2021-2025 RESULTS
FRAMEWORK
The Partnership in Statistics for Development in the 21st Century (PARIS21) promotes the better use and production of statistics throughout the developing world. Since its establishment in 1999, PARIS21 has successfully developed a worldwide network of statisticians, policy makers, analysts, and development practitioners committed to evidence-based decision making. With the main objective to achieve national and international development goals and reduce poverty in low- and middle-income countries, PARIS21 facilitates statistical capacity development, advocates for the integration of reliable data in decision making, and coordinates donor support to statistics.
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1. THEORY OF CHANGE
INTRODUCTION

1. The 2021-2025 Theory of Change is the first pillar of the Unified Results Framework, which complements PARIS21’s 2021-2025 Strategy. The theory of change elaborates how PARIS21 will contribute to transformative and structural changes at the country, regional and global levels to make progress towards the overall impact and five outcome areas identified in the results framework, as well as the cross-cutting priority of gender equality.

Impact-level theory of change: Better data for better lives for all

2. The purpose of PARIS21’s work is to help governments in the developing world improve the use and production of statistics as the backbone for evidence-based decision making to achieve the 2030 Agenda for Sustainable Development. To this end, the PARIS21 2021-2025 Strategy sets out the following vision and mission for the partnership:

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

   b. **Mission**: To put robust data and statistics at the heart of decision-making for inclusive sustainable development.¹

3. In the PARIS21 results framework, this vision and mission are translated into the impact statement, “Better data for better lives for all”.

4. This impact statement is premised on the following:

   a. **“Data for better lives”**: Data are crucial for development because they are at the core of the type of evidence-based policy-making that improves people’s lives and are at the heart of the 2030 Agenda. National statistical systems gather, analyse and share data - on births and deaths, growth and poverty, taxes and trade, land and the environment, and sickness, schooling and safety - that governments, the private sector and civil society need to set priorities, target policies and investments, and make informed choices to advance sustainable development. Recent research has highlighted this role of data for sustainable development.²

   b. **“Better data”**: The 2030 Agenda for Sustainable Development requires countries to generate, collect and use more and better data for their policymaking than ever before.
This is evidenced in the call of the SDGs for data that are not only high-quality, timely and reliable, but are also “disaggregated by income, gender, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts” in order to develop, implement and monitor policies for the 2030 Agenda (SDG Target 17.18). Further, with the advent of new data sources, digital technologies and new actors in an increasingly fragmented data ecosystem, better data also refers to a source of information that harnesses these advancements while being reliable, relevant and trusted. To foster decision-making that is comprehensive and inclusive, better data should also be user-centric, open, accessible and understandable. “Better data” is essential for governments to meet their development policy objectives, including their transparency and accountability obligations. The definition encompasses various characteristics or principles, which all influence one another to some extent, including the following:

- **Timeliness** – Data produced at a frequency that is sufficient to monitor progress.
- **Accuracy** – Data that meets a sufficient standard for quality within an acceptable margin of error.
- **Interpretability** – The extent to which stakeholders can understand the properties of the information and its potential applications.
- **Disaggregation** – Data that enable us to explore trends across different sub-population groups.
- **Coherence** – The degree to which data fit into existing frameworks and use standard concepts, variables, classifications and methods.
- **Usability** - Data that are easy to use.
- **Privacy** - Data which meet access controls to protect information.

c. “For All”: Major inequities in the ability to produce, utilise, and profit from data can be found across both rich and poor countries and among the rich and poor people within them. Many public and private data systems exclude poor people, and statistical capacity and data literacy remain limited in poor countries. More than 110 low- and middle-income countries under-record or fail to record vital events of specific populations, preventing everyone from being counted and from ‘leaving no one to be left behind’. Those living in poverty are affected the most: the poorest 20% of the global population account for 55% of unregistered births. Better data is required to enable the full political and economic participation of particularly vulnerable populations including women, girls, and marginalised groups so that everyone, everywhere, can benefit from inclusive development. However, the benefits of “better data” facilitated by the data revolution

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1 A data ecosystem takes a multi-stakeholder view that includes the national statistical system along with the many organisations that move and transform data/information (data infrastructure, tools, media, producers, consumers, curators and sharers), also taking the dynamic social relationships between these entities into account. An ecosystems approach allows us to consider the consistency, efficiency and sustainability of actions, activities and outputs between varied data actors in the context of the emergence of non-traditional sources, and the explosion in the volume and production of data, alongside diverse, inter-linked and complex data demands. See PARIS21 (2018), Proposing a framework for Statistical Capacity Development 4.0, PARIS21, Paris, https://paris21.org/sites/default/files/inline-files/CD4.0-Framework_final.pdf
can only be distributed equitably if communities are empowered to participate in the data ecosystem in ways that includes their voices, reflects their lives and preserves their rights.

d. PARIS21’s hypothesis is therefore that by better producing, disseminating and using data, countries can design and implement policies that lead to better lives for all their citizens, thereby advancing sustainable development that leaves no one behind. A critical element of this hypothesis is the dependence on the proper use of available data to enable better development outcomes. This includes leveraging opportunities to maximise the use of data by relevant stakeholders for decision-making, as well as preventing the misuse of data.

5. Evidence shows that enabling this impact-level change is no simple task. It necessitates a multi-stakeholder and multi-pronged approach that ensures that political leadership, the right institutional frameworks, financial, technical and human resources, and partnerships between the public and private sectors, among others, are in place, especially in countries that need them most, to fulfil the potential of data for sustainable development.

6. PARIS21 therefore envisages contributing to the desired impact through five outcome areas, which are identified in the results framework:

i. National statistical systems are fit for purpose;
ii. Data use for policy making is strengthened;
iii. Data ecosystems are equipped to leave no one behind;
iv. More and better financing for development data is available; and
v. Partnerships for data-driven sustainable development are enhanced.

7. The five outcome areas will guide PARIS21’s programme over the next five years.

a. They holistically cover the major stakeholders, change levers and enabling resources necessary to realise better data for better lives for all. They are interdependent, meaning that progress under each outcome contributes to and enables progress under the others, and failure to advance one will negatively affect the achievement of all others.

b. To give one example, without the required resources to implement a national statistical plan, as inclusive and well-developed as one may be, the national statistical system will struggle to have the capacity and conditions to deliver and support the use of data for policymaking and to advance inclusion in the data ecosystem. Achieving more and better resources for data and statistics in turn requires robust partnerships between the national statistical office, ministries of finance and planning, and aid providers. The outcomes are therefore mutually enabling.
c. The theory of change for the relationship between the five outcomes and the impact is articulated in Table 1 below. Each outcome is outlined in further detail in Part II of this paper and should be read with this interdependent aspect in mind.

