PROJECT DOCUMENT

14TH TRANCHE OF THE DEVELOPMENT ACCOUNT

1   EXECUTIVE SUMMARY

Project Code:	2225A
Project Title:	Statistics and Data Project - Resilient and agile National Statistical Systems (NSS) to meet post-COVID-19 data needs to recover better
Project Objective	To improve the resilience and agility of NSS to meet COVID-19 data needs to recover better
Start date:	1 September 2022
End date:	31 October 2025
Budget:	$3,000,000 With final evaluation $3,120,000
Target countries:	Out of the 50 selected beneficiary countries, 15-20 target countries should be identified during the first nine months after the Project's inception, along with a detailed target country and stakeholder analysis to document the expected results for each of them.
Coordinating Entity:	**UNSD**: DESA Statistics Division
UN DA Co-implementing Entities:	**ECA**: UN Economic Commission for Africa **ECE**: UN Economic Commission for Europe **ECLAC**: UN Economic Commission for Latin America and the Caribbean **ESCAP**: UN Economic and Social Commission for Asia and the Pacific **ESCWA**: UN Economic and Social Commission for Western Asia **UNEP**: UN Environment Programme **UNODC**: UN Office on Drugs and Crime **UNSD**: DESA Statistics Division
Other Collaborating Entities within the UN Secretariat and System: *To be confirmed and expanded*	UN-Habitat, UNCTAD, UNDP, UN RC System, UN Country teams, UNWOMEN,

Brief description:

This Project is expected to strengthen the capability of NSS of target countries to collect, process and disseminate data and statistics to inform COVID-19 recovery policy and to enhance the resilience and agility of NSS of beneficiary countries to respond to emerging economic, social and environmental data needs in times of crises and disasters through the use of innovative data sources, advanced data acquisition methods and modern technologies, while ensuring a path towards the achievement of the 2030 Agenda.

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2   BACKGROUND

2.1 CONTEXT

The 75th session of the UN General Assembly recognized that the coronavirus disease (COVID-19) pandemic was one of the most significant global challenges in the United Nations' history and noted with deep concern its impact on people the society, and the economy. Thus, at the same session, the General Assembly endorsed a comprehensive and coordinated response to the COVID-19 pandemic (A/RES/74/306) that calls, i.e. for the development of new interoperable data tools and the strengthening of platforms to inform mitigation and response actions and continuously monitor the impact of the pandemic, mainly to assist people in vulnerable situations and the poorest and most vulnerable countries, to build a more equitable, inclusive, sustainable and resilient future. The Resolution further encourages building resilient, inclusive and integrated data and statistical systems, under the leadership of national statistical offices (NSOs), that can respond to the increased and urgent data demands in times of disaster and ensure a path towards the achievement of the 2030 Agenda for Sustainable Development and the Paris Agreement on climate change.

The Project will explicitly address the call of the 75th session of the General Assembly to leverage SDG mechanisms and instruments, including statistics and data, to inform the COVID-19 response and recovery policy. It will also respond to the request addressed by NSOs in both surveys conducted by the WB and UNSD, jointly with the 5 UN Regional Commissions, to consolidate the institutional and organizational frameworks supporting efficient and effective governance and coordination mechanisms of NSS (NSS) and enhance the technical capacity to continue operating effectively and take advantage of the fast-evolving data ecosystem and digital infrastructure. The proposed Project will build on the successes and lessons learned from the Development Account 10th tranche on Statistics and Data (hereafter DA10 Statistics and Data), including the draft final evaluation findings regarding governance, coordination, and implementation modalities. The Project will bring together eight implementing entities of the Secretariat, capitalizing on their technical expertise and comparative advantages, with a common objective to help developing countries face the data challenges of the short- and longer-term development agenda. The specific data needs will also inform COVID-19 response and recovery policy at local, national, regional, and global levels.

The Project is expected to improve the resilience and flexibility of NSS to collect, process and communicate data and statistics to inform COVID-19 response and recovery policy at local, national, regional, and global levels. Thus, the Project will address i) the infrastructure underlying the production of official statistics, such as the institutional environment in which NSS operate, quality standards, and the use of new technologies and innovative data sources such as Big Data and geospatial information, supported by agile and resilient statistical production architecture and IT infrastructure; and ii) specific data gaps that will require conceptual and methodological development and leveraging the leadership of the implementing entities in specific sectoral/thematic areas.

The Project aims to leverage other initiatives to strengthen statistical capacities to have a higher multiplier effect and work in close partnership with the United Nations system, including the UN resident coordinator system, and other relevant multilateral and bilateral partners. The Project will target more specifically NSS and national geospatial agencies of least developed countries (LDCs), small island developing states (SIDS) and landlocked developing countries (LLDCs) as well as operate at inter-regional, regional, and sub-regional levels, where relevant.

2.2 MANDATES, COMPARATIVE ADVANTAGES AND LINK TO THE PROJECT BUDGET

The Project will bring together eight implementing entities of the Secretariat, capitalizing on their

technical expertise and comparative advantages, with a common objective to help developing countries face the data challenges of the short- and longer-term development agenda, including the specific data needs to inform COVID-19 response and recovery policy at local, national, regional, and global levels. Under the Project, the eight co-implementing entities will work closely together to improve the resilience and agility of NSS and promote sharing experiences and best practices across the regions, including through south-south collaboration. The co-implementing entities are long-standing and trusted partners of NSOs and NSS. They are working closely under the normative guidance of the United Nations Statistical Commission and the regional Statistical Commissions, placing them in a unique position to provide authoritative assistance to countries in most statistics domains. A brief snapshot of the eight entities, their comparative advantages in statistics, and their link to the United Nations 2021 plan, is captured below.

