and results framework published subsequent to the strategy, it offered its partners a much clearer description of various “change pathways” envisaged to support the strategy’s five outcomes. Activities (output indicators) supported outputs, and outputs were logically associated with outcomes. This process of formalizing the results framework was done in a participatory way with Executive Committee engagement.

Table 1 PARIS21 Results Framework (2021, 2022)

Outcomes/Outputs	Baseline	Target	2021	2022	Data Notes
Outcomes					
1. National statistical systems are fit for purpose					
Statistical Performance Indicator score for target countries	62.1	None	NA	NA	World Bank
Number of target countries that have a national statistical legislation that complies with the Fundamental Principles of Official Statistics		None	45	46	PARIS21
2. Data use for policymaking is strengthened					
Average score on the use of statistics in policy making, for target countries	26.3	None	25.7	27.2	PARIS21
3. Data ecosystems are equipped to leave no one behind					
Number of target countries where NSS strategic plans explicitly reference gender		None	-	-	methodology being designed
Number of target countries where NSS establish formal participatory mechanisms with citizens		None	-	-	methodology being designed
4. More and better financing for development data is available					
Global estimated financial commitments to statistical development in target countries	867 USD mio	None	855 USD	869 USD	PARIS21

¹¹ *Ibid.* p. 11

¹² *Ibid.*

¹³ PARIS21 provided data.

Outcomes/Outputs	Baseline	Target	2021	2022	Data Notes
	(2017-2019)		mio (2018-2020)	mio (2019-2021)	
Number of target countries with a national statistical plan that is fully funded and under implementation	12	None	12	18	PARIS21
5. Partnerships for data-driven sustainable development are enhanced					
Percentage of PARIS21 partners which report positive change in performance (behavior) linked to PARIS21 work		None	-	-	methodology being designed
Outputs					
1.1 National and regional strategies for the development of statistics developed					
Number of NSDS/RSDS designed and evaluated with PARIS21 support		7/year	7	9	PARIS21 Sapphire ¹⁴
Percentage of LMICs (with new NSDS) engaged on the NSDS guidelines	0	90% total	13%	38%	PARIS21
1.2 Statistical laws and data governance modernized					
Number of LMICs who receive support on their statistical laws and data governance		5/year	1	2	PARIS21 Sapphire
Maintenance of a dashboard on statistical capacity, including legislation		Yes	Yes	Yes	PARIS21 Sapphire
1.3 Digital strategies for NSS developed					
Percentage of LMICs with new NSDS which address digitalization		90%	-	-	methodology being designed
1.4 NSS mandates, organigrams and HR policies and skills strengthened					
Number of LMICs who receive PARIS21 support on HR policies and organigrams		5/year	0	15	PARIS21 Sapphire
Percentage of LMICs exposed to PARIS21 NSS leadership trainings		90% total	0	37.5%	PARIS21
2.1 Data use impact made visible and advocated					
Number of case studies showing benefits of use of data produced		5/year	15	0	PARIS21 Sapphire
Biennial flagship on "Use of gender data in policy making" published		2 total	0	0	PARIS21 Sapphire
2.2 Data made usable and understandable for policymaking needs					
Number of LMICs with data use advocacy campaigns implemented		5/year	21	2	PARIS21 Sapphire
Number of LMICs who receive support on policy responsive data systems		10/year	9	10	PARIS21 Sapphire
2.3 Data literacy in policymaking units increased					
Number of LMICs who received PARIS21 support on its data literacy in policy making initiative		3/year	7	2	PARIS21 Sapphire
3.1 Citizen trust in data and official statistics enhanced					
Number of LMICs who receive PARIS21 support on its Trust in Data initiative		10	4	0	2 new countries per year, but now discontinued
3.2 NSS engagement with civil society, private sector and the media fostered					
Number of LMICs where NSSs receive PARIS21 support for participatory data ecosystems		10/year	6	7	PARIS21 Sapphire
3.3 Statistical planning more inclusive and gender-sensitive					
Number of LMICs with NSDS mainstreaming gender		5/year	5	5	PARIS21 Sapphire
3.4 NSS data user satisfaction measured					
Number of LMICs who receive support on USS / implement USS		7	0	0	PARIS21 Sapphire, 5/design support 2/implementation support
4.1 Coordination support mechanisms between donors and national systems established					

¹⁴ PARIS21 uses an enterprise resource management software called "Sapphire" to track who is doing what within the Secretariat team in terms of planned activities.

Outcomes/Outputs	Baseline	Target	2021	2022	Data Notes
Maintenance of a global platform to increase transparency and supply/demand matchmaking on financing development data		Yes	Yes	Yes	PARIS21 Sapphire
Number of case studies showing good practice in financing development data published		4/year	4	4	PARIS21 Sapphire
Number of LMICs with donors' coordination support mechanisms established/strengthened		5/year	1	2	PARIS21 Sapphire
4.2 Campaigning at global, regional and local levels for more and better financing for development data					
Number of NSDS with action plans costed with PARIS21 support		5/year	8	8	PARIS21 Sapphire
Number of LMICs where campaigns for more and better financing to development data are implemented (50 cumulative)		10/year	0	20	PARIS21 Sapphire, 75% with gender mainstreamed
Number of campaigns at global and regional levels implemented: 1/year		5 total	1	2	PARIS21 Sapphire, at least 2 with gender focus
5.1 New partnerships established between data producers and users and donors					
Number of global, topical partnerships established and maintained by PARIS21		1/year	1	1	PARIS21 Sapphire
5.2 Decentralized communities of practice established					
Number of decentralized communities of practice established and maintained by PARIS21		10 total	2	5	PARIS21 Sapphire
5.3 Regular PARIS21 learning and governance events organized					
Number of global/regional events to learn from pilots and discuss scaling		10/year	8	9	PARIS21 Sapphire
Number of PARIS21 Spring Meetings/Fall Meetings/ Executive Committee Meetings organized		3/year	3	3	PARIS21 Sapphire
5.4 PARIS21 partners' satisfaction measured					
Number of PARIS21 partners satisfaction surveys conducted		1/year	0	1	PARIS21 Sapphire

Table 1 presents outcome and output level objectives as described in PARIS21's strategic plan and as monitored by PARIS21 at the beginning of 2022 and 2023.

In the results framework, each outcome is related to several output objectives. As can be seen in Table 1, generally the outputs PARIS21 are specific and tangible products that it has manageable control over. While outputs signify the completion of planned activities and are useful for result-based management, outputs themselves do not inherently indicate whether PARIS21's outcome goals are being achieved.

Outcome level results consider longer-term changes, normally outside the control of any one organization to achieve. It is assumed that PARIS21's actions contribute to the achievement of outcomes, but also many other actors and contextual factors are involved. Whereas PARIS21 is accountable for achieving the outputs it targets, when progress is less than expected at the outcome level, it should signal to management that something may be off with how the indicators have been designed, or how the strategy is being executed.

Only *four* of thirty-five indicators include a starting reference point, or baseline value. These values have strategic importance as they help set the context for the partnership, and help frame realistic targets. Baseline values are helpful to facilitate informed decision-making by the partnership and the Executive Committee as it reviews the annual program and budget of PARIS21.

Table 1 color-codes those activities where less progress than anticipated is being monitored. For example, under Output 1.2 the activity indicator "number of LMICs who receive support on their statistical laws and data governance" targets five per year, a level not yet achieved. Other indicators are hard to interpret and use different vague language and terminology (e.g., under output 2.2 what is a "policy-responsive data system"?). Proportional indicators appear difficult to track and would be

challenging to meaningfully develop into an annual workplan (e.g., “percentage of LMICs (with new NSDS) engaged on the NSDS guidelines”, or “Percentage of LMICs exposed to PARIS21 NSS leadership trainings”). Given the small size of the PARIS21 Secretariat and the limited resources it has to work with, it is unsurprising that for particular outputs where greater support is received from the partnership, more progress is reported.

Since the PARIS21 strategy was developed several important lines of work have appeared that the results framework has not incorporated, including:

- Data flows assessments (analyzing how data moves, is stored, and is processed within and between parts of the National Statistical System)
- Open Data Readiness Assessments (ODRA), Household Survey cataloguing (both important to more readily integrate non-traditional data into the NSS)
- Data to support Climate Change reporting

These outputs are related to bilateral project agreements with PARIS21 partners. Discussions with key informants about these topics were convincing in terms of their relevance and urgency. Each of these examples can also be conceptually linked to the evolving National Strategy for Development Statistics platform.

3.4. Efficiency

PARIS21 has displayed a commendable efficiency in its ambitious 2021-2025 strategy, one development partner describing it as attempting a “huge task with a small budget”.

3.4.1. Is PARIS21 making satisfactory progress in timely and quality achievement of the indicative results outlined in its 2021-2025 Strategy?

The Secretariat’s mode of working is to develop itself or facilitate the development of knowledge products. Where PARIS21 is sufficiently resourced, it has delivered a variety of high-quality outputs aligned with its 2021-2025 Strategy. There are elements in the strategy where anticipated work has not happened, for example with the development of new NSDS-related tools to facilitate NSOs digitalization process (Output 1.3) or the publishing of a flagship document on gender data (Output 2.1). Work internal to the Secretariat to define indicators for Outcomes 3 and 5 and baselines to support the result-based management approach have not made progress. In other areas, with robust support from members of the PARIS21 partnership, it has over-achieved, such as in the area of mainstreaming gender into the NSDS process.

In terms of delivering quality results, several key informants noted the efficiency by which PARIS21 pivoted during the onset of the global COVID pandemic to use alternative methods in delivering support and technical assistance.