8. PARIS21 has identified gender equality as a cross-cutting theme across all five outcomes and PARIS21’s programmatic work. This strategic choice is based on the following:

a. The importance of sex-disaggregated data gaps, which affect the design, implementation and evaluation of policies and place the achievement of SDGs at risk. It is therefore critical to increase the production and wider use of gender statistics in line with national priorities and the 2030 Agenda.⁹

b. Despite some advances in the past few decades, women and girls continue to suffer violence and discrimination. Women and girls are also disproportionately affected by poverty, lack of education, political and economic exclusion and lack of access to healthcare.

c. The SDGs, especially SDG 5, call on all countries to achieve gender equality and the empowerment of all women and girls by 2030. Current gaps in gender statistics, however, make it difficult to obtain the full picture of the different roles that men and women play in society.

9. PARIS21’s strategy does, however, leave flexibility for the partnership to include further cross-cutting themes in its programme of work to respond to emerging priorities.

TABLE 1. THEORY OF CHANGE RELATIONSHIP OF IMPACT AND OUTCOMES (IMPACT-LEVEL)

<table>
<thead>
<tr>
<th>Impact</th>
<th>Better data for better lives for all</th>
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<tbody>
<tr>
<td></td>
<td>Significant progress will be made to achieve better data for better lives for all:</td>
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<tr>
<td></td>
<td>If National statistical systems are fit for purpose</td>
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<tr>
<td></td>
<td>If Data use for policymaking is strengthened</td>
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<td></td>
<td>If Data ecosystems are equipped to leave no one behind</td>
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<td>If Partnerships for data-driven sustainable development are enhanced</td>
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</table>

Cross-cutting theme: gender equality
10. In implementing work to contribute to the five outcome areas and the cross-cutting priority of gender equality, PARIS21 will:

a. Bridge national and global efforts as a partnership, providing a platform for the scaling-up of national solutions and best practices, South-South cooperation, and giving voice to national and sub-national groups, including women, girls and marginalised communities.

b. Utilise its strong relationship with national statistical systems, technical capacity, operational agility and drive for innovation to work with all relevant stakeholders at all levels to drive better data for better lives for all.

c. Prioritise partners in low- and middle-income countries, especially in Africa, Asia and the Pacific, and Latin America and the Caribbean. The annual programme of work will be developed to address country needs in order to promote a demand-driven approach to results.

d. Embed three change principles to drive progress under each outcome area, building on the 2021-2025 Strategy: (i) accelerate innovation, (ii) bridge data ecosystems, and (iii) develop statistical capacity. These three principles will be applied in all PARIS21’s programmatic interventions and are expressed in the results chain at the activity level.

11. Achieving the outcomes requires the combined and collaborative contributions of the PARIS21 partnership, including entities in the national statistical system, development agencies, international and multilateral organisations, civil society and the private sector. These collaborations and contributions will vary in type and scope along the levels of the results chain as illustrated in Figure 1 below. The farther one moves from immediate inputs and activities (sphere of PARIS21 Secretariat’s control) towards outputs and outcomes (sphere of influence), the more the Secretariat will be required to work in concert with partners and rely on relationships and influencing to make progress towards the impact.
The achievement of the five outcomes is also dependent on several hypotheses and assumptions linked to PARIS21’s internal and external working environment, which are outlined in Part III.

**Outcome-level theories of change: five areas**

The following explains the choices behind each of the five outcome areas of the results chain, which PARIS21 will be accountable for contributing to in order to advance impact-level change. It also delineates the logic behind the outputs under each outcome area for which PARIS21 will be entirely accountable, which depend on inputs outlined in Part III (dependencies and assumptions). The theory of change relationship between the five outcomes and outputs are captured in Table 2 below.

PARIS21’s three change principles mentioned above (accelerate innovation, bridge data ecosystems, and develop statistical capacity) are embedded at the activity level of the results framework. These are captured in the full results chain included as pillar II of this document and are not expanded upon in this theory of change.

As stated above, these five outcome areas are interdependent, meaning that progress under each outcome contributes to and enables progress under the others, and failure to advance one will very likely negatively affect the achievement of all others. These interdependencies are not trivial and are likely to change depending on geographies, development status and time. PARIS21 will also work to shed more light on how these interdependencies function. Together, the five outcome areas holistically cover the major stakeholders, change levers and enabling resources necessary to realise better data for better lives for all.

An illustration of a change pathway for one outcome area (Outcome 4) is included as Figure 2 below to illustrate the dynamics at play.
<table>
<thead>
<tr>
<th>Outcome</th>
<th>Output to outcome level theories of change</th>
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</thead>
</table>
| National statistical systems are fit for purpose | National statistical systems will be fit for purpose:  
If National and regional strategies for the development of statistics are developed  
If Statistical laws and data governance are modernized  
If Digital strategies for NSS are developed  
If NSS mandates, organigrams and HR policies and skills are strengthened |
| Data use for policy making is strengthened | Data use for policymaking will be strengthened:  
If Data use impact is made visible and is advocated  
If Data is made usable and understandable for policymaking needs  
If Data literacy in policymaking units is increased |
<table>
<thead>
<tr>
<th>Data ecosystems are equipped to leave no one behind</th>
<th>Data ecosystems will be equipped to leave no one behind:</th>
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<tbody>
<tr>
<td></td>
<td>If Citizen trust in data and official statistics is enhanced</td>
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<td></td>
<td>If NSS engagement with civil society, private sector and the media is fostered</td>
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<td>If Statistical planning is more inclusive and gender-sensitive</td>
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<td>If NSS data user satisfaction is measured</td>
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<tr>
<th>More and better financing for development data is available</th>
<th>More and better financing for development data will be available:</th>
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<tbody>
<tr>
<td></td>
<td>If Coordination support mechanisms between donors and national systems are established</td>
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<tr>
<td></td>
<td>If Campaigns at global, regional and local levels for more and better financing for development data are implemented</td>
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<tr>
<th>Partnerships for data-driven sustainable development are enhanced</th>
<th>Partnerships for data driven sustainable development will be enhanced:</th>
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<tbody>
<tr>
<td></td>
<td>If New partnerships are established between data producers and users and donors</td>
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<tr>
<td></td>
<td>If Decentralized communities of practice are established</td>
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<td></td>
<td>If Regular PARIS21 learning and governance events are organized</td>
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<td></td>
<td>If PARIS21 partners’ satisfaction is measured</td>
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### NATIONAL STATISTICAL SYSTEMS ARE FIT FOR PURPOSE (OUTCOME 1)

<table>
<thead>
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17. Better data are critical for a variety of purposes: setting development targets, measuring progress towards them and implementing development goals. Sources of development data include, but are not limited to, censuses, household and sectoral surveys, economic statistics, administrative data, civil registration and vital statistics, among others. The national statistical office (NSO) and an ensemble of government agencies and ministries that together comprise the national statistical system (NSS) typically produce them. There is also a strong complementarity and interdependence among diverse development data actors, which necessitates a systematic and comprehensive approach to producing data and strengthening national data ecosystems at large.