GLOBAL ENTITIES:

Department of Economic and Social Affairs (DESA) provides substantive support to the General Assembly, the Economic and Social Council and its related functional commissions, and expert bodies on development issues; monitors and analyses development trends, prospects and policy issues globally; and provides capacity development to support policy formulation in relation to the 2030 agenda. ***DESA's Statistics Division (UNSD),*** through sub-programme 4 (Section 9/Programme 7), helps the Member States build sound NSS. This includes solid institutional infrastructures, systematic data collection activities, the compilation of aggregate macroeconomic, social and environmental statistics according to global standards and norms, and a multichannel data dissemination system. In methodological work, UNSD develops essential manuals for compiling reliable and comparable statistics and methodological guidelines for collecting, processing, analysing, and disseminating data. More recently, the sub-programme focused on leveraging the power of new technologies, innovative data sources and geospatial information to increase the availability, quality, granularity, and timeliness of statistics on sustainable development. The sub-programme has included activities such as establishing a United Nations global platform on big data to facilitate the use and integration of new data sources and innovative tools into official statistical systems. It has also focused on providing a space – the United Nations World Data Forum – for different data communities to come together and define new solutions and tools to fill data gaps and improve timeliness, quality and granularity. The World Data Forum workstream also includes a series of webinars to facilitate the exchange of knowledge and references with the Member States to use innovative data tools.

United Nations Environment Programme (UNEP) is the leading global environmental authority that sets the global environmental agenda, promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system and serves as an authoritative advocate for the global environment. Capacity-building and the facilitation of technology development and sharing in countries underpin the delivery of UNEP support. UNEP plays a crucial role in promoting the production, dissemination and use of environment statistics and the SDGs. UNEP also ensures that environmental aspects of sustainable development take into account economic and social considerations. The objective of sub-programme 7 (Section 14/Programme 11) is to strengthen the capacity of Governments and non-government actors to access, generate and use quality environmental data and analysis. The objective is to sustain a strengthened science-policy interface that generates evidence-based environmental assessments, identifies emerging environmental issues and fosters relevant policy action at the global, regional and national levels, including for the achievement of the environment-related Sustainable Development Goals. UNEP provides targeted information, knowledge, tools, methodologies and technological support to effectively access, generate and disseminate environmental information to improve global, regional and national decision-making.

United Nations Office on Drugs and Crime (UNODC) works with the Member States to enhance their responses to the interconnected problems of drug use, illicit drug trafficking, trafficking of human beings and firearms, transnational crime, corruption and terrorism. To achieve this, UNODC helps the Member States to create and strengthen legislative, judicial and health systems to safeguard their populations, especially the most vulnerable persons. Subprogramme 6 (Section 16/Programme 13) ensures that the Member States have enhanced knowledge of trends on drugs and crime for effective scientific and evidence-based policy formulation. It provides timely and accurate statistics and analyses of world drug and crime problems, peculiar manifestations of crime and its transnational dimensions. The sub-programme also includes support and capacity-building to the Member States, upon request, to produce, disseminate and analyse drug and crime data and statistics, including targeted assistance to increase capacity to deliver data and monitor progress toward relevant Sustainable Development Goals.

UN REGIONAL COMMISSIONS:

Economic Commission for Africa (ECA) is responsible for promoting the economic and social development of its Member States, fostering intraregional integration and promoting international cooperation for Africa's development. Through its work, ECA promotes the social and economic development of Africa. It supports the African Member States in creating more prosperous and inclusive societies in the 2030 Agenda for Sustainable Development and Agenda 2063 of the African Union through integrated policy and capacity support, accelerating the structural transformation and diversification of their economies. Through sub-programme 4 (Section 18/Programme 15), the African Centre for Statistics contributes to strengthening the production of credible data, statistics and geospatial information. It supports the development of Member States' capacity by providing technical assistance in newly developed methodologies, tools, and techniques in censuses and surveys while mainstreaming geospatial and other new technologies in all relevant stages of statistical processes based on the latest developments.

Economic Commission for Europe (ECE) promotes sustainable development, regional cooperation, and integration through policy dialogue, normative work, and technical cooperation. It supports the normative work through the exchange of experiences and the development and implementation of international legal instruments, norms and standards, as well as the identification and dissemination of best practices in and outside the region. It promotes technical cooperation with countries in the region, including economies in transition, to integrate them into the world economy and achieve sustainable development. Subprogramme 3 (Section 20/Programme17), implemented by ECE's Statistical Division, advances official statistics for evidence-based policymaking at national and international levels and ensures the coordination of statistical activities in the ECE region under the Conference of European Statisticians. The sub-programme promotes methodological work to develop statistical models, guidelines, and recommendations to enhance the quality of statistics and the use of official statistics. This is achieved through regional and country-specific initiatives to disseminate the statistical models, guidelines, and recommendations and promote their use. Closer partnerships are maintained between geospatial experts and statisticians to support the integration of statistical and geospatial information.