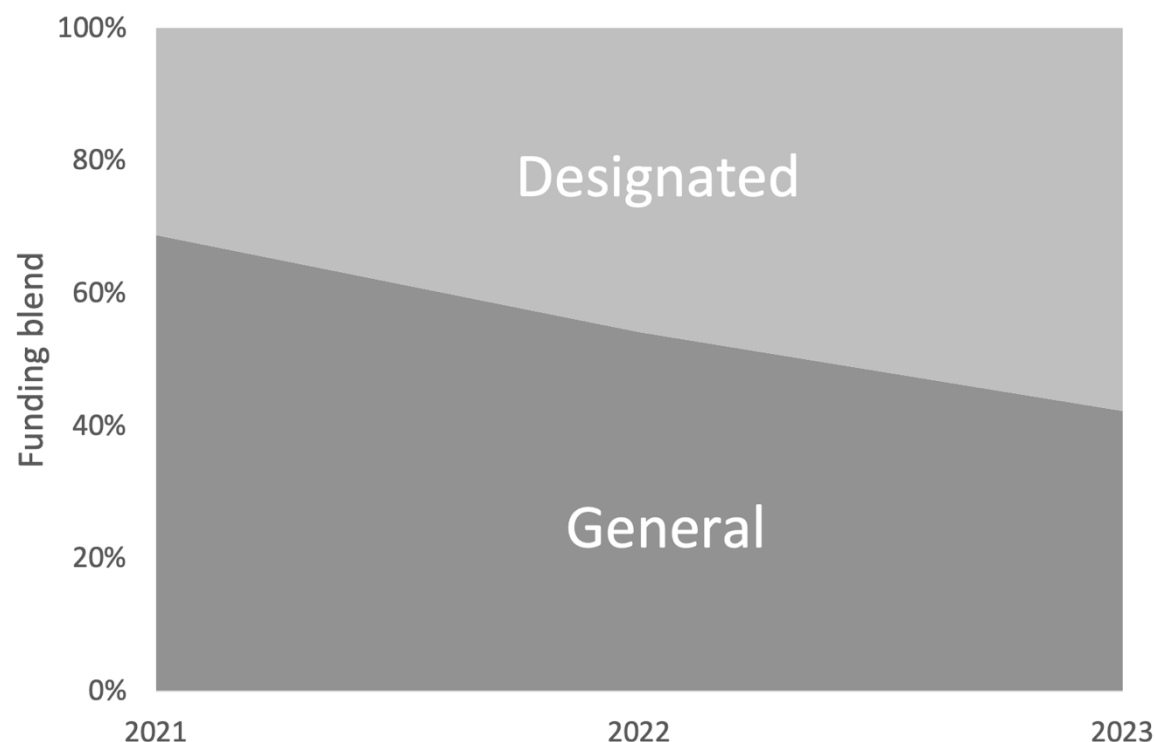
3.4.2. Are current resources, capacity and systems conducive to the timely and quality achievement of the 2021-2025 Strategy?

All PARIS21 funding is voluntary. Partners are not assessed any form of regular contribution. Funding is “project based”, that is linked to specific outputs and timeframes. Some donors provide resources to the entirety of PARIS21’s workplan and use Program of Work and Budget (PWB) discussions guide allocations. Others provide resources to specific elements of the PWB or specific outputs and initiatives. While a portion of these resources may be allocated as general funding, the majority is currently earmarked for specific parts of its results framework (and beyond). In a partnership, funding is normally a collective exercise and responsibility involving both the small Secretariat staff as well as partners. Key informants report that currently the burden of securing funding falls primarily upon the Secretariat. Another pattern that emerges when development partner projects are “mapped” against the PARIS21 results framework is the tendency towards “picking and choosing” leading to over-emphasis in some areas (like gender) at the expense of others (like the digital transformation).

PARIS21 supporters fall into one of two categories: development partners who provide resources for specific activities/outcome areas (“designated funding”) and others who provide explicit support for the overall strategy and results framework (“general funding”). Annex 5 presents this picture for active development partners during the 2021-23 timeframe.

Whereas in the early years of the strategy the majority of funding received by PARIS21 was general and supported the overall results framework, the trend is in the opposite direction with more and more funding being designated by development partners at specific areas of interest. In 2023 the majority of PARIS21 funding was designated (Figure 1).

Figure 1 Designated versus General funding to PARIS21 (2021-2023) (Source: PARIS21 Secretariat)



Current resource levels are constrained. PARIS21 augments its core budget received from partners with bilateral arrangements that focus on particular deliverables. Bilateral arrangements are reported on separately outside the PARIS21 Board process, are managed more closely by development partners, and can include topics that fall outside the scope of the strategic plan. As the immediate accountability is to meet these bilateral targets, the Secretariat’s limited resources can be diverted. The main project-based funding model is not ideal for long-term capacity development activities.

The basic unit of analysis for PARIS21 is the NSDS process, where a relationship with an NSO sets off a series of subsequent support processes that one key informant described as a “daisy chain”, where one engagement leads onto the next. Indeed, the number of discrete interventions that PARIS21 has undertaken in Paraguay, Lesotho, Mongolia or the Maldives¹⁵ during the present strategy period seems significant, and there would be limited capacity for the Secretariat to add an additional five NSOs each year when additional support is still required those in the portfolio from previous years.

PARIS21 is hosted by the OECD which has specific human resource policies that it needs to follow, including term limits for employees. This system is a constraint given how important relationships

¹⁵ Four NSOs whose heads made themselves available for key informant interviews in this review.
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are to achieve results in this complex global ecosystem of stakeholders. Moreover, the outcome that results from a particular intervention that PARIS21 supports may take years to reach fruition.

3.5. Impact

This section will assess the extent to which PARIS21's outputs have contributed to achieving its higher-level objectives in terms of lasting effects with a particular focus on Outcome 1 (National Statistical Systems are fit for purpose) and Outcome 4 (More and better financing for development data is available). These two outcomes have been specifically identified by the ExCom as being a priority focus for this evaluation, a viewpoint that the majority of Board key informants agreed with. The limitation of looking at only outputs achieved during the initial two-year period of the strategy (2021-2022) is somewhat problematic given how outcomes are achieved along complex results chains involving many actors.

PARIS21 has consistently made significant contributions towards bringing about transformative changes, with the understanding that such profound shifts unfold gradually, varying based on the collaboration and dynamics with different partners. Over time, these partnerships have been pivotal in achieving enduring results, reminding us that true transformation demands patience and commitment.

3.5.1 Have outputs achieved during 2021-2022 resulted in higher-level effects with intended beneficiaries in terms of changes to their systems or policies?

National Strategy for Development Statistics

In April 2022 the Government of Rwanda received approval for a USD 60 million grant and credit from the World Bank to support key elements of its NSDS III (2020-2024) through a Program for Results arrangement along with two other NSOs in east Africa, as well as the East African Community and the African Union.

It is important to distinguish the NSDS "product" from the process. Over fifteen years PARIS21 has supported the National Institute of Statistics Rwanda in the NSDS process. No one output achieved during the 2021-2022 period triggered this World Bank project, rather it was the existence of a high-functioning, trusted institution that had developed capacities and experiences over time that made it a "bankable" investment. PARIS21 contributed in earlier stages of the process, and as PARIS21 NSDS guidelines evolved and new tools and methodologies were developed these were incorporated into subsequent Rwanda NSDS versions. The outcome harvest story describing this outcome can be found in Annex 4 Outcome Harvest Study 1.

Citizen Generated Data

For the first time, in 2022, Kenya successfully integrated citizen-generated data from a CSO into its pool of official national statistics. Several Civil Society Organizations (CSOs) took part in the PARIS21 supported process to develop the Kenya Statistical Quality Assurance Framework (KeSQAF) which enabled this incorporation to occur. Local partners of one of the participants CSOs in the process was able to use "official" data it produced in this way to advocate for improved services with their local government. This outcome harvest story is described in more detail in Annex 4 Outcome Harvest Story 2.

Statistical Leadership Training

Workshop training events to strengthen management skills took place in Asia, Africa and Latin America in 2021 and 2022 that PARIS21 supported involving about 55 senior NSO officials. According to participants who responded to an anonymous survey, course topics have had a clear impact for these officials on their management style, helping to improve their coaching and mentoring ability, their influence to inspire team members and their ability to provide effective feedback to staff. According to these respondents, this new knowledge had a positive effect on their organizations in terms of improving alignment and motivation of the team and creating a more collaborative work

culture. These respondents credited the training program with these positive results. Annex 4 Outcome Harvest Study 3 goes into this outcome harvest story in more detail.

Partner Report on Support to Statistics (PRESS)

The 2022 PRESS report had the significant findings in terms of a decline in funding to data and statistics by a record amount, how this was likely to impact the success of the SDGs given lower levels of funding available to low and lower-middle income countries who need support to produce these statistics, and how funding for gender data has decreased even more sharply. Headquarters key informants in development partners pointed to the significance of these findings and the attention they received. PRESS is "an incredibly valuable resource" stated one key informant, even if it provides uncomfortable results. PRESS is used by the GPSDD in its high-level advocacy, and its data is reported as SDG 17.19.1 ("Dollar value of all resources made available to strengthen statistical capacity in developing countries").

Establishing how and to what extent the PRESS report contributed to a higher-level outcome was not possible within the limits of this evaluation, and would require a separate influence mapping study to try and determine which key decision-makers are aware of funding to development statistics trends.

Clearinghouse for Financing Development Data

The Clearinghouse is an internet-based intermediary platform where the public can track and analyze the state of financing for development data. A sub-set of NSOs have been surveyed to provide detailed more in-depth descriptions of their context: who their top funders data and statistics are, what their institutional capacity is and funding and disbursement trends (both internal resources and donor funds). On the funding side different donors are profiled in terms of the countries they support and their strategic priorities.

Establishing how and to what extent the Clearinghouse influenced funding decisions was not possible within the limitations of this assessment. Key informants did raise several points of skepticism in terms of its efficacy:

- Donors do not typically have one window through which funding to development statistics is channelled.
- Increasingly funding to development statistics occurs through sector programs, such as education or health, rather than through NSOs.
- Unlikely that budget decisions – where and how much to spend on what – would be influenced much by the Clearinghouse, although it could be a resource when donors embark on a strategic planning process and want specific insight into something like gender statistics financing.
- The tool is not highly user-friendly, although key informants were reluctant to raise this knowing the resource limitations involved in administering the platform.
- There are questions about how updated and current the information in the Clearinghouse is¹⁶ and therefore how reliant users would be on its data.