18. PARIS21 will contribute to this outcome by focusing on four outputs:

   a. Developing national and regional strategies for the development of statistics: national statistical systems face increasing data demands from the national development plan, national and sub-national policies, and regional and international agendas. The national and regional strategies for the development of statistics (NSDS and RSDS) provide NSSs a strong foundation to navigate these demands and roles at different levels. The NSDS embodies an overall strategic vision for the capacity development for the NSS in order to: respond to the national, regional, and international needs; rationalize the conduct of statistical activities and allocation of funds; coordinate all the stakeholders of the data ecosystem; prioritise efforts to address the challenges regarding data production, analysis and use; build on all past and existing activities and experiences; comply with the international standards including quality; and serve as a framework for international
and bilateral assistance.\textsuperscript{13} It also provides bilateral and multilateral organisations with comprehensive information on the NSSs regarding their specific challenges, goals and budget in order to prioritize their funding and their technical support. The RSDS enables complementary statistical cooperation and coordination at the regional level.\textsuperscript{14}

b. Modernising statistical laws and data governance: Statistical legislation is one of the most important instruments to promote an effective functioning of an NSS, and by extension a tool for governing the modern data ecosystem in a transparent and trustworthy manner. The growing number of public, private, and civil society actors and institutions involved in the production and use of data make the need for appropriate legal and ethical frameworks even more urgent. However even as the modern digital data ecosystem becomes more complex, a number of NSSs continue to operate under outdated legislations, particularly in statistically disadvantaged countries such as fragile states, small island developing states, least developed and low-income countries. This constrains their ability to proactively respond to and align with the new, emerging, and rapidly evolving needs of today’s digital data landscape.\textsuperscript{15} Modernised statistical laws and governance frameworks can empower NSOs to steward today's digital data ecosystem, provide predictable mechanisms to share and access data, coordinate strategic partnerships, safeguard privacy and statistical confidentiality; while ensuring overall quality and relevance. They can effectively regulate the use of traditional as well as new and non-traditional sources of data, foster the trust that is needed for data to inform good policies and development results.

c. Developing digital strategies: The data revolution has the potential to transform the operations of national statistical systems. Combining new and traditional data sources can fill statistical gaps, new geospatial technologies can include areas and populations who have been previously overlooked, new data collection tools can improve census and survey data collection. Harnessing the benefits from the data revolution requires leveraging improvements in ICT technology. Targeted digital strategies for the NSS can help to seize the opportunities brought out by digitalisation and facilitate their transition into agile, responsive organisations within the new data ecosystem.\textsuperscript{16} By optimising statistical work at large, such strategies can help re-engineer the underlying business model of the NSS, enhance process efficiencies within the system, and reduce transactional costs along the data value chain.

d. Strengthening NSS mandates, organigrams and HR policies and skills: Technical cooperation, currently the de facto model for aid, which is project-based and targets specific sectors rather than whole-of-government, has not led to substantial increases in statistical capacity. To adapt to the rapidly changing world of data and statistics, national statistical systems need to be strengthened at the individual, organisational and system levels in five target areas for statistical capacity development: Resources,
Skills and knowledge, Management, Incentives, and Politics and power\textsuperscript{17}. This calls for broader efforts in organisational and systems reform including strategic planning, coordination, monitoring and evaluation across the NSS, as well as well-targeted human resource management and skill development within statistical agencies to produce and use high-quality data. For instance, in addition to training staff in the quantitative skills needed for data production, analysis and dissemination, NSSs should also aim to build communication, negotiation and leadership skills.

### DATA USE FOR POLICYMAKING IS STRENGTHENED (OUTCOME 2)

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<thead>
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<tbody>
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19. While the data revolution has brought to light the importance of increasing the quantity and quality of data supply, the attention to data demand and use has not been proportionate. Building a steady supply of data that are collected but not used may lead to creation of “data graveyards”\textsuperscript{18}. This often happens when data producers are distant from the decision makers who can use this data and ultimately generate value from it. A recent study from PARIS21 showed that in 55 countries with at least one policy document in the past two decades, the use of gender statistics increased slightly in the last decade (2011-2020). The reasons for this disconnect between gender data production and impact remain opaque and poorly understood, calling for a deeper dive into the determinants of the transformation of better data into better policies for better lives for all. Research shows that better use of better statistics leads to better policy and better development outcomes.\textsuperscript{19} Hence, the value of data and statistics inextricably rests on how effectively it is used for inclusive policymaking and the issue of “missed” data use as well as data misuse necessitates urgent and immediate attention.

20. PARIS21 will contribute to this outcome by focusing on three outputs:

a. **Advocating for data use and making its impact visible**: Consultations with PARIS21’s partners has revealed the need to clearly establish the link between data production, use and effective policymaking, to facilitate further uptake and investment in development
data to deliver better lives for all (see also Outcome 4 below). This form of advocacy for data use is particularly important due to the specific nature of development data and statistics: they form an intermediary input as part of a larger development project/programme. The information provided by development data and statistics can help governments and private actors allocate resources more efficiently and allows consumers to take better-informed choices. However, these benefits are inherently difficult to assess and the time lag between the actual investment and its returns may be substantial. Moreover, official statistics may lack political visibility, limiting the incentives for domestic and external development actors to invest in them, especially under resource constraints and in comparison with other public projects with discernible attribution (e.g. infrastructure, education, health projects). These factors necessitate targeted and directed advocacy for using data for decision making, demonstrating its additional utility in the evidence-based policymaking process and making its impact more visible through stories, narratives, and other persuasive tools.