Economic Commission for Latina America and the Caribbean (ECLAC) promotes the economic, social and environmentally sustainable development of Latin America and the Caribbean through international cooperation by undertaking applied research and comparative analysis of development processes and providing the relevant normative, operational and technical cooperation services in support of regional development efforts. ECLAC fosters economic integration at the subregional and regional levels to promote the implementation of sustainable development goals by helping bridge economic, social and environmental gaps between and among countries in the region. ECLAC's Statistics

Division, through sub-programme 11 (Section 21/Programme 18), undertakes analytical work to foster the generation, dissemination and implementation of innovative and sound approaches to collecting and processing data and disseminating statistics addressing the subregion's development challenges. The sub-programme aims to strengthen multisectoral and interdisciplinary approaches, maintain and update relevant databases, and develop quantitative and qualitative analytical models. It contributes to the improvement of the formulation of evidence-based public policies in the economic, social and environmental fields in the Member States.

Economic and Social Commission for Asia and the Pacific (ESCAP) promotes regional cooperation for inclusive and sustainable development in the region. It supports the Member States by providing sound evidence-based strategic analysis, policy options, and capacity development to implement innovative solutions for inclusive, equitable, sustainable, and resilient development. ESCAP's Statistics Division contributes to improved availability, accessibility, and use of quality data and official statistics to support sustainable development in Asia and the Pacific. Subprogramme 7 (Section 19/Programme 16), with the support of the Statistical Institute for Asia and the Pacific (SIAP), provides technical assistance, training and capacity-building support to strengthen national statistical capacity to produce, disseminate and communicate statistical products and services. Recently, the sub-programme focused on modernizing NSS and empowering NSOs to benefit from the data sources generated by different components of national data ecosystems, including administrative data and big data produced and owned by other governmental agencies and the private sector). This work is expected to result in high-quality, accessible, granular and timely data and statistics.

Economic and Social Commission for Western Asia (ESCWA) fosters comprehensive, equitable, integrated and sustainable development through effective economic and social policies and enhanced cooperation among the Arab States, considering the least developed and conflict-stricken countries. ESCWA fosters economic integration at the subregional and regional levels, promotes the regional implementation of the sustainable development goals, and supports regional sustainable development by addressing economic, social, and environmental policy gaps in its Member States. ESCWA's cluster on Statistics, Information Society and Technology, through sub-programme 5 (Section 22/Programme 19), contributes to strengthening the development of official statistical frameworks. The sub-programme supports the Member States in establishing national statistics strategies and producing data and indicators focusing on the 2030 Agenda for Sustainable Development. The cluster promotes the use of official statistics to monitor and follow up on implementing the 2030 Agenda while increasing the use of innovative data sources and technology in data collection and linking statistical and geospatial information to leverage existing data sources. The sub-programme also promotes the institutional setup at the national level, in accordance with the Fundamental Principles of Official Statistics

2.3 COUNTRY DEMAND AND TARGET COUNTRIES

While the COVID-19 pandemic was ravaging countries worldwide, the United Nations Statistics Division (DESA) and the World Bank, jointly with the 5 UN Regional Commissions, conducted two global surveys on the impacts of the COVID-19 pandemic on the operations of NSOs. The first survey provided a snapshot of the situation in May 2020, shedding light on office closures, disruptions to data collection and statistical reporting. The second round, conducted in July, examined the extent to which restrictions and disruptions have receded or become more widespread and, eventually, the preparedness of NSOs to respond to the increasing demand for statistics. The responses collected from the chief statisticians of over 100 countries identify concrete support needs and how they may best be addressed to help countries navigate this unprecedented crisis. They also highlight stark differences across regions and income levels, as statistical agencies in low- and middle-income countries face the highest disruption to

their operations and have the greatest needs in terms of technical assistance and financial resources. The outcome of the two surveys underscored the following key issues:

- Governance of NSS needs to be strengthened in most low- and middle-income countries to effectively respond to the COVID-19 pandemic-related data needs. A well-coordinated NSS is crucial for efficient data collection and dissemination to meet the needs of all users, including policymakers. Robust institutional and organizational frameworks for NSS are needed to strengthen NSOs' governance and stewardship role and support the post-COVID-19 recovery policy.

- Short-term statistical production, which heavily relies on traditional face-to-face methods, is severely affected in three out of four low- and middle-income countries. In contrast, countries that reported that their monthly and quarterly statistics production has been largely unaffected, mainly high-income countries, rely on alternative data sources such as administrative data and/or remote data collection modes. This underlines the need for smart investments to build the necessary infrastructure and skills across NSS in low- and middle-income countries. It also underscores the need for more decisive investments in digital technology to support remote work, training, data collection, and data storage, which are vital for NSOs to operate during and after any significant disruptive sanitary, natural or economic episode.

The results of these two rounds of surveys confirmed that statistical authorities struggled to produce timely and reliable statistics to address the data needed to inform COVID-19's short- and longer-term response. NSOs in low- and middle-income countries emphasized the insufficient coordination of NSS, the lack of appropriate infrastructures to allow rapid and effective conversion to remote operations, and the urgent need for additional support to improve access and process innovative data sources.