Bern Network on Financing Data for Development

The Bern Network on Financing Data for Development is an open, multi-stakeholder alliance that promotes more and better financing for data and statistics that was launched in 2019 with funding from the Swiss Agency for Development and Cooperation (SDC) and the Swiss Federal Statistical Office to be in place ahead of the UN World Data Forum in Bern in 2021, hence its name. PARIS21 acts as its Secretariat. The Bern Network followed up on the OECD-DAC "Data for Development" (D4D) workstream that brought together just donors. D4D was considered a useful process by key informants who participated in it, but D4D was cut for funding reasons.

¹⁶ There is no reference on the Clearinghouse to the USD 300 million Eastern Africa Regional Statistics Program-for-Results profiled in Annex 4 Outcome Harvest Study 1.

The Bern Network does not have the resources necessary to provide substantial technical inputs that would spark substantive discussion by participants, and this is considered a weakness by key informants. Other key informants regret that the more inclusive PARIS21 constituency makes candid peer-to-peer discussions more difficult, although sub-groups have been set up on specific topics such as strategy development, that includes donors beyond those involved in PARIS21.

The other two projects the Bern Network is involved with is the Clearinghouse platform, discussed above, and a concept paper on the set-up of a donor trust fund to pool resources going into financing development statistics. An important outcome triggered by PARIS21's involvement in the Bern Network is that it amplifies PARIS21's "donor awareness" in terms of developments in the field and opportunities.

3.5.2. How does PARIS21 influence its partners for impact?

PARIS21 partners can be broadly divided into the NSOs themselves (related to Outcome 1, making NSOs "fit for purpose"), and the development partners who provide support to them (related to Outcome 4, "more and better financing for development data"). In addition, PARIS21 partners with regional bodies, the United Nations Statistical Division, other data-interested global entities such as the World Bank, and other NGOs and networks such as the Global Partnership for Sustainable Development Data or Open Data Watch.

Partners in the Global South

The business model of PARIS21 is to provide, as a free public good, various tools and support intended to help NSOs do a better job based on a participatory consensus about best practices, and a global understanding of developments in the field. NSOs are incentivized because some of this support is provided free of cost, and seemingly the more responsive an NSO is, the more attention from PARIS21 it gets.

In addition, various feedback mechanisms exist such as ones measuring NSO capacity, such as the World Bank's Statistical Performance Indicators¹⁷ and the International Monetary Fund's Data Quality Assessment Framework¹⁸. The IMF previously implemented a measure called the Reports of Observance of Standards and Codes¹⁹, or ROSC, which tracked the NSS's pre-requisites for producing reliable data, but the use of the ROSC system has recently diminished because of its cost. These types of international "rankings" are another form of incentive to national governments, as higher rankings influence eligibility for funding and credit.

Partners in the Global North

The PRESS tracks financial support for development statistics as well as trends in aid, its distribution, gaps such as underfunded or overlooked areas. PARIS21 is the custodian of SDG indicators related to development statistics (SDG indicators 17.18.2, 17.18.3 and 17.19.1). As well, PARIS21 is the administrator of the publicly accessible Clearinghouse for Financing Development Data where information about donor priorities in this area can also be accessed. The theory of change is that the combination of these three data sources, combined with global advocacy campaigns, influence the public to persuade decision-makers to direct more resources to support NSOs in low- and middle-income developing countries.

¹⁷ Statistical Performance Indicators assess maturity and performance of national statistical systems measuring data use, services, products, sources and infrastructure, with rankings currently for 174 countries.

<https://www.worldbank.org/en/programs/statistical-performance-indicators>

¹⁸ The Data Quality Assessment Framework measures an NSO's performance across five dimensions--assurances of integrity, methodological soundness, accuracy and reliability, serviceability, and accessibility. The DQAF, which is used for comprehensive assessments of countries' data quality, covers institutional environments, statistical processes, and characteristics of the statistical products. <https://dsbb.imf.org/dqrs/DQAF>

¹⁹ ROSCs summarize the extent to which countries observe certain internationally recognized standards and codes. [International Monetary Fund](https://www.imf.org/en/Topics/external-relations/ROSC).

3.5.3. How have COVID restrictions influenced this, both positively and negatively?

COVID restrictions resulted in PARIS21 modifying its capacity building approach. Rather than inviting heads of NSOs and their senior staff to in-person events, or providing on-site technical assistance, very suddenly this support went virtual. According to key informants in NSOs, PARIS21 did a remarkable job bringing this support on-line at a time when globally everyone was struggling with business continuity.

The COVID response by national partners in the Global North also had a significant impact on available ODA. Following the Russian full-scale invasion of Ukraine in early 2022, donor budgets were also put under strain with some (such as the Foreign, Commonwealth and Development Office, or FCDO and Sida) rebalancing their investments in the Global South to support refugee response.

Positively PARIS21 demonstrated a “proof of concept” during this period that capacity building can be delivered online, potentially increasing the demand for its PARIS21 Academy on-line offerings. This evaluation process did not have the resources to investigate this, and sufficient data may not exist to track and follow-up with users of this on-line training to obtain their feedback.

3.6. Sustainability

Sustainability is a complex question in a capacity building program. The skills and competencies imparted will continue to be of value and applied effectively long after the training has ended. This leads to lasting changes in behavior, performance, and results. However, a context like development statistics is in a constant state of flux as methodologies push new frontiers, requiring the NSO audience to adapt and update their approaches in the face of changes. Similarly affordable mechanisms to the ones that PARIS21 originally offered must be in place to update training through refresher courses or platforms for peer-to-peer learning. Creating networks or communities of practice where individuals can share experiences, challenges, and solutions can significantly enhance the sustainability of capacity building efforts.

3.6.1. Considering the interventions leading to Outcomes 1 and 4, what are the necessary conditions required for sustainability?

National statistical systems are fit for purpose

Three conditions for sustainability were highlighted by key informants in this inquiry, looking at it from the perspective of NSSs:

- **Legal and Institutional Framework:** A strong legal and institutional framework gives authority and mandate to the NSS and helps in setting clear roles and responsibilities. PARIS21 has identified in its output 1.2 the importance of modernizing statistical laws and data governance.
- **Aligning Efforts with National/Development Priorities:** As described in the outcome related to the NSDS process in Rwanda, when data becomes a central driver of decision-making for the government a virtuous cycle begins that ensures that the data produced are relevant and addresses the specific needs of the country, thereby gaining more traction among stakeholders.
- **Digital Strategies:** Modernizing statistical systems through digital strategies helps in efficient data collection, processing, and dissemination. It also allows for greater adaptability to changing needs and technologies.

More and better financing for development data

Several key informants raised the issue of diverse data ecosystems, where multiple actors within a national government might have the capacity to deliver on needed development statistics especially in technical sectors. As stated above, development partner key informants noted that donors do not have a “national statistics system focus”, there is no separate budget for financing data production. Rather data is a means to achieve other priorities, leaning donors towards data investments that might be an enabler to success in other programming. Donors have priority issues in areas like health, women and girls, democracy and human rights, humanitarian assistance, climate change

adaptation and so forth. An NSO would be in a stronger position to attract support if it could demonstrate its value addition to coordinating this network.

Development partners are also focused on the idea that ultimately national statistical systems need to be self-financing. For NSSs to be sustainable in the long run, there must be significant national commitment and internal investment. The Clearinghouse platform does not make it obvious how much domestic financing is flowing into the NSS.

3.6.2. What are the factors that act as barriers or facilitators to sustainability?

Several barriers to sustainability were also identified:

- **Outdated Data Management System:** An outdated system lacks the flexibility to adjust to new challenges and can lead to inefficiencies, and solutions other than a centralized NSO being the focal point of national statistics.
- **Insufficient budget:** A lack of necessary resources, both in terms of finances and manpower, hinders the ability to adapt and fulfill emerging demands.
- **No Established Coordination Mechanisms:** Without proper coordination amongst different national data producers, resources can be wasted, efforts duplicated, and overall effectiveness diminished.
- **Excessive Processes:** Bureaucratic “red tape” can slow down operations, leading to inefficiencies and reduced stakeholder trust.

4. Summary of Insights and Key Lessons Learned

4.1 About relevance

- PARIS21's activities and outputs are highly relevant to the needs and priorities of National Statistics Offices (NSOs). NSOs value PARIS21's training, support, and innovative data methodologies.
- PARIS21 has shown significant agility, especially in adapting its operations in response to challenges like the COVID-19 pandemic. Its ability to pivot and integrate modern remote communications technologies is commendable.
- While adaptability is a strength, there's a call from some quarters for PARIS21 to maintain focus and specificity in certain targeted areas to maximize its impact and relevance.
- The COVID-19 pandemic drove significant shifts in traditional data collection methods and emphasized collaboration and technological integration within National Statistical Systems (NSSs) reflecting a PARIS21 strategic direction.
- Some NSO stakeholders misunderstand PARIS21's role, viewing it primarily as a donor rather than appreciating its various roles as a facilitator, connector, trainer, advocate and assessor. This can lead to unfulfilled expectations. Additionally, concerns were expressed by Board members regarding how PARIS21 has broadened its focus to include areas like climate change statistics that are beyond its core strengths of supporting NSSs and advocating for statistical financing, suggesting the need for a prioritization or recalibration.
- While PARIS21's overarching strategy remains valid, it's essential to continuously review and refine it to ensure alignment with the varied needs and priorities of all stakeholders.

4.2 About coherence

- PARIS21's activities are generally aligned with major stakeholders in the development statistics domain. This includes alignment with interventions by NSOs, donors, and other key organizations. While PARIS21 has carved out a niche within the statistical capacity development sphere, specifically through its National Strategy for Development Statistics (NSDS) platform, there is a need to further specify and refine activity targets, and prevent issues such as favoring the most responsive countries.