b. Making data usable and understandable for policymaking needs: The path from data production to data impact can be long and complex. Crucial improvements can happen at every stage of data process – from generation and dissemination to communication and uptake. Adopting user-centric principles at each stage of the data value chain can help overcome key barriers to data uptake for evidence-based policymaking. This includes (but is not limited to) making data more open and accessible, providing relevant explanations to respond to user contexts, and making it understandable for users with different levels of familiarity with the data. Making data more usable can also highlight intersectionality between policy concerns – such as accounting for women and girls in access to healthcare, education, economic and political opportunities, which leads to holistic and multidimensional evidence-informed policymaking. Emerging techniques on data visualisation, data and statistics storytelling, development of dynamic dashboards etc. indicate recent efforts in responding to user needs and facilitate data uptake.

c. Increasing data literacy in policymaking units: Building capacity for evidence-informed policymaking requires improving policymakers’ skills to identify appropriate evidence needs and context, obtaining relevant data and evidence, interrogate and assess that evidence critically, and apply it to decision making. This necessitates developing data-literacy capabilities of policymakers across different data-related processes: from critical awareness of data environments and systems, to strategic planning and governance of data, adequate sourcing and management skills, evaluation, interpretation and analysis, to finally communicating, engaging with other stakeholders while making decisions based on such data. Data literacy goes beyond technical data skills and encompasses a holistic understanding of data within an environment that is applicable at individual, organisational and system levels. Improving data literacy can also enhance capabilities

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2 The concept of intersectionality describes the ways in which systems of inequality based on gender, race, ethnicity, sexual orientation, gender identity, disability, class and other forms of discrimination “intersect” to create unique dynamics and effects. https://www.intersectionaljustice.org/what-is-intersectionality
to communicate about data on specific policy issues, such as communicating gender statistics – which in turn can enable advocacy for evidence-based policy for gender equality and improving public awareness of gender dynamics in the economy and society.

DATA ECOSYSTEMS ARE EQUIPPED TO LEAVE NO ONE BEHIND (OUTCOME 3)

<table>
<thead>
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21. The goal to deliver better data “for all” can only be realised by adopting an inclusive outlook towards data supply and demand. The modern data ecosystem comprises complex interrelationships between actors that are increasing in number with the advent of the data revolution. It includes the NSO and line ministries, international organisations, media, civil society organisations, private sector, academia and several other entities that may act as data producer, consumer or both. Further, ensuring progress on the leave no one behind commitment set out in the 2030 Agenda for Sustainable Development requires capacitating these data ecosystems to account for all populations. This necessitates a holistic approach to data and statistics that actively takes into account the factors that contribute to exclusion of the poorest, women, children, the elderly, indigenous people, migrants and people with disabilities and other such marginalised groups.26 This includes, but is not limited to, production of timely, granular data that reflects lived reality of the people while preserving their rights to privacy, disseminating data in ways that resonate with users, fostering participatory mechanisms that makes the data process more empowering for citizens and enables engagement with different stakeholders. The vision for an Integrated National Data System (INDS) outlined in the 2021 World Development Report also encapsulates this idea. An INDS framework allows countries to form a social contract for data among diverse stakeholders, maximise its potential and minimise misuse27.
22. PARIS21 will contribute to this outcome by focusing on four outputs:

d. **Enhancing citizen trust in data and official statistics:** The modern data ecosystem is characterised by a proliferation of data from new data sources and heterogeneous actors with varying quality standards. Consequently, official statistics are now only one of many competing sources of data, and may not be the most relatable or accessible data sources. At the same time, adequate regulations to govern this ecosystem and safeguards to prevent misuse of sensitive data, while balancing concerns of openness and privacy are still lacking, especially in low- and middle-income countries. These trends have emerged against the backdrop of “post-truth” socio-political climate characterised by an aggravated suspicion towards data and facts, polarisation, and a decline of trust in democratic institutions. Targeted efforts to enhance trust in data and official statistics is required to empower all citizens to navigate the complexity in today’s fragmented and data-heavy landscape and have their lives accounted for in a rights-preserving manner.28

e. **Fostering NSS engagement with civil society, private sector and the media:** The full value of data for development can be realised with an intentional, whole-of-government, and multi-stakeholder approach. Such a data ecosystem integrates participants from civil society, media and the public and private sectors into the data lifecycle and into its governance structures.29 This necessitates a participatory NSS that is people-centric and engages with data actors that represent the specific needs and contexts of special interest groups (such as women’s rights activists working on violence against women and girls) to facilitate inclusion. Actors in civil society can serve as useful watchdogs to hold public data agencies accountable, while the additional innovative and adaptive capacity of the private sector can be harnessed to foster data inclusion of vulnerable communities using new methods and techniques. Media play a unique role in bridging between NSOs and citizens, communicating statistical information in ways that are accessible to wide audiences. This “infomediary” function is a powerful tool to expand the reach and impact of official statistics in policy and public discourse, particularly for specific objectives such as disseminating and communicating gender statistics to throw light on gender equality. At an operational level, NSS partnerships fill a range of needs: funding, knowledge sharing, advocacy, development of reference materials, outsourcing of services as well as supporting the data production and access to data. Strong strategic partnerships can also yield more visibility for statistical agencies. Collaborative outreach can be a powerful tool to encourage the use of trusted data and engage with specific audiences.30

f. **Making statistical planning more inclusive and gender-sensitive:** Statistical planning is an integral mechanism to devise a comprehensive, granular and holistic approach to develop the capacity of the NSS to produce and communicate quality statistics, which are inclusive and meet user needs. It enables the mainstreaming of issues with political salience such as gender equality into the statistical business processes, and hence form
a key conduit by which data ecosystems can leave no one behind. Gender-sensitive and inclusive statistical planning promotes a sustainable way to produce and use gender statistics across the NSS by providing a solid basis for the formulation of national strategies for the development of statistics (NSDS) in order to secure better political support, prioritisation and funding aligned with relevant policy concerns. Inclusive and widespread statistical planning can be a tool to enhance active participation of various stakeholders involved in the production, communication and use of development data and statistics that represent often-marginalised communities. It formalises the important strategic role of data-ecosystem actors such as lawmakers, media, private sector, and civil society organisations in developing inclusive statistics for evidence-based policy design and monitoring, enhancing transparency, good governance and ensuring societal change.31

g. Measuring NSS data user satisfaction: Statistical authorities in a given country generally have a good overview of the collection of data, generation of statistics and their dissemination to the various users. However, they may not have a clear picture of the actual use of statistics that they produced nor the perception of users on the supply and quality of statistics. Measuring NSS data user satisfaction is useful not only for monitoring the use of statistics but also for examining the perceptions of statistical users about statistical products and its quality. The findings can be valuable for identifying areas for improvement and strengths of the products and services of NSS, helping to determine any corrective actions that need to be taken. A data ecosystem that is responsive, relevant and agile can only be sustained when data producers are able to develop and maintain a continuous feedback loop with their users. For NSOs and other data agencies to ensure users derive value from their statistics, they need to better understand and capture what value means to those users.32 Measuring user satisfaction is a starting point for NSS to embrace more refined user-orientation processes and establish the participatory ecosystems described above.