The survey mentioned above allowed 78 developing countries and among them 25 least developed ones (LDCs) and 16 small island developing states (SIDS) to request support in enhancing the resilience and responsiveness of their respective NSS and thus their capacity to meet data requirements to inform COVID-19 recovery policies. However, the main issue is that the Project does not mobilize the human, technical and financial resources necessary to handle such a high number of target countries. Therefore, the Project's interventions will start with (sub-)regional and inter-regional activities and interventions with 50 beneficiary countries mentioned in Annex 4 of this document and selected based on the result of the series of surveys and eventually further identify 15-20 target countries. This selection procedure, to be conducted during the first nine months after the Project's inception, shall be based on objective criteria and evidence collected through self-assessment surveys to inform the current baseline and need for support, as well as the expected engagement and absorption capacity of the beneficiary countries having requested targeted advisory services and technical assistance.

2.4 LINK TO THE SDGS

The Project explicitly responds to two targets endorsed by the General Assembly under goal 17 (strengthen the means of implementation and revitalize the global partnership for sustainable development) under the heading "Data, monitoring and accountability" of the sustainable development goals, as follows:

- **Target 17.18:** by 2020, enhance capacity-building support to developing countries, including least developed countries and small island developing States, to significantly increase the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.

- **Target 17.19:** by 2030, building on existing initiatives to develop measurements of progress on sustainable development that complement the gross domestic product and support statistical capacity building in developing countries.

The Project seeks to leverage the SDG momentum, optimizing its gains and building on the governance mechanisms, working arrangements and cooperation developed and implemented under the DA10 Statistics and Data. These efforts also support the national capacity to assess its internal readiness for measuring and reporting on all the 17 Goals and defining the short-term and long-term actions needed to increase its ability to produce accurate and timely data sustainably.

2.5 LESSONS LEARNED

The Project builds on the successes and lessons from the DA10 Statistics and Data, including the findings of its ongoing final evaluation and related draft recommendations for improvement. The Project will be implemented as a flexible, unified and structured whole rather than an amalgamation of individual projects and proposals. It will build on ongoing dialogues, panels, debates and intergovernmental discussions.

The DA10 Statistics and Data has been a unique endeavour aiming to enhance the statistical capacity of developing countries. The Programme, with a total budget of $11.4 million, spanning 2016-2021 and consisting of over 600 activities in more than 100 developing countries, was collectively implemented by the five UN regional commissions, as well as UNEP, UNCTAD, UN-Habitat, UNODC and UNSD. The Programme has leveraged interest and contributions from key partners such as major donor countries, Eurostat, PARIS21, the World Bank, and regional development banks, thus being an international driver in strengthening national statistical capacities. The DA10 Statistics and Data objective was to enhance the statistical capacity of developing countries to measure, monitor, and report on the SDGs, their targets, and indicators. The Programme involved seven components: means of implementation, environment statistics, population and demographic statistics, gender statistics, poverty statistics, peaceful and inclusive societies, and economic statistics.

The Statistics and Data Project - Resilient and agile NSS to meet post-COVID-19 data needs to recover better will also cross-fertilize with the following ongoing Development Accounts projects or benefit from those recently concluded:

2023D - DATA AND STATISTICS FOR MORE GENDER-RESPONSIVE TRADE POLICIES IN AFRICA, THE CAUCASUS AND CENTRAL ASIA

The project is a joint effort of UNCTAD, ECA and ECE to develop a coherent approach to measuring the impact of trade on gender equality and analysing the related impacts of COVID-19 using official statistics and building on the existing statistical data and capacity of countries. The project objective is to strengthen the ability of selected countries in Africa, Caucasus and Central Asia to develop and use statistics for a more gender-responsive trade policy. Trade influences the employment and business opportunities of women and men, their income, social status, welfare and equality in various ways. Thus, it is appropriate to identify the relevant issues that need to be measured with data and statistics to ensure "leaving no one behind".

2023Y - STRENGTHENING SOCIAL PROTECTION FOR PANDEMIC RESPONSES

The project co-implemented by the five regional commissions supports the Member States in strengthening national capacities to design and implement social protection policies, with a gender perspective, for sustained recovery from the COVID-19 impact and increasing resilience, especially of

the most vulnerable populations, against future exogenous shocks.

The project has three workstreams. The third one, *Improved poverty measurement*, aims, in the context of the COVID-19 pandemic, to improve the national capacity to produce timely and disaggregated poverty measures by adapting household survey data modes. It will also provide guidance on the compilation of granular poverty measures.

2124S - NAVIGATING POLICY IN ASIA-PACIFIC WITH DATA TO LEAVE NO ONE BEHIND

This project supports five least developed countries (LDCs), small island developing States (SIDS), and landlocked developing countries (LLDCs), meeting these nine national commitments in four identified priority areas: i) integration of statistics development with national development policies and plans; ii) development of national monitoring frameworks and indicator sets; iii) strengthening legislative provisions and institutional mechanisms to enable NSS to take advantage of new data, data sharing and innovative technologies; and iv) advocacy for the expanded use of official statistics for evidence-based policymaking and transparent governance.