- There are numerous actors in the statistical capacity development landscape (said one development partner: “it’s a crowded niche within a niche”), including NGOs and international institutions. Ensuring consistent coordination with these other stakeholders is essential for maximizing impact and avoiding duplication of efforts.
- The strategy anticipated growth in resources flowing towards improving development statistics. Over the early years of the strategy, where unanticipated national outlays by development partners to finance the COVID response and the responses to the war in Ukraine, these additional resources may not materialize as expected and could pose a challenge to PARIS21’s financial stability. Planning and strategic considerations should be made with this in mind.
- Assumptions that interventions, new tools and methodologies are scalable and adaptable across different geographies should be monitored closely for efficacy.
- Given the increased familiarity with online tools after the COVID response, it’s an opportune moment for PARIS21 to review assumptions about e-learning and blended learning approaches.

4.3 About effectiveness

- In the majority of cases, *where PARIS21 has specified what its output objectives are*, PARIS21 is achieving them.
- PARIS21 has significantly enhanced its monitoring of effectiveness using result-based management tools. The addition of a Theory of Change and a results framework provided a clearer roadmap for partners about the envisioned change pathways.
- The outputs that PARIS21 targets are specific, tangible and the organization has significant control over them (although the clarity of some indicators need enhancement, as some terminologies used are vague and challenging to interpret). However, producing outputs does not always indicate if the broader outcome goals of the organization are being achieved.
- Only a few indicators have a baseline value, which is essential for setting the context, framing realistic targets, and measuring the “change delta” of progress. Baselines help in inform planning, prioritization and decision-making.
- Since the formulation of the PARIS21 strategy, new lines of work have emerged that are not reflected in the results framework. These include areas like data flow assessments, Open Data Readiness Assessments, and data to support Climate Change reporting. These new areas, seen as relevant and urgent by some key informants, underline the need for the strategy and framework to remain adaptable and responsive to changing needs. The outputs related to the new lines of work are driven by bilateral project agreements with partners, emphasizing the importance of such collaborations in guiding the strategic direction.

4.4 About efficiency

- PARIS21 has taken on an ambitious agenda for the 2021-2025 Strategy. Despite operating on what is described by key informants as a “small budget,” it has attempted a substantial task. When adequately resourced, PARIS21 has effectively delivered high-quality outputs aligned with its strategy.
- But PARIS21 has also made inconsistent progress with its strategy. Some outputs (such as developing digital strategy guidance) have not been achieved whereas with others it has over-achieved, such as with activities aimed at mainstreaming gender. Robust development partner support in some areas (at the expense of others) is a possible explanation, which points to an issue with PARIS21’s project-based approach to funding.
- While these additional project-based resources supplement PARIS21’s core budget, this setup can lead to the diversion of the Secretariat’s limited resources to focus on specific project deliverables where immediate accountability to deliver outputs is required. This project-based funding model is not highly conducive to the long-term capacity-building of PARIS21’s partners. Development partners could consider aligning their investments more closely with the Theory of Change model that was developed with participatory inputs from the membership.

- PARIS21 showcased commendable adaptability during the global COVID pandemic, pivoting efficiently to alternative methods for delivering support and technical assistance. This was an aspect acknowledged and praised by several key informants.
- The primary engagement pattern for PARIS21 is sequential. Engaging with an NSO on an NSDS often triggers a series of follow-up support processes. Given the number of interventions already undertaken in countries like Paraguay, Lesotho, and Mongolia, it becomes challenging to add more NSOs to their portfolio each year, especially when existing ones still requesting relevant ongoing support.
- Being hosted by the OECD presents both opportunities and challenges. Sitting inside the OECD gives PARIS21 an important vantage point at a leading edge of development statistics. However, among the several challenges are the OECD's rules regarding donor financing, its positioning vis-à-vis the private sector and foundations, and its human resource policies, such as term limits for employees. Given that building and maintaining relationships is pivotal to achieving results in this intricate global network of stakeholders, these constraints can be detrimental.

4.5 About impact

- PARIS21 has consistently made significant contributions towards bringing about transformative changes, with the understanding that such profound shifts unfold gradually, and along different trajectories based on the collaboration and dynamics with different partners. Over time, these partnerships have been pivotal in achieving enduring results, reminding us that true transformation demands patience and commitment.
- Long-term investments and relationship building over years can yield significant results. The case of the Government of Rwanda's experience with the NSDS process was described with the key outcome being a World Bank project explicitly supporting its NSDS III. This highlights that consistent, long-term support can contribute in some way to significant outcomes. There was not a particular output in the 2021-2022 strategy period that led to the World Bank project but rather the sustained relationship building of a very trustworthy institution over the course of fifteen years that led to this highly "bankable" NSDS.
- The integration of citizen-generated data (CGD) into official national statistics in Kenya underscores the importance of paying attention to the process. PARIS21 contributed to a process that eventually led to the inclusion of data from civil society organizations to supplement the government's own "official" data through the development of the "Kenya Statistical Quality Assurance Framework". PARIS21 accelerated the process by helping convene stakeholders from the wider data ecosystem who might not naturally have come together, or maybe they would but it would have taken longer. PARIS21's value addition in the process was being trusted by both sides.
- The Partner Report on Support to Statistics (PRESS) demonstrates that consistent tracking and visibility of data and statistics financing can play a crucial role in advocacy and the shaping of policies. Providing stakeholders with tangible insights into funding patterns, especially areas of decline or neglect, can instigate actionable discussions and drive attention to the significance of data and statistics in achieving broader development goals.

4.6 About sustainability

- For the skills and competencies imparted through training to remain relevant, they must be regularly updated. Development statistics, in particular, require constant adaptation due to evolving methodologies. Skills development is not a "one and done" process, there must be affordable systems to continually update training. Peer-to-peer platforms and refresher courses can serve this purpose effectively. Establishing communities of practice allows individuals to share experiences and solutions, thereby reinforcing and enhancing the knowledge and skills gained.

- Diverse data ecosystems require support, but donors don't often focus solely on national statistics. An NSO that can demonstrate its coordinating value is more likely to attract support. Furthermore, the ultimate goal is for NSSs to be self-reliant, emphasizing the importance of domestic financing.
- Three core conditions for sustainability of improvements in NSSs according to a key informant representing an NSO: (1) a robust framework that provides clarity in roles and responsibilities and gives the necessary mandate to National Statistical Systems, (2) ensuring that data drives decision-making and aligns with the country's specific needs ensures it remains relevant and valued, (3) modern digital strategies optimize data collection, processing, and dissemination, and allow for adaptability to technological changes. Interestingly, in the third area concerning digital strategies the PARIS21 strategy has made little progress.

5. Recommendations

5.1. Strategies to Accelerate Success

1. Strategy Refresh

Ensure that PARIS21 maximizes its impact and stays highly relevant to NSOs' evolving needs by being agile and adaptable. Explicitly link “new” methods and tools such as data gap analyses or the Clearinghouse platform more clearly to its support national strategies for development statistics or its advocacy for development statistics financing. Incorporate all new areas of work into the results framework. This ongoing revision ensures that all efforts are mapped, that there's clarity on indicators, and that baselines are set to effectively measure change over time. In areas where no progress has been made during the early years of the strategy, ask why, and be brave enough to de-prioritize.

Introduce mechanisms to track and measure the long-term impacts of sustained relationships and interventions. This approach should go beyond tracking activities and outputs towards trying to understand the broader changes in the landscape due to PARIS21's efforts.

2. Funding Model to Support Development Statistics

While project-based funding has its advantages, and can supplement the resources PARIS21 has available to develop new knowledge products, the Secretariat needs to better steer these bilateral resources so that they fit existing main strategic channels. Donors also have an accountability to the partnership. And while international support continues to be vital, the end goal should always be the self-reliance of National Statistical Systems. Work on advocacy and capacity-building efforts that help NSOs demonstrate their value, thereby attracting domestic investments and ensuring long-term sustainability.

3. Adaptive Learning Strategy

Continue to create a robust, flexible learning strategy that allows data ecosystem partners access to continuously updated of training methodologies combined with monitoring systems that gives PARIS21 visibility about which tools and strategies are hitting the mark. Recognizing the ever-evolving nature of development statistics, this ensures that skills imparted remain relevant. Foster the creation of peer-to-peer platforms or communities of practice following the one network that has been established for NSOs in Latin America. Such networks can allow NSOs to share experiences, best practices, and jointly tackle challenges, thereby enhancing sustainability and continuous learning.

4. Communication and Knowledge Management

To address the misperception of PARIS21's role among NSOs, develop a stakeholder communication campaign highlighting the organization's role as a facilitator rather than a donor, setting clear

expectations to guide future collaborations and avoid potential misalignments. And fix the website. In its present form it is difficult to navigate and, in particular, to search, and now has additional layers such as the Clearinghouse for Financing Development Data that are not obviously integrated, and others that are, such as the Gender Data Network.

5. Co-Create a Fully Revised NSDS 4.0

Like the PARIS21 website, the NSDS process has accumulated over the years a tangle of resources that are increasingly challenging for users to navigate. The NSDS is PARIS21's original "genius idea", and it remains vitally relevant today as evidenced by the World Bank using it as a financing framework in its program-by-results approach. Begin by segmenting the approach by NSO capacity. Put implementation nearer to the front of the process using the Advanced Data Planning Tool (ADAPT) and Country Report on Support to Statistics (CRESS) concepts. Continue using the platform as a way to pilot new methodologies like mapping data ecosystems, gender or climate change data flows but introduce these approaches in a way that is more intentionally evaluable. PARIS21 partners who make use of the process (World Bank, the UN Statistics Division, interested bilateral donors) should actively collaborate and finance this re-think and its subsequent piloting.