MORE AND BETTER FINANCING FOR DEVELOPMENT DATA IS AVAILABLE (OUTCOME 4)

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Output to outcome level theories of change</th>
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<tbody>
<tr>
<td>More and better financing for development data is available</td>
<td>More and better financing for development data will be available:</td>
</tr>
<tr>
<td></td>
<td>If Coordination support mechanisms between donors and national systems are established</td>
</tr>
<tr>
<td></td>
<td>If Campaigns at global, regional and local levels for more and better financing for development data are implemented</td>
</tr>
</tbody>
</table>
23. A stumbling block for many low- and middle-income countries to achieve “better data for better lives for all” is the need for more resources for their NSS. This requires both the mobilisation of additional domestic resources and a smarter approach to external aid that would enable existing resources to go further and more effectively leverage new resources. Taking into account estimates of available domestic and external funding sources for these countries, there is currently an annual gap of about USD 700 million to resource data and statistics at scale. Yet, in 2019, only 0.4% of the official international aid for COVID-19 had had a primary focus on data and statistics, despite the needs of lower- and low-middle-income countries being higher than ever as they face the growing demand for data to respond to the COVID-19 pandemic. Indeed, 63% of national statistical offices in low-and-middle income countries stated that they require additional funding to deliver a work programme amidst the pandemic in 2020. There is therefore an urgent need for more and better financing for development data and statistics, which is captured in this outcome. Addressing this challenge means overcoming several obstacles, including the low domestic political visibility of data and statistics as well as supply-side challenges including the fragmentation of support and low levels of coordination, priority alignment and lack of transparency that hamper the more effective channelling and use of existing funding.

24. PARIS21 will contribute to this outcome by focusing on two outputs:

a. Establishing coordination support mechanisms between donors and national systems:
   Feedback received from PARIS21 partners and members of the Bern Network on Financing Data for Development has highlighted the strong potential for coordination support mechanisms for donors and entities in the NSS, as well as other stakeholders such as expert organisations, to facilitate effective decision-making for statistical resourcing. Such mechanisms will provide analyses and information that is relevant to the allocation of data financing, while also highlighting particular shortfalls and emerging issues for partner countries and development practitioners. They will also help track financing for SDG data investments, including gender data, and allow users to interact with one another through an online community of practice, thereby facilitating the establishment of partnerships and knowledge exchange. These support mechanisms will in addition have significant country-level relevance, as they will help recipient partners not only mobilise more domestic resources for data and statistics, including for gender equality, but also more clearly indicate where external funding support is most needed, helping give NSOs a greater voice and contributing to partner-driven development. These functionalities of the coordination mechanisms respond to those deemed most useful by potential users when surveyed by PARIS21.
b. Implementing campaigns at global, regional and local levels for more and better financing for development data: Research has highlighted that low visibility of data and statistics financing, in particular at the local and regional levels, is a major obstacle to enabling more and better finance to be channelled towards development from domestic and external sources (see paragraph 19.a above). This holds true for financing data and statistics for specific thematic issues such as gender equality. This output recognises the potential to harness momentum, build bases of political support, and increase the business case for financing data and statistics through advocacy campaigns at local, regional and global levels. PARIS21’s work has emphasised that multiple levels of influence are mutually reinforcing, and this output is therefore defined around campaigns at multiple levels.
An illustration of a change pathway for Outcome 4 is included below as Figure 2. The work and engagement of PARIS21 will contribute to improve the common understanding on how change happens in the five outcome areas, and similar change pathways could be designed. In particular, additional progress trackers between outputs and outcomes (eg: intermediate outcomes) could be identified in the future.

**FIGURE 2. CHANGE PATHWAY ILLUSTRATION - OUTCOME 4**

**OUTCOME: MORE AND BETTER FINANCING FOR DEVELOPMENT DATA IS AVAILABLE**

**DESIRED CHANGE**

- **Aid providers**: able to better identify, target and align aid with country priorities and needs; able to identify opportunities to partner and synergise; able to share knowledge and good practices.
- **Target countries**: able to better identify resourcing needs; able to mobilise adequate domestic and external resources; able to learn from peers and adopt good practices.

**ROLE OF PARIS21**

- Provides timely, trusted and actionable information on financing to data and statistics; enables partnership-building through extensive network.
- Develops, showcases and amplifies the business case for investing in data at global, national and local levels; raises visibility of issue vis-à-vis beneficiaries and partners.

**OUTPUTS**

- #1 Coordination support mechanisms between donors and national systems are established
- #2 Campaigns at global, regional and local levels for more and better financing for development data are implemented.

**Activities across pillars of change**

(Develop capacity; Bridge data ecosystems; Accelerate innovation)

**Assumptions**

- Priorities and values of relevant institutions remain aligned
- A stable social environment to promote and enable development financing
- A sufficient and stable budget being in place for PARIS21 for the duration of the 2021-2025 strategy period
- PARIS21’s governance will enable effective learning, monitoring and course-correction as necessary

- Priorities and values of relevant institutions remain aligned
- A stable social environment to promote and enable development financing
- A sufficient and stable budget being in place for PARIS21 for the duration of the 2021-2025 strategy period
- PARIS21’s governance will enable effective learning, monitoring and course-correction as necessary
PARTNERSHIPS FOR DATA-DRIVEN SUSTAINABLE DEVELOPMENT ARE ENHANCED (OUTCOME 5)

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Output to outcome level theories of change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnerships for data-driven sustainable development are enhanced</td>
<td>Partnerships for data driven sustainable development will be enhanced:</td>
</tr>
<tr>
<td></td>
<td>If New partnerships are established between data producers and users and donors</td>
</tr>
<tr>
<td></td>
<td>If Decentralised communities of practice are established</td>
</tr>
<tr>
<td></td>
<td>If Regular PARIS21 learning and governance events are organized</td>
</tr>
<tr>
<td></td>
<td>If PARIS21 partners’ satisfaction is measured</td>
</tr>
</tbody>
</table>

26. Partnerships are critical for the achievement of the 2030 Agenda, as is highlighted in SDG 17, which calls on all actors to work together for the implementation of the Sustainable Development Goals. In the context of PARIS21’s results framework, they are both an outcome that will contribute to the advancement of “better data for better lives for all”, as well as an essential vehicle for the implementation of the Secretariat’s activities across all five of outcome areas, allowing more value and synergies to be derived from its work.