1819Q - TOWARDS COHERENT IMPLEMENTATION OF THE ENVIRONMENTAL DIMENSION OF THE SDGS

This project aims to strengthen the capacity of national institutions in Bangladesh, Burkina Faso, Colombia and Guyana for the coherent and integrated implementation and monitoring of the environmental dimension of the 2030 Agenda. The project activities provide technical support and tools for integrating environment statistics, including SDG and MEA indicators, into the monitoring and evaluation of national policy. UNEP leads this project.

2023K - STATISTICS AND DATA FOR MEASURING ILLICIT FINANCIAL FLOWS (IFFS) IN THE ASIA-PACIFIC REGION

The project led by UNODC aims to improve the statistical capacity of selected Asian-Pacific countries to measure illicit financial flows and use such metrics for targeted policymaking. Its objective is to improve the understanding of IFFs concepts and sources and to enhance the use of data among national government officials in selected Asia-Pacific countries to better identify the main sources of IFFs. It should provide relevant inputs to increase the effectiveness of legal frameworks and administrative measures.

2124C - INCREASING THE USE OF ADMINISTRATIVE DATA SOURCES TO PRODUCE OFFICIAL STATISTICS IN SUPPORT OF THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

The project led by UNSD is supporting nine countries in addressing legal and technical challenges in administrative data sharing and processing. The work results will provide practical experiences that others can benefit from and lead to several examples along the overall process of using administrative data for statistical purposes, from accessing data to processing them and publishing statistics based on them. Key stakeholders of this work will be the NSOs and the owners of the administrative data, along with the broader statistical system. Policy and decision-makers will benefit from the results of the work.

2023B - SUPPORTING THE MEMBER STATES IN THE IMPLEMENTATION AND ADVANCEMENT OF THE SYSTEM OF ENVIRONMENTAL-ECONOMIC ACCOUNTING IN SUPPORT OF THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

The project led by UNSD strengthens the capacities of NSOs in Northern and Eastern Africa and

Southern Asia to produce environmental-economic accounts to measure progress towards sustainable development and formulate integrated, evidence-based policy. The project aims to address the technical and institutional barriers to establishing routinely produced environmental-economic accounts at the national level.

2023A - STRENGTHENING THE COLLECTION AND USE OF TIME USE DATA, IN LINE WITH INTERNATIONAL STANDARDS AND IN SUPPORT OF SDG MONITORING

The project jointly implemented by UNSD, ECA, ECLAC and ESCWA contributes to building capacity in countries to produce and use time-use statistics to measure and monitor their national development plans and indicators, including SDG 5.4.1 on unpaid work, as well as other development issues such as employment and learning.

2.6 INNOVATIVE ASPECTS

Based on the initial conclusions and recommendations of the evaluation of the DA10 Statistics and Data, the following fundamental principles are guiding the implementation of the Project:

- Evolve around country demand and reflect the needs and priorities of LDCs, SIDS and LLDCs to strengthen their respective NSS to respond to the overall data requirements for informing COVID-19 response and recovery policy.

- Maintain flexibility to adjust activities at the national and local levels based on the emerging priorities of a limited number of target countries guided by future decisions and recommendations of the United Nations Statistical Commission and other statistical bodies of the United Nations.

- Rely on comparative advantages of, and close cooperation between, the Development Account implementing entities and be executed in close coordination and collaboration between the implementing entities of the Account, drawing on their common capacities, unique strengths in statistics and ability to adapt to the challenge ahead.

- Build on existing initiatives and/or ongoing capacity development initiatives of the implementing entities and other United Nations entities, and, where feasible, cross-fertilize with ongoing development account projects.

- Encourage coordination and involvement of non-United Nations agencies and organizations, which are welcome to join the Project either through the implementation of parallel initiatives or by providing additional funding to complement the Development Account funds.

The Project will have a strong training and e-learning component complemented, where relevant, with webinars and online workshops targeting beneficiary countries. This strategy will be supported by adequate remote communication solutions that have emerged during the COVID-19 outbreak and have been successfully implemented at the concluding phase of the DA10 Statistics and Data. The Project will also sustain snapshot reviews of NSS as well as data gap and root cause analyses to better tailor its interventions at country level. The Project will target more specifically NSS and national geospatial agencies of least developed countries (LDCs), small island developing states (SIDS) and landlocked developing countries (LLDCs) as well as operate with beneficiary countries at inter-regional, regional and sub-regional levels considering the cost of each deliverable (or outputs) and its impact at country level. The Project also intends to develop further and raise awareness about methodological guidelines, handbooks, and manuals.

The Project will also strongly rely on the *Data for Now Initiative*. The UN Deputy Secretary-General

Amina Mohammed launched the initiative in September 2019. The aim is to support NSOs in working with internal and external partners to solidify access to timely data. With timely data, policymakers can make better decisions to improve lives and achieve Sustainable Development Goals. The main governance body of the initiative consists of the Global Partnership for Sustainable Development Data, the Sustainable Development Solutions Network Trends, the United Nations Statistics Division, and the World Bank. Many other partners are involved: country representatives, data providers, regulators, industry associations, experts, analysts, bilateral and multilateral donors, and more.