6. Annexes

Annex 1: Terms of Reference

Background

The [Partnership in Statistics for Development in the 21st Century](#) (PARIS21) is a global partnership of national, regional and international statistics experts and policy makers seeking to improve evidence-based decision making in developing countries. As demand for data increases, the partnership supports the strengthening of statistical capacity at both country and regional levels to improve the provision, availability and use of high-quality data; foster dialogue within societies on the use of data for accountability and evidence-based policy making; and promote the well-being of people through contributing to the achievement of national and international development goals. More details about our work can be found in the [2023 Programme of Work](#) and [2021 Progress Report](#).

At the meeting of the PARIS21 Executive Committee on 19 December 2022, the Executive Committee approved the Secretariat's proposal to carry out an evaluation to assess the relevance of and progress towards the [PARIS21 2021-2025 Strategy, Results Framework and Theory of Change](#). PARIS21 is seeking to hire an external consultant to conduct the evaluation.

Objective of the work

The main objective of the PARIS21 mid-term evaluation is to assess state of progress of PARIS21 towards the delivery of its 2021-2025 Strategy and Results Framework, with a focus on activities, implementation modalities, partnerships and processes. It will be a focused check-in exercise looking for actionable results for the remaining part of the strategy. The expected outcome of the evaluation is an understanding of the partnership's relevance and progress towards its 2021-2025 Strategy and a set of recommendations to accelerate successes and harness opportunities.

Scope

The following section outlines the scope of the evaluation in terms of timeframe, organizational level and audience.

- **Timeframe:** The evaluation will focus on the first half of the current PARIS21 Strategy, e.g., January 1st, 2021, to December 31st, 2022.
- **Organisational level:** The evaluation will target the PARIS21 Secretariat, including its interactions with partners.
- **Audience:** The primary audience for the evaluation is the PARIS21 Executive Committee, Secretariat and Board. The secondary audience includes PARIS21's partner countries and donors. The evaluation may also be of interest to other organisations working in statistics and data for development.

Tasks

Specifically, the Consultant, in coordination with PARIS21 Secretariat, will undertake the following tasks:

Conduct an evaluation to assess state of progress of PARIS21 towards the delivery of its 2021-2025 Strategy and Results Framework as follows:

Evaluation questions

Building on the OECD DAC evaluation criteria of development interventions – relevance,

coherence, effectiveness, efficiency, the evaluation should address the following questions:

Relevance:

- To what extent do PARIS21's activities and outputs respond to partner needs and priorities?
How
- have these activities and outputs changed as a result of the changing context?
- Does the PARIS21 2021-2025 Strategy, Results Framework and Theory of Change continue to remain valid and relevant in 2023 considering its underlying assumptions in light of the changing context?

Coherence:

- To what extent are PARIS21's activities consistent and aligned with other actors' interventions in the same context? (e.g., NSOs, donors). Have circumstances shifted sufficiently over the course of 2021-2022 to necessitate revisiting the strategy's underlying assumptions?

Effectiveness:

- Are PARIS21's interventions achieving their objectives and expected results?

Efficiency:

- Is PARIS21 making satisfactory progress in timely and quality achievement of the indicative results outlined in its 2021-2025 Strategy?
- Are current resources, capacity and systems conducive to the timely and quality achievement of the 2021-2025 Strategy?

Impact:

- Have outputs achieved during 2021-2022 through Outcome 1 (National Statistical Systems are fit for purpose) and Outcome 4 (More and better financing for development data is available) resulted in higher-level effects with intended beneficiaries in terms of changes to their systems or policies?
- How does PARIS21 influence its partners for impact? How have COVID restrictions influenced this, both positively and negatively?

Sustainability:

- Considering the interventions leading to Outcomes 1 and 4, what are the necessary conditions required for sustainability? What are the factors that act as barriers or facilitators to sustainability?

Methodology

Data collection methods will include:

- Desk review and documentation analysis: This will include a review of internal documents provided by the Secretariat, including annual, financial and narrative progress reports, guidelines, presentations, publications and webinars.
- Online survey: A short online survey to collect data from key stakeholders, including members of the PARIS21 Executive Committee and Board.
- Key informant interviews: Semi-structured, in-depth key informant interviews to key stakeholders selected by the Secretariat. The interviews will be arranged by the consultant and conducted via video conferencing.
- Visit to the PARIS21 Secretariat's office in Paris.
- Tentative one-week visit to a partner country selected by the Secretariat.

Annex 2: Consultant Profile

Stephen has a Master's degree in Political Science (International Development) from the University of Toronto, Canada.

He has had a thirty year career spanning field assignments across three continents, based in six developing countries with short- and long-term assignments throughout Europe, Asia, Latin America and Africa: Geneva, Switzerland (2010-to date) NIRAS Core Team member under the Swedish International Development Cooperation Agency framework agreement for results-based management and adaptive management, UNICEF and FAO Senior Advisor on humanitarian response issues, independent consultant; Ghana (2006-2010) USAID Regional Health Office in Accra, NGO-private sector links in development and helping INGOs improve their focus and impact globally; Ethiopia (2001-2006) USAID Cognizant Technical Officer in Addis Ababa; Nepal (1995-2001) wide-ranging management consultancy based in Kathmandu helping diverse organizations improve their quality, accountability and impact globally; Bolivia (1993-1995) integrated health, water and sanitation project manager in Chuquisaca and Potosí; Bangladesh (1989-1993) field office management in Comilla, humanitarian response and developing partnership approaches for CARE and WFP in Dhaka; and Bhutan (1984-1986) Jesuit Volunteer mathematics and computer studies at Jigme Sherubling Central School in Khaling, Trashigang dzongkhag.

Over 250 successful consultancy assignments including many Swedish International Development Cooperation Agency partners including PARIS21, the Bangladesh Environmental Lawyers Association, International Cities of Refuge Network, Electoral Institute for Sustainable Democracy in Africa, and the International Confederation of Midwives, WAN-IFRA the World Association of News Publishers; many CARE Country Offices and CARE International Member Partners worldwide; United Nations agencies including WFP, FAO, UNICEF and UNDP; and a wide array of INGOs including Humanity and Inclusion, Oxfam, Save the Children, SNV, Helvetas, the Salvation Army, the World Wildlife Fund, CAFOD and The Freedom Fund; private sector companies including Olam PLC and Cadbury's PLC.

Stephen is an IAF certified™ International Association of Facilitators professional facilitator (recertified in 2019). His areas of expertise include Program Design and Evaluation, Results-based and adaptive management. He has a particular interest in disability Inclusion, especially the challenges related to generating and using disability disaggregated data in humanitarian needs assessments.

Annex 3: Survey Tool

A survey was conducted sampling individuals who had taken part in the “Enhancing Statistical Leadership” training workshops prior to 2023. The sample consisted of approximately fifty past participants.

Français ci-dessous. Español abajo.

Invitation

You are invited to take part in this short survey as someone who has attended an Enhancing Statistical Leadership regional training workshop organized by the Partnership in Statistics for Development in the 21st Century (PARIS21) in the past.

Background and Purpose

PARIS21 is a global partnership of national, regional, and international statistics experts and policy makers seeking to improve evidence-based decision making in developing countries. The course you attended was tailored to improve leadership and coordination skills in the specific context of your National Statistical Office.

PARIS21 is now carrying out a mid-term evaluation of its [2021-2025 Strategy](#) where “Enhancing Statistical Leadership” is an important result. The 10-minute survey asks you to reflect on your perceived value of this training, and especially how you put it to use back in your office when you returned from the workshop.

General Data Protection Regulation

The survey is anonymous. Data collected will be used only for internal purposes as evidence for the mid-term evaluation of the PARIS21 2021-2025 Strategy. Data collected on Survey Monkey will be stored on servers within the EU. Data collected in this survey will not be shared with 3rd parties.

Level of effort

The survey has been designed to take about 10 minutes.

Survey

The survey is available in English, French and Spanish. Please follow the link you are most comfortable with:

[English language link](#)

[French language link](#)

[Spanish Language link](#)

1. What National Statistical Office do you represent?

Select one:

Pull down menu

2. What is your role in your National Statistical Office?

Select one:

Director General

Deputy Director General

General Manager

Assistant General Manager

Director

Head of Division

Statistician

Other: (specify)

3. Does your current role involve leading and overseeing individuals within your office, ensuring their engagement, productivity, and development while aligning their work with the goals of your office (i.e., people management)?

Yes/No

4. How many staff are permanently employed in your National Statistical Office?

Select one:

1-24

25-49

50-99

100-249

250-1000

>1000

5. How many employees do you directly supervise?

1-3

4-7

>7

6. Which topics in the training do you consider the most useful in your role?

(1 = No Use at All to 6 = Extremely Useful)

	1	2	3	4	5	6
Social Identity						
Direction-Alignment-Commitment						
Emotional Intelligence						
Listening to Understand						
Psychological Safety						
Feedback that Works						

Leading Change						
Leading Hybrid Teams						
Communication						
Leadership Versatility						
Influence						

7. Were there other topics that you remember but that are not included on this list?

Text box

8. Reflecting on the course, using the slider, in your opinion, how effectively or comprehensively were gender issues integrated into the training?

Slider

9. Please indicate if the training improved any of your personal management abilities:

	Not at all		A great deal
Enhanced my ability to recognize and leverage individual strengths within the team			
Improved my delegation skills			
Increased my clarity in setting expectations and goals			
Strengthened my coaching and mentoring capabilities			
Improved my conflict resolution skills			
Enhanced my decision-making abilities			
Strengthened my problem-solving skills			
Improved my ability to provide constructive feedback			
Enhanced my communication skills			
Increased my ability to motivate and inspire team members			

10. Consider the changes or improvements in the list below. Please select up to three of the clearest improvements you have noticed in your workplace following your Enhancing Statistical Leadership training:

Optimized team performance
Tasks and responsibilities are appropriately assigned and executed efficiently
Improved alignment and motivation within the team

Stronger support to team members' growth and development
Timely decisions
Better teamwork
Minimizing disruptions
Collaborative and inclusive work culture
More productive work environment.
Performance growth
Fewer misunderstandings
Positive work atmosphere

11. For any improvements you have indicated, please describe in your own words what difference the improvement made in your office

Text box

12. Please use the slider to indicate how much of a contribution in your opinion the Enhancing Statistical Leadership training had in achieving this positive result

Slider

13. The results of this survey will be used in the mid-evaluation the PARIS21 2021-2025 Strategy where one of the objectives is to **build individual capacities among National Statistical Offices to better engage and coordinate with the larger data ecosystem**. Please use the slider to indicate how well aligned this course was to that objective.