27. PARIS21 will contribute to this outcome through four outputs. The first two relate to the substantive advancement of the impact:

   a. Establishing new partnerships among data producers and users and donors: Realising the full potential of data for development requires the involvement of stakeholders not just from the national statistical system, but also from civil society, the private sector and academia, among others. The World Bank has articulated the need for taking such a collaborative approach around in its vision of an ‘integrated national data system’, which is a system that “builds data production, protection, exchange, and use into planning and decision-making and integrates participants from civil society and the public and private sectors into the data life cycle and into the governance structures of the system… An integrated national data system implies that all participants and stakeholders collaborate in a system in which data are safely produced, exchanged, and used.” To this vision can be added donors and funders, taking the importance of resourcing such a system into account. This output therefore specifically acknowledges the importance of partnerships between different actors in the data ecosystem to not
just produce, use and disseminate data, including gender data, but also to protect its quality and integrity, foster trust among its users, and to hold both the public and private sectors accountable. By establishing such partnerships, PARIS21 will help advance all outcomes under its results framework.

b. Establishing decentralised communities of practice: Local realities and circumstances shape the specific forms that the challenges and opportunities of development data take in low- and middle-income countries, yet often they are often shared among groups of practitioners across geographies and states. This output will lead to the creation of partnerships for data-driven sustainable development by fostering linkages across practitioner groups at local, national, and regional levels, including those related to gender data, which will be created around thematic trainings for journalists, gender advocates, and trainers themselves, among other actors, as well as peer exchange activities. It will leverage PARIS21’s existing networks at all levels of governments and across regions to allow partners to derive the most benefit from global solutions to local challenges. It will also build on its demonstrated practical relevance in the context of the pandemic and new trends to learn and share knowledge.

28. The latter two outputs relate to how PARIS21 will strengthen its working modalities in order to enhance its operations as a partnership of national, regional and international statisticians, analysts, policymakers, development professionals and other users and producers of statistics.

a. Regular PARIS21 learning and governance events are organized: PARIS21 functions as a forum and a network of countries, organisations, agencies, and individuals that are interested and involved in the production and use of statistics to support economic and social development and promote better policies for better lives for all. Its activities and governance are carried out by PARIS21 partners and a secretariat hosted at the OECD. It convenes annual meetings of PARIS21’s partners and public participants to address operational and intellectual issues relating to data for development and the activities under its programme of work. This output is informed by the logic that learning and governance events organized by the PARIS21 Secretariat and that bring together PARIS21 partners will strengthen PARIS21’s overall implementation of results-based management by providing opportunities for partners to connect with one another, discuss and review PARIS21’s activities, programme of work, and together assess its impact. In so doing, PARIS21 will be able to enhance the partnerships that exist within PARIS21, ensure that activities align with the needs of its partners, and support the advancement of PARIS21’s desired impact of “better data for better lives for all”. PARIS21’s results-based management approach is further expanded in Part III of this theory of change.

b. Measuring partner satisfaction: Enhancing PARIS21 as a partnership for data-driven sustainable development requires, in addition to the learning and governance events described in the previous output, a way of understanding and assessing partner views. This output involves the conducting of partner satisfaction surveys to take stock
of PARIS21’s direction, activities, governance, communications and other working modalities as a basis for ensuring the ongoing relevance of PARIS21’s activities and modes of operations for the advancement of its desired impact under the results framework.

Assumptions and modalities: How PARIS21 will work, learn and adapt

29. The successful advancement of PARIS21’s desired impact is predicated on certain internal and external conditions being met, which are expressed here as assumptions and dependencies.

a. Internally, these include dependence on a sufficient and stable budget being in place for the duration of the 2021-2025 strategy period, which will in turn enable sufficient personnel and working capacity within PARIS21 to implement the annual programmes of work, which will be shaped around the outcomes and outputs articulated above and in the results framework. PARIS21’s programme of work will be developed in line with the resources available in a given year, and any adjustment to the scope of the outputs and activities will be done in consultation with PARIS21’s donors and partners. In addition, an assumption is made that PARIS21’s governance will enable effective learning, monitoring and course-correction as necessary in pursuit of the five outcome areas under the impact statement.

b. Several assumptions are also made about PARIS21’s external environment, which inform the anticipated advancement towards PARIS21’s desired impact. These include the assumption that the 2030 Agenda will continue to be a priority at the global, regional, national and local levels for the duration of the 2021-2025 strategy period. They include the assumption that PARIS21 will work with beneficiary partners whose values and priorities align with PARIS21’s mission and impact statement, and whose political, economic and social environment will be sufficiently stable to enable PARIS21’s activities to be conducted and their results embedded to support better data for better lives for all. PARIS21 will mitigate any risks arising from changes in country contexts by actively monitoring developments and consulting partners and donors to implement necessary changes. Finally, it is assumed that PARIS21’s partners within and in addition to beneficiary countries – including donors, expert organisations, and others – will support efforts to achieve change by championing data for development, providing technical or other assistance in collaboration with PARIS21, and/or otherwise helping influence the spheres of action to facilitate the achievement of the five outcome areas.