3   ANALYSIS

3.1 SITUATION ANALYSIS

The 75th session of the UN General Assembly recognized that the coronavirus disease (COVID-19) pandemic was one of the most significant global challenges in the history of the United Nations and noted with deep concern its impact on health and the loss of life, mental health and well-being, as well as the negative impact on global humanitarian needs, the enjoyment of human rights and across all spheres of society, including on livelihoods, food security and nutrition, and education, the exacerbation of poverty and hunger, disruption to economies, trade, societies and environments, and the exacerbation of economic and social inequalities within and among countries, which was reversing hard-won development gains and hampering progress towards achieving the Sustainable Development Goals and their associated targets.

At the same session, the General Assembly endorsed a comprehensive and coordinated response to the COVID-19 pandemic (A/RES/74/306)[1] that calls for the development of new interoperable data tools and the strengthening of platforms to inform mitigation and response actions and continuously monitor the impact of the pandemic, especially to assist people in vulnerable situations and the poorest and most vulnerable countries, to build a more equitable, inclusive, sustainable and resilient future. The Resolution invites Member States to increase the availability of high-quality, timely and reliable data, disaggregated by income, sex, age, race, ethnicity, migratory status, disability, geographic location, and other characteristics relevant in national contexts, to inform the COVID-19 response, while respecting the right to privacy. For that purpose, the Resolution further encourages building resilient, inclusive, and integrated data and statistical systems under the leadership of NSOs that can respond to the increased and urgent data demands in times of disaster and ensure a path towards the achievement of the 2030 Agenda for Sustainable Development and the Paris Agreement on climate change.

The pandemic raises longer-term recovery, reconstruction and transformation challenges while simultaneously calling for more immediate tough choices. National and local governments, communities, health and school systems, families, and businesses are being forced to take many tough decisions: How to re-open safely? How to safeguard people's lives and protect their livelihoods? Where to allocate scarce resources? How to protect those unable to protect themselves? Answers to questions like these will affect our short-term success in battling the virus and will guide policymakers, businesses, civil society and other stakeholders on how to recover faster and better from the COVID-19 pandemic while respecting our commitments to the SDGs. Medium- and longer-term recovery policies may significantly impact society, the economy, and the environment for generations to come. More than ever, the world needs reliable and trustworthy data and statistics to inform these critical decisions.

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[1] AG resolution on Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic (A/RES/74/306)

3.2 COUNTRY-LEVEL SITUATION ANALYSIS

In its publication *How COVID-19 is changing the world: a statistical perspective Volume III*[2], the Committee for the Coordination of Statistical Activities (CCSA), a group of over 40 international and supranational organizations dealing with statistics, emphasizes the importance of timely, quality, open and granular data and statistics has never been as clear as during the COVID-19 crisis. Data and Statistics are critical in understanding, managing, and mitigating the pandemic's human, social, and economic effects. They are also essential for designing short-term responses and accelerated actions to put countries back on track to achieve the SDGs.

Over the years, good progress has been made in increasing the availability of internationally comparable data for SDG monitoring. However, significant data gaps still exist in geographic coverage, timeliness and the level of required granularity. Moreover, challenges remain in compiling and disseminating metadata to document the data quality of SDG indicators at local and national levels. An analysis of the Global SDG Indicators Database[3] reveals that for 4 of the 17 goals, less than half of 194 countries or areas have internationally comparable data. This lack of country-level data is particularly problematic for Goal 5 (gender equality), where only about 4 in 10 countries have data available on average. Country-level data deficits are also significant in sustainable production and consumption (Goal 12) and climate action (Goal 13).

Moreover, even countries with available data have only a few observations over time, making it difficult for policymakers to monitor progress and identify trends. In addition, many SDG indicators are available only with a significant time lag. For instance, in at least half of the countries or areas in the database, the latest data point available for poverty-related indicators (Goal 1) is for 2016 or earlier. A similar situation is found for indicators of gender equality (Goal 5), sustainable cities (Goal 11) and peace, justice, and strong institutions (Goal 16).

Nonetheless, the pandemic presents daunting challenges for governments and international organizations. Economic impacts threaten to undo decades of recent progress in poverty reduction, child nutrition and gender equality and exacerbate efforts to support refugees, migrants, and other vulnerable communities. As the world pivots to a "post-pandemic" reality, economic and social recovery efforts while protecting the environment are becoming increasingly urgent. Unfortunately, many data challenges encountered during the first five years of SDG implementation severely limit COVID-19 responses. These include the lack of essential environment, health, social and economic statistics.

To make matters worse, the crisis has disturbed routine operations with delays in planned censuses, surveys and other data programmes. Indeed, as governments attempted to contain the spread of the coronavirus, field data collection operations were being disrupted. This limits the ability of many NSOs to deliver official monthly and quarterly statistics and the data necessary to monitor SDG progress. Furthermore, according to a COVID-19 Survey of NSOs, conducted by the World Bank and the United Nations[4], 9 in 10 NSOs in low- and lower-middle-income countries have seen funding cuts.

In response, members of the statistical community have quickly set up mechanisms to ensure operational continuity by adapting and innovating data production methods and processes. However, NSS continue to report daunting challenges in collecting essential data and producing basic statistics revealing striking differences between NSOs from low- and high-income countries in addressing

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[2] https://unstats.un.org/unsd/ccsa/documents/COVID19-report-ccsa_vol3.pdf

[3] https://unstats.un.org/sdgs/indicators/database

[4] https://COVID-19-response.unstatshub.org/posts/survey-of-national-statistical-offices-during-COVID-19/

operational challenges and meeting the new data demands. This highlights the need to understand the country-specific circumstances that determine the effectiveness of diverse types of investments and partnerships aimed to enhance the resilience and responsiveness of the NSS.