Slider

14. Do you feel your NSO is in a stronger position thanks to your own leadership skills that were improved by this training?

Yes/No

15. Please share anything you would like to add in the box below.

Text box

16. If you would like to have your comments attributed to you, please write your email address in the box below. Otherwise, all responses will be treated confidentially according to the GDPR.

Text box

Annex 4: Outcome Case Studies

Outcome Harvest Case Study Template

Name of the Outcome

Key Informant(s): Name, country, role

Description of what outcome occurred. A clear and concise statement of the outcome, describing the specific change that occurred.

1. Description

Background to the outcome, including the context and the nature of the problem that is being addressed:

- When did the outcome materialize? It could be a specific date, or it could be a time period.
- Where did the outcome take place? This might include the country, region, community, or even a specific institution or organization, depending on the nature of the outcome.
- Who benefitted or was affected by this outcome? This might describe specific demographics, communities, organizations, or other stakeholders.
- What evidence supports the claim that this change occurred? This can be a mix of qualitative and quantitative data, testimonies, reports, or other forms of evidence.

2. Contribution of PARIS21

How did the program or intervention contribute to this outcome? Describe the activities or inputs that played a role in the change. It's essential to distinguish between the program's contribution versus claiming attribution. The PARIS21 strategy outlines a complex program involving multiple components, involving multiple partners, with multiple agendas, along long causal chains where the hoped-for outcome can only be achieved when many things “go right”. Describe this change pathway.

3. Factors influencing the Outcome

What internal or external factors played a role in this outcome? This could include cultural, political, economic, or environmental factors, or any other influences that either supported or hindered the realization of the outcome.

4. Significance of the Outcome

Why is this outcome important? Describe its relevance or importance in the broader context of the program's goals or the larger environment in which it operates.

5. Substantiation or Verification

How was this outcome verified? Highlight the methods and sources used to substantiate the outcome. This can include interviews, surveys, third-party reports, or any other form of verification.

6. Lessons Learned

What insights can we derive from this outcome? Any observations, considerations, or learnings that can guide upcoming initiatives or approaches.

Outcome Harvest Study 1: National Strategy for the Development of Statistics

Key Informants: Yusuf Murangwa, Director General, National Institute of Statistics of Rwanda; Juan Carlos Parra Osorio, Senior Economist, World Bank; and Leonard Rugwabiza Minega, Chief Economist, Ministry of Finance and Economic Planning, Government of Rwanda.

Additional input from Natalija Waldhuber, Programme Officer, Economics and Governance Section, Delegation of the European Union to Rwanda and Sharmarke Farah, Director General, Somalia National Bureau of Statistics

Outcome: Rwanda has successfully implemented NSDSs for over fifteen years. It has reached a point of maturity and confidence in the process that the World Bank has now framed a major \$60 million PARIS21 2021-2025 Strategy Mid-Term Evaluation

investment program²⁰ to explicitly support six out of the twelve strategic objectives of Rwanda's NSDS III.

1. Description

The National Institute of Statistics of Rwanda (NISR) was created in late 2005 as an independent institution being separated from the Ministry of Finance and Economic Planning. At the time there was not universal conviction in Government that setting up an autonomous statistical body was the right direction to take given the political consequences of poverty data, but the President of Rwanda strongly believes in the important role of data in decision-making and in the framing of poverty reduction strategies. Rwanda has a cultural affinity towards planning, making the systematic and structured approach advocated by the PARIS21 NSDS appealing.

Rwanda undertook its first NSDS (its "NSDS I") in 2009. At the time the strategic vision was made to build articulate a strategy to respond to both immediate short-term needs as well looking forward 10-20 years in the direction the NISR wanted to go. Its NSDS II (from 2014-19) focused on building capacity between the NISR's statisticians and government line ministries, so that the Education Ministry, for example, grew its capacity to identify, collect and use data as well. Gradually trust in the process gained momentum, and expectations about NISR's role were now huge.

NSDS III (2020-2024) was produced after considerable reflection about the changing data and technology context, and the need for speed in terms of producing closer to real time analysis. Expectations have had to be managed both internally and externally, with more clarity about the role of other parts of government have to play in analysis. Key informants in the Ministry of Gender and Family Promotion (MIGEPROF) as well as the Rwanda's Gender Monitoring Office (GMO) confirm their use of the data that NISR delivers towards making evidence-based decisions, informing legislation, program design, targeting and accountability structures.

There are several outcomes in this fifteen-year process, including how other parts of government have improved their capacity to define their needs and use data produced more effectively. Examples were cited by both MIGEPROF and the GMO where data was the critical driver leading to policy changes that improve lives. Data produced in the Integrated Household Living Conditions Survey about land ownership by gender was an influence in the Law Governing Land in Rwanda guaranteeing equal rights on land access, ownership and utilization. By systematically tracking land ownership patterns by gender using tools like Household Surveys, the legal right to equal access to land can be monitored.

2. Contribution of PARIS21

PARIS21 has been very supportive of Rwanda's NSDS process since its first version was produced using the original guidelines. Key informants describe the methodology as "a brilliant template" and "a genius idea" that leads to a highly consultative and participatory process. PARIS21 has also been urged on to support the process directly with on-the-ground technical support arguing that "if you don't come to visit Rwanda, you will not understand the context".

PARIS21 has continued to contribute to Rwanda's strategic development through regular updates of the basic intellectual framework. NSDS 2.0 released in 2014 would have underpinned Rwanda's NSDS III, and its experience over the course of the current strategy period has informed the development of NSDS 3.0.

3. Factors influencing the Outcome

PARIS21 played a catalytic role in convening and facilitating various processes, especially at the very early stage, but the development and incremental improvement of the NSDSs has involved even more prominently local "believers" in the development statistics strategy process. Local champions of the data-driven approach positioned at influential points in the government enabled the success

²⁰ Half grant, half credit. [Eastern Africa Regional Statistics Program-for-Results \(P176371\)](#)

of the process, starting with the President. PARIS21 is particularly well-positioned with its relationships with Rwanda as its most senior regional advisor is Rwandan who had previously held a senior role in the Ministry of Finance and Economic Planning before the NISR was split off.

An important dynamic in Rwanda that contributed to the success of the NSDS process has been the gradual building of trust. During the NSDS II period national sampling began to collect equity data allowed targeting decisions and an analysis of the underlying development issues. Subsequent "poverty reduction strategies" the Government produced became very data-focused, which Rwanda's development partners appreciated, and this has led to a "virtuous cycle".

4. Significance of the Outcome

Investment financing of the type that the World Bank is providing through its Eastern Africa Regional Statistics Program-for-Results is a significant vote of trust in the management of NISR and the NSDS III process. As a results-based program the NISR has to deliver according to plan targets in order to access the resources, so confidence in the strategic process is essential.

5. Substantiation or Verification

World Bank documentation links the design of the Program-for-Results to the NSDS process in Rwanda (and also Kenya and Tanzania).

Key informant interviews with World Bank officials and the European Union who confirm that when NSDSs are properly done, they attract resources given their built-in action plan with targets that make them particularly amenable to result-based management processes.

A Director General from the east Africa region made a similar argument that an NSDS is viewed by investors like the World Bank as a key element in the Program Appraisal process.

6. Lessons Learned

The continuity in the strategy process in Rwanda has provided discipline in the development statistics ecosystem there. Managers in Rwanda emphasize that if the NSDS does not budget for a product the resources will not be put forward to support. This rigor has been advantageous as development partners and government colleagues pay close attention to the forward planning process.

PARIS21 has periodically supported the NISR over the three strategic phases, but more often has used Rwanda's learnings to improve the NSDS guidance in general. It is possible that PARIS21 learned more from Rwanda than NISR has learned from PARIS21.

The NSDS process is long-term. Other counties (e.g. Lesotho, Maldives, Somalia) have carried out "one-off" strategy exercises that subsequently lapsed. The absence of sustained financing to support the facilitation of the strategy process, the technical training on the use of new tools, catalytic support to attract the participation of other actors in government is a limiting factor in the successful uptake of the process. One key informant explained that PARIS21's on-the-ground role in a strategy meeting attracted the participation of other ministry officials who otherwise would not have attended.

For PARIS21 the NSDS is its key platform. Many of the relationships in the Partnership have the NSDS as their foundation. New tools that PARIS21 pilots involving gender statistics, climate statistics, citizen generated data, data gap analysis using ADAPT, financial planning using CRESS, statistical legislative reform, national statistical system capacity development, leadership training, and more, are piloted and ultimately scaled-up through the NSDS process.

In the case of Rwanda (and Tanzania and Kenya) the World Bank explicitly uses the NSDS framework as the basis of an investment decision. Other development partners such as the International Monetary Fund and the UN Statistical Division have a similarly outsized stake in the performance of NSOs to deliver high quality development statistics. Funding of the NSS is key, and needs to be connected to the strategy process from the outset. Investments need to be linked to national policy

priorities, what data is required, and which parts of government will collect it. Given the importance of NSDS the PARIS21 partnership needs to more systematically fund it.