30. Throughout the period of the 2021-2025 Strategy, the PARIS21 Secretariat will implement the following approach to its operations and working modalities, which can be termed the ‘practice of change’.
a. The PARIS21 Secretariat will systematically work in collaboration with its partners, with a view to accelerate learning and contributing to scale solutions. PARIS21 will engage its partners in its governance and activities through the modalities and structures articulated in its ‘Governance Arrangements’, which include the Board, the Executive Committee, dedicated and time-bound task teams, and special initiatives, including cross-regional learnings and topical networks (such as the Bern Network on Financing Data for Development and the Gender Data Network). The broader data, statistics and development communities will be engaged through an Annual Spring Meeting, which will be fully open to the public and dedicated to discussing topical issues facing these communities.

b. The PARIS21 Secretariat will involve its broad constituencies in the development, implementation and monitoring of its activities. In particular, the annual programme of work will be based on extensive consultations with partners, including donors and beneficiary countries. This approach is consistent with PARIS21’s governance, and in particular with the roles of the PARIS21 Board and Executive Committee. The annual PARIS21 Fall Meeting of the Board will include a specific focus on learning and will provide avenues for joint learning and priority-setting by partners and the Secretariat.

c. A review of PARIS21’s results framework will be conducted at mid-point of the implementation period in 2023 in order to make adjustments in response to PARIS21’s evolving context and lessons learned from the first half of the implementation period. The adjusted results framework will guide the action of PARIS21 for the two final years of its 2021-2025 Strategy, to insure continued adaptability and relevance. A final evaluation of the strategy and results framework, including the theory of change, will be proposed at the end of the implementation period.

d. How progress is tracked along this results chain is further explained in Pillar 3 of this document.
III. Measuring PARIS21 progress: indicators and targets

31. This section details how progress will be measured at impact, outcome and output levels of the results chain, proposing indicators and other qualitative trackers. Targets are proposed for these indicators. The PARIS21 Secretariat will report annually to the Board on progress made towards these targets. 2021 baselines will also be provided in January 2022.

32. Progress will be tracked:

a. At impact level, through impact stories;

b. At outcome level, through indicators without explicit targets. The Secretariat could provide some aspirational targets on an ad-hoc basis, and projections under different scenarios. Progress markers could be proposed and monitored for certain outcome areas, in an effort to better understand how change happens at this level (see paragraph 25). This work would require close collaboration between PARIS21 Partners;

c. At output level, through indicators with specific targets.

33. At impact level, PARIS21 will produce ten impact stories each year illustrating “better data for better lives for all”. These stories will all be relevant to LMICs and at least three of them will be relevant to gender equality. The Secretariat will work with partners to identify, develop and communicate these impact stories through a participatory methodology.

34. At outcome level, the PARIS21 Secretariat will track progress on the five outcomes through the following indicators:

a. Outcome 1 “National statistical systems are fit for purpose”

- Statistical Performance Indicator score for target countries (source: World Bank)
- Number of target countries that have a national statistical legislation that complies with the Fundamental Principles of Official Statistics (source: PARIS21)

b. Outcome 2 “Data use for policymaking is strengthened”

- Average score on the use of statistics in policy making, for target countries (source: PARIS21)

2. PARIS21 RESULTS CHAIN
Outputs which have a particularly strong gender component are indicated with the pictogram. These can be specifically phrased as shown in the table below, with corresponding high-level activities.
3. INDICATORS & TARGETS

b. Outcome 4 "More and better financing for development data is available"
- Global estimated financial commitments to statistical development in target countries (source: PARIS21)
- Number of target countries with a national statistical plan that is fully funded and under implementation (source: PARIS21)

c. Outcome 5 "Partnerships for data-driven sustainable development are enhanced"
- Percentage of PARIS21 partners which report positive change in performance/behavior linked to PARIS21 work (methodology being designed)

For outputs under outcome 1:

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Indicators</th>
<th>Targets (per year or 5Y cumulated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>National and regional strategies for the development of statistics</td>
<td>Number of NSDS/RSDS designed and evaluated with PARIS21 support</td>
<td>5/year 90% cumulated</td>
</tr>
<tr>
<td>Statistical laws and data governance modernized</td>
<td>Number of LMICs who receive support on their statistical laws and data governance: 5/year (35 cumulated)</td>
<td>5/year YES</td>
</tr>
<tr>
<td>Digital strategies for NSS developed</td>
<td>Percentage of LMICs with new NSDS which address digitalization</td>
<td>90%</td>
</tr>
</tbody>
</table>

The 5 million Euros budget is distributed as follows: outcome 1 = 1.5 million, outcome 2 = 0.75 million, outcome 3 = 1 million, outcome 4 = 0.75 million, and outcome 5 = 1 million.
31. This section details how progress will be measured at impact, outcome and output levels of the results chain, proposing indicators and other qualitative trackers. Targets are proposed for these indicators. The PARIS21 Secretariat will report annually to the Board on progress made towards these targets. 2021 baselines will also be provided in January 2022.

32. Progress will be tracked:

   a. At impact level, through impact stories;

   b. At outcome level, through indicators without explicit targets. The Secretariat could provide some aspirational targets on an ad-hoc basis, and projections under different scenarios. Progress markers could be proposed and monitored for certain outcome areas, in an effort to better understand how change happens at this level (see paragraph 25). This work would require close collaboration between PARIS21 Partners;

   c. At output level, through indicators with specific targets.

33. At impact level, PARIS21 will produce ten impact stories each year illustrating “better data for better lives for all”. These stories will all be relevant to LMICs and at least three of them will be relevant to gender equality. The Secretariat will work with partners to identify, develop and communicate these impact stories through a participatory methodology.

34. At outcome level, the PARIS21 Secretariat will track progress on the five outcomes through the following indicators:

   a. Outcome 1 “National statistical systems are fit for purpose”
      • Statistical Performance Indicator score for target countries (source: World Bank)
      • Number of target countries that have a national statistical legislation that complies with the Fundamental Principles of Official Statistics (source: PARIS21)
   
   b. Outcome 2 “Data use for policymaking is strengthened”
      • Average score on the use of statistics in policy making, for target countries (source: PARIS21)
   
   c. Outcome 3 “Data ecosystems are equipped to leave no one behind”
      • Number of target countries where NSS strategic plans explicitly reference gender (methodology being designed)
      • Number of target countries where NSS establish formal participatory mechanisms with citizens (methodology being designed)
   
   d. Outcome 4 “More and better financing for development data is available”
      • Global estimated financial commitments to statistical development in target countries (source: PARIS21)
      • Number of target countries with a national statistical plan that is fully funded and under implementation (source: PARIS21)
   
   e. Outcome 5 “Partnerships for data-driven sustainable development are enhanced”
      • Percentage of PARIS21 partners which report positive change in performance / behavior linked to PARIS21 work (methodology being designed)

35. At output level, the PARIS21 Secretariat will track progress through the following indicators, all with targets
calculated on the assumption of an annual budget of five million Euros. This budget is in line with recent trends. The budget is distributed as follows: Outcome 1 = 1.5 million, Outcome 2 = 0.75m, Outcome 3 =1m, Outcome 4= 0.75m and Outcome 5= 1m. These output targets are provided to give an idea of the scale of the direct, attributable work of the Secretariat and its contribution to the outcomes. These targets are purely indicative, they shall provide some useful framing for the design of the actual annual program of work of the Secretariat and its adoption by the Board and Executive Committee. Additional and more specific targets are also provided for the purposes of the bilateral grant agreements.\(^4\)

a. For outputs under Outcome 1:

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Indicators</th>
<th>Targets (per year or 5Y cumulated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>National and regional strategies for the development of statistics</td>
<td>ï Number of NSDS/RSDS designed and evaluated with PARIS21 support</td>
<td>7/year</td>
</tr>
<tr>
<td>strategies developed</td>
<td>ï Percentage of LMICs (with new NSDS) engaged on the NSDS guidelines</td>
<td>90% cumulated</td>
</tr>
<tr>
<td>Statistical laws and data governance modernized</td>
<td>ï Number of LMICs who receive support on their statistical laws and data governance: 5/year (35 cumulated)</td>
<td>5/year</td>
</tr>
<tr>
<td></td>
<td>ï Maintenance of a dashboard on statistical capacity, including legislation</td>
<td>YES</td>
</tr>
<tr>
<td>Digital strategies for NSS developed</td>
<td>ï Percentage of LMICs with new NSDS which address digitalization</td>
<td>90%</td>
</tr>
<tr>
<td>NSS mandates, organigrams and HR policies and skills strengthened</td>
<td>ï Number of LMICs who receive PARIS21 support on HR policies and organigrams</td>
<td>5/year</td>
</tr>
<tr>
<td></td>
<td>ï Percentage of LMICs exposed to PARIS21 NSS leadership trainings</td>
<td>90% cumulated</td>
</tr>
</tbody>
</table>

b. For outputs under Outcome 2:

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4 The 5 million Euros budget is distributed as follows: outcome 1 = 1.5 million, outcome 2 = 0.75m, outcome 3 =1m, outcome 4= 0.75m and outcome 5= 1m.
<table>
<thead>
<tr>
<th>Outputs</th>
<th>Indicators</th>
<th>Targets (per year or 5Y cumulated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data use impact made visible and advocated</td>
<td>Number of case studies showing benefits of use of data produced</td>
<td>5/year</td>
</tr>
<tr>
<td></td>
<td>Biennial flagship on “Use of gender data in policy making” published</td>
<td>2 cumulated</td>
</tr>
<tr>
<td>Data made usable and understandable for policymaking needs</td>
<td>Number of LMICs with data use advocacy campaigns implemented</td>
<td>5/year (out of which 2 on gender data)</td>
</tr>
<tr>
<td></td>
<td>Number of LMICs who receive support on policy responsive data systems</td>
<td>10/year</td>
</tr>
<tr>
<td>Data literacy in policymaking units increased</td>
<td>Number of LMICs who received PARIS21 support on its data literacy in policy making initiative</td>
<td>3/year</td>
</tr>
<tr>
<td>Citizen trust in data and official statistics enhanced</td>
<td>Number of LMICs who receive PARIS21 support on its Trust in Data initiative</td>
<td>2 new countries/year</td>
</tr>
<tr>
<td>NSS engagement with civil society, private sector and the media fostered</td>
<td>Number of LMICs where NSS receive PARIS21 support for participatory data ecosystems</td>
<td>10/year</td>
</tr>
<tr>
<td>Statistical planning more inclusive and gender-sensitive</td>
<td>Number of LMICs with NSDS mainstreaming gender</td>
<td>5/year</td>
</tr>
<tr>
<td>NSS data user satisfaction measured</td>
<td>Number of LMICs who receive support on USS / implement USS</td>
<td>5/year &amp; 2/year</td>
</tr>
</tbody>
</table>

c. For outputs under Outcome 3:
d. For outputs under Outcome 4:

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Indicators</th>
<th>Targets (per year or 5Y cumulated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordination support mechanisms between donors and national systems</td>
<td>Maintenance of a global platform to increase transparency and supply/demand</td>
<td>YES</td>
</tr>
<tr>
<td>established</td>
<td>matchmaking on financing development data</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of case studies showing good practice in financing development data</td>
<td>4/year</td>
</tr>
<tr>
<td></td>
<td>Number of LMICs with donors coordination support mechanisms established/strengthened</td>
<td>5/year</td>
</tr>
<tr>
<td>Campaigning at global, regional and local levels for more and better</td>
<td>Number of NSDS with action plans costed with PARIS21 support</td>
<td>5/year</td>
</tr>
<tr>
<td>financing for development data</td>
<td>Number of LMICs where campaigns for more and better financing to development</td>
<td>10/year, 75% with gender mainstreamed</td>
</tr>
<tr>
<td></td>
<td>data are implemented: (50 cumulated,)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of campaigns at global and regional levels implemented: 1/year</td>
<td>5 cumulated, at least 2 with gender focus</td>
</tr>
</tbody>
</table>

e. For outputs under Outcome 5:
<table>
<thead>
<tr>
<th>Outputs</th>
<th>Indicators</th>
<th>Targets (per year or 5Y cumulated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>New partnerships established between data producers and users and donors</td>
<td>Number of global, topical partnerships established and maintained by PARIS21</td>
<td>1/year</td>
</tr>
<tr>
<td>Decentralized communities of practice established</td>
<td>Number of decentralized communities of practice established and maintained by PARIS21</td>
<td>10 cumulated</td>
</tr>
<tr>
<td>Regular PARIS21 learning and governance events organized</td>
<td>Number of global/regional events to learn from pilots and discuss scaling</td>
<td>10/year</td>
</tr>
<tr>
<td></td>
<td>Number of PARIS21 Spring Meetings/Fall Meetings/Executive Committee Meetings organized:</td>
<td>1&amp;1&amp;3 / year</td>
</tr>
<tr>
<td>PARIS21 partners’ satisfaction measured</td>
<td>Number of PARIS21 partners satisfaction surveys conducted</td>
<td>1/year</td>
</tr>
</tbody>
</table>
ENDNOTES


3 Quoted in PARIS21 (2019). “Mobilizing Data for the SDGs”. PARIS21 Discussion Paper, No. 15. PARIS21/OECD.


7 See World Bank (2021) and OECD (2017).


12 https://paris21.org/rsds

13 https://new.nsdsguidelines.paris21.org/


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26 OECD (2018), Development Co-operation Report 2018: Joining Forces to Leave No One Behind,


33 Ibid.


37 Bern Network, https://bernnetwork.org


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41 PARIS21 (2017). “PARIS21 Governance Arrangements (revised Dec 2017)”.

42 PARIS21 (2017), “Governance Arrangements”.

36