The pandemic has underscored the need to provide developing countries' statistical systems with sufficient resources, modernize operations, and upgrade critical infrastructure to enhance responsiveness and flexibility, particularly in times of crisis. Of 175 countries having carried out or planned surveys measuring the impact of COVID-19 on households and individuals through telephone interviewing since 2020, only 34 per cent could rely on a recent survey or census to obtain respondents' contact information. The remaining two-thirds had to recourse to other random digital dialling (RDD) or non-probability sample designs. Unfortunately, in tracking the spread and impact of the COVID-19 pandemic, low- and lower-middle-income countries couldn't compensate for the lack of access to administrative data with alternative data sources, such as geospatial data and mobile phone data.

Seventy-three offices – 61 per cent of those responding to the questionnaire – expressed the need for external support in addressing challenges associated with COVID-19. Priority areas cited included technical assistance and capacity-building, financial aid, and software for remote data collection. It was emphasized that if these needs were not filled, they would have a lasting effect on countries' ability to produce timely and granular data for many SDG indicators. In other words, the COVID-19 pandemic is not only creating a massive setback in the realization of the 2030 Agenda for Sustainable Development but also exacerbating global data inequalities. The statistical community and donors must urgently provide technical and financial support to NSOs most in need.

3.3 STAKEHOLDER ANALYSIS AND CAPACITY ASSESSMENT

The NSS (NSS) of LDCs, SIDS and LLDCs are the primary beneficiaries of the Project. Many NSS within these countries have inadequate institutional and technical capacity to produce comparable and high-quality statistics and indicators according to international statistical standards. While NSOs should be recognized as the leader of the overall national system, they often lack a clear mandate to coordinate the development and production of official statistics. Thus, NSOs struggle to adapt the institutional, organizational and technical frameworks of the NSS to respond swiftly to emerging data needs. There is also poor communication and coordination between other producers of statistics, including the statistical units within the line ministries, often leading to confusion on which data represents official national data. Based on national priorities, NSOs will need to integrate requests for data and statistics to inform COVID-19 recovery in national strategies for the development of statistics but also, in the long run, to improve responsiveness to data needs related to future natural and sanitary crises as well as social and economic turmoil. Thus, the Project will engage with line ministries as users and producers of administrative data and statistics to strengthen the NSO and the broader statistical system, emphasizing the need for new funding streams so that these offices are better equipped to meet the emerging demands in the future.

As mentioned above, the Project will target the statistical units within the line ministries responsible for environmental, social and economic policies, given their significant role as producers of administrative data and statistics within their respective domains. These units equally lack the institutional and technical capacity to produce high-quality statistics. The data producers within the line ministries require increased awareness of the monitoring and reporting requirements associated with the COVID-19 pandemic, including the need for granular data, which, i.e., elaborates on women's situation compared to men. The users of data within these ministries will also be a key focus of the Project's interventions, as line ministries need relevant statistics and descriptive indicators to help inform policy decisions towards better and faster recovery, as well as for measuring the progress and impact of their own policies and programmes while leveraging SDGs governance and reporting

mechanisms.

In target countries, academia, civil society, women's groups, and the media will be associated with and, to some extent, benefit from the Project. These groups require reliable statistics and indicators to identify opportunities for swift individual and collective actions and monitor progress in implementing COVID-19 recovery policies, including the government's efforts to be accountable and transparent by making official data publicly available to its citizens. Civil society will be one of the principal avenues through which the public is informed of recovery progress related to COVID-19 and requires increased information on the development of the economy, society and environment. Strong involvement of civil society and other groups may influence the establishment of official accountability mechanisms and ensure that national recovery policies are aligned with long-term development objectives such as the 2030 Agenda and leave no one behind.

4 PROJECT STRATEGY: OBJECTIVE, OUTCOMES, INDICATORS, OUTPUTS

4.1 KEY GUIDING PRINCIPLES

The Statistics Division of the Department of Economic and Social Affairs (UNSD), the Economic Commission for Africa (ECA), the Economic Commission for Europe (ECE), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic Commission for Latin America and the Caribbean (ECLAC), the Economic and Social Commission for Western Asia (ESCWA), the United Nations Environment Programme (UNEP) and the United Nations Office on Drugs and Crime (UNODC) will jointly implement the Project for a total estimated budget of USD 3,120,000 of which USD 120,000 have been set aside for the final evaluation of the Project. The Project will rely on the UN Resident Coordinator System and Country Teams and explore opportunities for collaboration with partner organizations within and outside the United Nations System. The Project will also encourage South-South cooperation.

The Project seeks to leverage the SDG momentum, optimizing its gains and building on the governance mechanisms, working arrangements and cooperation developed and implemented under the DA10 Statistics and Data.