Outcome Harvest Study 2: Citizen Generated Data

Key Informant(s): Benjamin Charagu, Operations Director, Open Institute Kenya; and Macdonald George Obudho, Director General, Kenya National Bureau of Statistics (KNBS)

Outcome: As a result of collaborative efforts between KNBS, CSOs, and supporting international entities such as PARIS21, for the first time in 2022, Kenya has successfully integrated citizen-generated data from a CSO into its official national statistics because of tools and processes co-created by diverse stakeholders in the Kenyan data ecosystem. This not only bridged data gaps but also paved the way for other citizen-generated datasets to be officially recognized and utilized for policy-making, emphasizing the importance and potential of collaborative data generation and validation in informing national development agendas.

1. Description

The Sustainable Development Goal's broad monitoring framework has strained the capacity of national statistical systems, which already had limited resources even prior to budget cut-backs governments were forced to make during the COVID response. Creating a space for non-state actors like Civil Society Organizations (CSOs) who produce data to have this work recognized and legitimized is possibly a "win-win": national statistical organizations collect more useful data, and CSOs advocacy becomes more authoritative if its evidence is recognized as "official" by a state actor.

Over a three-year period, from 2019 through 2022 PARIS21 supported a project together with the Kenyan National Bureau of Statistics and Partners for Review²¹ that was built on an earlier Capacity Development Survey of Kenya's national statistical system in 2017 that identified priority areas to support in order to leverage non-traditional or non-conventional data sources for SDG reporting. This survey was followed by other work that mapped the involvement of non-state statistical stakeholders, particularly civil society actors, who produce relevant data on development topics at the local level, but not data that was considered "official".

In 2020 the project organized a training on data planning and the identification of data gaps using the PARIS21 ADAPT tool. This training reinforced for the KNBS the belief that certain data gaps might be closed using "alternative data" sources. In 2021 the KNBS developed a national framework that included a vision for how alternative data could be used to fill data gaps. This vision created an opening for a series of meetings over the next year that brought key CSO actors together with the KNBS where each side learned more about how the other operated. CSOs learned more about rigorous data standards while KNBS learned more about the areas where CSOs worked, the kinds of data they collected and their methods.

One organization that benefited from this convergence is the Open Institute Kenya which works with multiple stakeholders from the national level in Kenya through to the "hyperlocal" level to promote responsive government through the use of data. By engaging with others to help develop the validation criteria for citizen generated data the Open Institute Kenya was able to improve the standard of data collection processes its partners used. Gaining the imprimatur of KNBS about the quality of the data collection process and hence the validity of the evidence produced allowed Open Institute partners working at the local level to state a stronger case with local government officials to motivate them to deliver better services. At the same time, the stronger relationship with KNBS the Open Institute a better insight into what other official census data was publicly available that could be overlaid with the data collection work of the CBOs it works with to improve their advocacy. The

²¹ Partners for Review (P4R) is a network that meets twice per year and convenes stakeholders from government, civil society, academia and the private sector who are involved in national process to monitor action to achieve the SDGs.

community-level data the partner CBO in [Lanet Umoja Kenya](#) put together about poor local access to clean water and the absence of community health services produced results, leading local government to invest in cost-effective solutions.

2. Contribution of PARIS21

PARIS21 contributed to this outcome in several ways. As a long-time and trusted partner of the Kenya National Bureau of Statistics PARIS21 it was well-placed to facilitate activities. PARIS21's relationship with KNBS dated to before 2003 when its first strategic plan for the National statistical system that was produced. PARIS21 provided support to the KNBS to use the ADAPT tool which led to its insights about the need to consider the wider data ecosystem. This was the groundwork necessary to help facilitate the process that brought CSOs together with KNBS to come up with the Kenya Statistical Quality Assurance Framework (KeSQAF). Organizations like the Open Institute in Kenya could then take it further, putting the framework into practice, allowing their partners to collect better data.

3. Factors influencing the Outcome

The trust factor was a key element all around. The long-standing relationship KNBS had with PARIS21 helped it introduce “radical” ideas, like using non-conventional data sources produced by non-state actors like community groups. KNBS had to build trust in the quality of the design, sample and analysis taking place outside its control, which the KeSQAF helped establish. Local governments had to trust the data CBOs were giving them. The data quality endorsement by KNBS “officializing” the findings helped motivate different resource allocation decisions than were originally planned.

The broader context in Kenya that influenced this outcome was the constitutional reform in 2010 that introduced a devolved system of government, putting local governments into the position of having to make appropriate decisions to bring services to the people. As these local governments became operational only in 2013, newly elected officials have been on a steep learning curve, perhaps making them more amenable to advocacy.

The project in Lanet Umoja to provide household water filters and the official gazettement of a budget to build the local clinic may have been partly data-driven decisions, but politics may also play a factor given the elections that were set to occur in 2022.

4. Significance of the Outcome

Community members in Lanet Umoja now have cleaner water and better access to health care. Citizen generated data played an important part in making this happen. CGD recognizes that in the broader data ecosystem many credible local actors collect data on many different topics including the “proportion of population using safely managed drinking water services” or the “coverage of essential health services” and enlisting these CBOs into the broader national project to achieve the SDGs is important.

5. Substantiation or Verification

The outcome is described on the [Open Institute's](#) website where it discusses substantial citizen engagement. The program director of the Subnational Citizen Engagement Team of the Open Institute was interviewed to triangulate the input provided by the head of KNBS. PARIS21 has well-documented the process by which the KeSQAF was developed.

6. Lessons Learned

The evolution of citizen generated data in Kenya to the point where tangible outcomes like different resource allocation decisions being influenced locally took time, and the path was indirect. It is not a question of “a workshop” but a series of different encounters over the course of several years.

The motivations of the partners in the project (KNBS and the Open Institute Kenya) are different. KNBS knows it needs more data that it does not have the budget to collect. The Open Institute knows its partners would have more credibility with their advocacy if their findings were recognized as “official data”.

Outcome Harvest Study 3: Enhancing Statistical Leadership

Key Informant(s): Claudette Kayitesi and Jean Claude Nyirimanzi, National Institute of Statistics of Rwanda; Samson Bel-Aube Nougbodou, STATAFRIC; Vicky Grobler, Trainer, Center for Creative Leadership. In addition, data from an anonymous survey with responses from 23 of 55 past participants in similar training courses in Asia, Latin America and Africa.

Outcome: Based on the survey responses of participants from the Enhancing Statistical Leadership trainings in 2021 and 2022, the central outcome observed was a transformative shift in leadership dynamics within national statistics offices. Participants consistently reported marked improvements in their personal management abilities, particularly emphasizing three distinct areas: a strengthened capacity for coaching and mentoring, an enhanced ability to motivate and inspire team members, and a refined proficiency in providing constructive feedback. Collectively, these personal enhancements translated to a broader organizational impact, with key informants noting evident improvements in alignment and motivation within teams, superior teamwork, and the cultivation of a collaborative and inclusive work culture.

1. Description

Since 2016 PARIS21 has developed specific training targeting towards Director Generals (DGs) of National Statistical Organizations (NSOs). The basic premise is that DGs reached the head of their organization not because they were effective managers necessarily, but rather because of their subject matter expertise. Over the past three years (2021-2023) five-day Leadership Training workshops have taken place in Africa, Latin America and Asia aiming to develop and maintain a winning culture in large organizations.

In order to understand the impact of this capacity building initiative 55 recent alumnae recent training workshops were invited to participate in an anonymous survey.

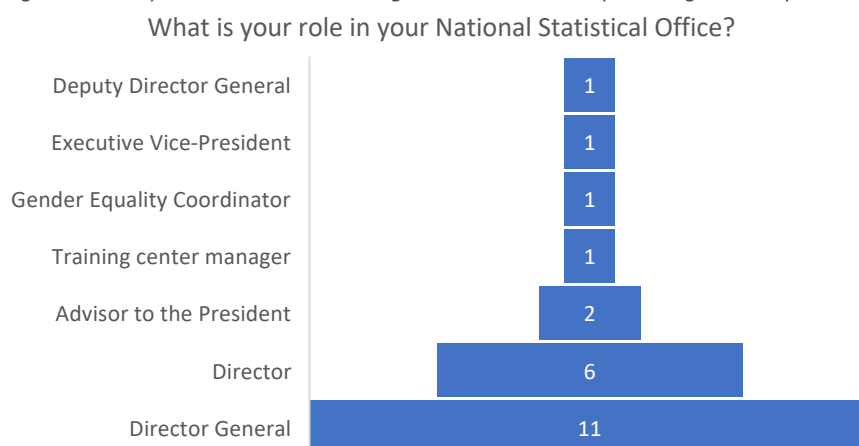
23 responses were received representing 16 NSOs. 17% of survey respondents led organizations with more than 1000 staff with over half (52%) of the training

recipients directly supervising 7 or more staff. Figure 2 illustrates the mix of participants. In addition, in-person interviews were carried out with three senior leaders who took part in the 2022 Africa senior leaders training workshop.

Past training participants rather than from the current 2023 cohort because they have had a chance to implement changes and observe the impact from the new knowledge that the training emphasized.

The primary outcome “beneficiary” of this capacity building is the NSO itself in terms of its effectiveness as an institution. Obviously a second beneficiary are the direct reports and co-workers of the senior leaders who took part. One key informant noted that whereas before the training critical feedback would be made in public, as a result of the training more often now critical comments are more discrete and done one-on-one. Another commented, “it made a difference in terms of delegation compared to before, now we achieve goals easily with a participatory manner.” Overwhelmingly, the participants credited the course for their improvement.

Figure 2 Participant mix in the Enhancing Statistical Leadership training workshops



2. Contribution of PARIS21

PARIS21's contribution is seen in two ways:

- All participants in the course are familiar with PARIS21 from its involvement in the NSDS process. One element in the current NSDS methodology is the reflection on the capacities to perform adequately and deliver on the strategy.
- PARIS21 defines and manages the initiative, working with the Center for Creative Leadership who delivers the course. Figure 3 illustrates the curriculum of the program with the participants' impression of the utility of the different topics.

Figure 3 Utility of training topics from the perspective of the senior NSO leaders who took part

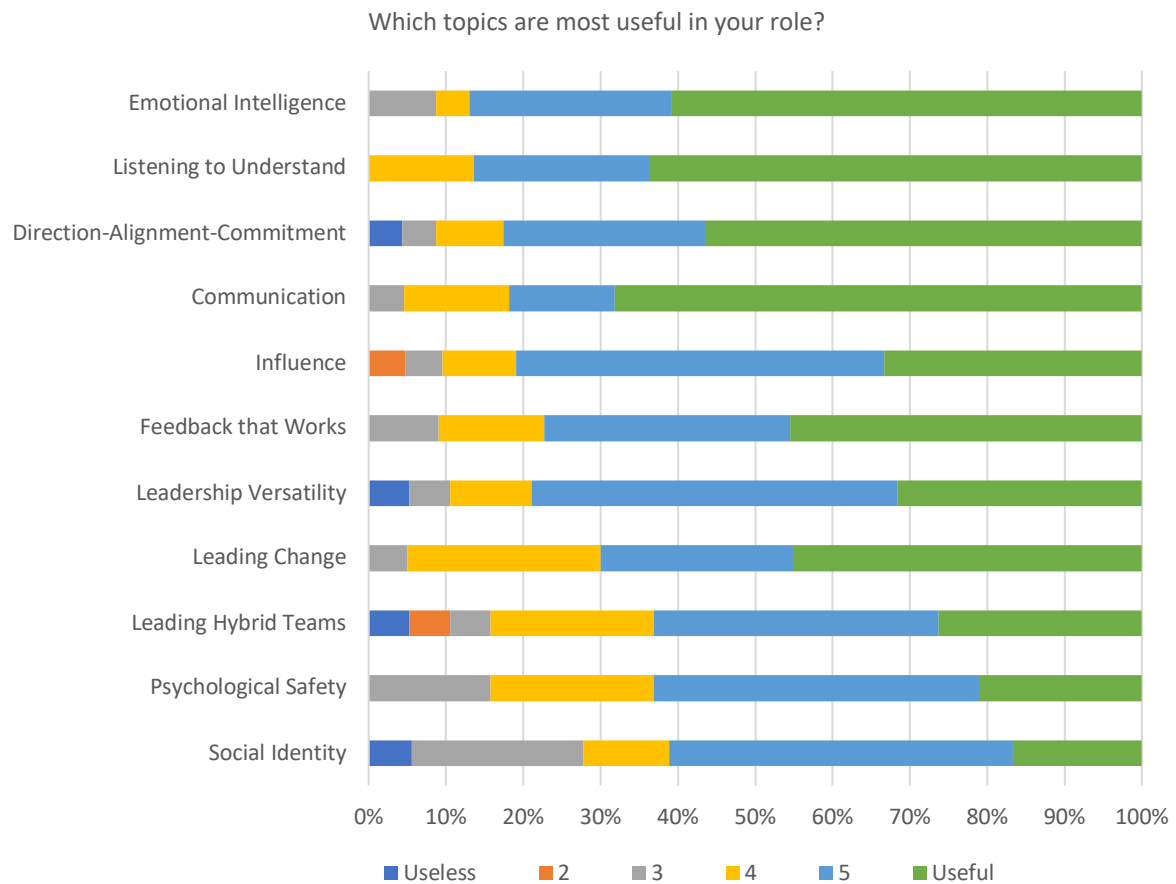


Figure 4 provides data concerning which personal management abilities the training contributed to. Again, overwhelmingly, the response was positive in terms of the contribution the training had, with 94% of respondents noting that the course strengthened their coaching and mentoring capabilities.

Figure 4 Impressions about course impact on personal management abilities



3. Factors influencing the Outcome

PARIS21’s delivery partner, [The Center for Creative Leadership](#), is recognized as a top-ranked, global, nonprofit provider of leadership development.

The training's emphasis on core leadership principles – “Direction-Alignment-Commitment”, “Emotional Intelligence”, and “Listening to Understand” – provided participants with tools and frameworks to introspectively evaluate and refine their leadership styles. Additionally, the focus on promoting inclusivity, specifically towards female leaders, imparted an inclusive perspective on leadership dynamics.

The context of the course which brought together a peer group may have contributed to the course’s impact giving participants the opportunity to network and share experiences with a network of others, *“las formaciones dan la posibilidad de conocer otras experiencias y establecer redes”*.

Externally, these leaders face an ever-increasing demand for data and the pressing challenges presented by global crises, like COVID-19 and climate change, challenging them to improve leadership within their NSO.

4. Significance of the Outcome

As these NSOs are at the front line of an ever-evolving data ecosystem, the quality of leadership directly influences the effectiveness, reliability, and trustworthiness of data-driven decision-making. Improved leadership dynamics ensure that these offices can not only produce accurate and timely data but also communicate, collaborate, and innovate effectively with a wide array of unfamiliar stakeholders – civil society, journalists, business people – in addition to the government colleagues they have responded to in the past. Ultimately, the enhancement in leadership capabilities serves as a cornerstone for ensuring that national statistics offices remain robust, adaptable, and credible in the face of contemporary global challenges.

5. Substantiation or Verification

The sample for the anonymous survey of past participants included only those who had taken the course in 2021 and 2022. Claudette, Jean Claude and Samson were also past participants in the course. Including only course alumnae (rather than 2023 participants) provided a better perspective on the changes to management style and the possible impact this had on their offices that resulted from the course.

A rigorous substantiation of training impact would require baseline data from colleagues in these NSOs prior to the training with a later follow-up. We do not have any data about changes in the NSO workplace from the direct reports of these training participants.

6. Lessons Learned

The impact of the Enhancing Statistical Leadership program also flows from the process that brings together senior leaders to spend a significant time with colleagues facing many of the same challenges in other NSOs.

The attendance – even on the sidelines – by senior PARIS21 representatives lends weight to the importance of the process. It also provides an informal opportunity for PARIS21 to collect feedback and impact stories.

Annex 5: Type of Funding Support

Type of funding support	Development partner
Designated	Canada Caribbean Development Bank Food and Agriculture Organization Germany Hewlett Foundation EC Directorate-General for International Partnerships (DG INTPA) UN Foundation UN Women Bill and Melinda Gates Foundation
General	Belgium Eurostat Korea Norway PARIS21 Foundation Sweden Switzerland United Kingdom

(Source: PARIS21 Secretariat)

Designated funding

Resources are specifically allocated for defined purposes.

General funding

Resources can be used at the discretion of the receiving organization for any legitimate purpose.

Annex 6: List of Contributors

Austin, Paul	Division Chief	International Monetary Fund
Badiee, Shaída	Co-Founder and Managing Director	Open Data Watch
Batmunkh, Batdavaa	Chairman	National Statistics Office of Mongolia
Bhusan, Aniket	Policy Analyst and Team Lead	Governance and Natural Resources Division, Global Affairs Canada
CAMACHO, Sandra	Partnerships and Outreach Officer	PARIS21
Cardoso, João	President	Instituto Nacional De Estatística
Charagu, Benjamin	Operations Director	Open Institute
Farah, Sharmarke	Director General	National Bureau of Statistics
FONTENEAU, Francois	Deputy Head, Secretariat	PARIS21
Fu, Haishan	Chief Statistician, Development Data Group	World Bank
GAFISHI, Philippe	Inter-Regional Advisor	PARIS21
Gaugris, Alain	Senior Economist	International Monetary Fund
Grobler, Vicky	Trainer	Center for Creative Leadership
HARRISON, Lauren	Policy Analyst and Team Lead	PARIS21
Hassan, Aishath	Director General	Maldives Bureau of Statistics
JÜTTING, Johannes	Executive Head, Secretariat	PARIS21
Kayitesi, Claudette	Director	National Institute of Statistics of Rwanda
Kotzeva, Mariana	Director General	EUROSTAT
Makopela-Bello, Pauline	Chief Statistician	Lesotho Bureau of Statistics
McLeod, Paula	Head of Profession for Statistics	Foreign, Commonwealth and Development Office
Mitali , Lydia		Gender Monitoring Office, Office of the Prime Minister of Rwanda
Molato, Celina	Director	Lesotho Bureau of Statistics
Murangwa, Yusuf	Director General	National Institute of Statistics of Rwanda
Ngayaboshya, Silas	Director General, Gender Equality and Women's Empowerment	Ministry of Gender and Family Promotion
Nougbodohoue, Samson Bel-Aube		STATAFRIC
Nyirimanzi, Jean Claude	Director	National Institute of Statistics of Rwanda
Obudho, Macdonald George	Director General	Kenya National Bureau of Statistics
Ojeda, Iván	Director General	INE, National Institute of Statistics
Parra Osorio, Juan Carlos	Senior Economist	World Bank
PATIÑO , Paz	Junior Policy Analyst	PARIS21

Ramirez-Hughes, Sasha	Communications and Partnerships Team Lead	PARIS21
Ries, Andrea	Senior Policy Advisor, Focal Point for Development Effectiveness	Swiss Agency for Development and Cooperation
RUGWABIZA MINEGA, Leonard	Chief Economist	Ministry of Finance and Economic Planning, Government of Rwanda
Rwabuhihi, Rose	Chief Gender Monitor	Gender Monitoring Office, Office of the Prime Minister of Rwanda
Schreyer, Paul	Chief Statistician and Director	Organization for Economic Cooperation and Development
Schweinfest, Stefan	Director Statistical Division	UN Statistical Division
Seboka, Nyefob	Coordinator	Lesotho Bureau of Statistics
Sodnomdorj, Norov	Statistician	National Statistics Office of Mongolia
SOUGANE, Arouna	Directeur Général	Institut National de la Statistique (INSTAT)
SUCHODOLSKA, Liliana	Junior Policy Analyst	PARIS21
TIAN, Yu	Junior Policy Analyst	PARIS21
Waldhuber, Natalija	Programme Officer, Economics and Governance Section	Delegation of the European Union to Rwanda