A fundamental principle of the Development Account is that its capacity development efforts address the countries' critical knowledge gaps. The Project's primary stakeholders are the relevant government officials and technical personnel directly affected by these gaps and for whom the Project's interventions will have the highest impact. Capacity development in statistics has a substantial advantage over other capacity development areas because the NSO is the primary focal point in most countries. The heads of the NSOs, also called Chief Statisticians, have worked closely with the Development Account implementing entities in national, regional and global capacity development efforts, as well as participating in the United Nations Statistical Commission, Statistical Committees of the Regional Commissions, and in other intergovernmental bodies at global and regional levels. The Project will provide further continuity, drawing from the past efforts of the entities and the Account.

The Project will cut across national and regional boundaries to maximize resources, expand its reach to as many developing countries as possible and draw on the specific skills, expertise and comparative advantages of the eight entities involved while reducing duplication of effort. The work at the global level will largely focus on strengthening, refining and developing institutional and organizational frameworks, statistical methodologies, e-learning and training material in data areas which will contribute to measuring and monitoring the impact of the COVID-19 pandemic and inform recovery policies. The sub-regional, regional and inter-regional levels will be essential to reach as many countries as possible (beneficiary countries), develop sub-regional and regional frameworks, and allow the

exchange of views and lessons learned. The Project aims to provide a platform for south-south exchange that focuses on sharing good practices from countries or regions for inter-regional activities, which are more advanced, and the possible replication of these good practices in countries or regions lagging behind.

The Project is expected to address statistical capacity gaps in 50 beneficiary countries across all regions to engage with the broader national statistical community and promote dialogue across ministries and between producers, third-party private and public data holders, as well as users of statistics. The Project aims to analyse with the NSOs the full range of innovative data sources, technology, and statistical production processes. The specific country-level interventions will be based on discussions with the NSOs, other government officials, and private and public stakeholders on national priorities in the context of the COVID-19 data needs. National assessments will help identify institutional, organizational and technical capacity and gaps within priority areas of target countries. The various interventions and workstreams will jointly select 15 target countries, prioritizing LDCs, SIDS, LLDCs, and fragile states. To leverage funding opportunities and existing partners, the Project will also consider countries where the eight entities have experience or ongoing activities. The NSOs in target countries are expected to provide a substantial level of commitment and participation in the Project and to act as the focal point for the activities at the country level, particularly in facilitating dialogue, partnerships and coordination with producers, public and private data providers, users of data and other stakeholders within the national data community. All entities are expected to engage in national-level work, either as a lead entity or subject matter specialist, to ensure sufficient staff resources and expertise are available to support national efforts. Several global entities such as UNEP and UNODC, as well as some regional entities such as ECA, ECLAC and ESCAP, have regional and/or sub-regional offices with solid familiarity with national stakeholders other than NSOs to be addressed through the Project's efforts. The relevant regional commission will also be fully involved, particularly given their in-depth knowledge of regional contexts and country experiences. At the same time, the involvement of the global entities in national-level work will ensure that the experiences learned from the beneficiary and target countries are feedback into methodological work done worldwide.

As mentioned above, the Project will rely on the experience and lessons learned from past and ongoing capacity-building projects, and the following principles guide the implementation of the Project:

- Respond to policy needs for data and, in particular, the call of the 75th session of the General Assembly to leverage SDG mechanisms and instruments, including statistics and data, to inform the COVID-19 response.

- Strengthen national statistical capacity. The underlying objective of the Project is to strengthen the resilience and agility of NSS to respond to emerging data needs in the context of external and unexpected shocks such as economic turmoil, natural disasters and sanitary crises at local, national, regional and global levels in compliance with the Fundamental Principles of Official Statistics and relevant quality criteria.

- Be demand-driven and country-owned. The Project should build on country demand and reflect the needs and priorities of developing Member States, particularly LDCs, SIDS, LLDCs and fragile states. The Project shall secure sufficient flexibility to adjust activities at national and local levels based on the target countries' current priorities and the outcome of the national needs assessments.

- Build on comparative advantages of and close cooperation between the Development Account implementing entities as well as on existing and/or ongoing capacity development initiatives of the implementing entities. The Project should be executed in close coordination and cooperation

between the implementing entities of the Account, drawing on their common capacities, unique strengths in statistics and ability to adapt to the challenge ahead.

- Align and be coherent with the programmes of others. The Project should actively seek engagement, alignment and coherence with statistical capacity development programmes of other United Nations entities for the United Nations system to "deliver as one". In the context of the "fit for purpose" initiative, many United Nations agencies have highlighted statistics and data as one of the most critical issues to address.

- Encourage external participation and funding. The Project should encourage coordination and involvement of Bretton Woods and other non-United Nations agencies and organizations at global, regional and sub-regional levels, which are welcome to join the Project either through the implementation of parallel initiatives or through the provision of additional funding. Through its direct work with NSOs, the Project should be used as a vehicle to mobilize voluntary funds to augment initiatives following a comprehensive approach that strives for the long-term effectiveness of the effort.

Maintain flexibility to adapt to the specific needs of the countries as the COVID-19 pandemic is still not entirely under control, and the vaccination rate in developing countries is still shallow. The Project should be guided by future decisions and recommendations of the United Nations Statistical Commission and other statistical bodies of the United Nations.

The Project will incorporate a workstream on violence against women and tackle the gender dimension in all facets of its work, particularly in strengthening existing methodologies/tools or developing new methodologies to promote the production of high-quality gender statistics to inform COVID-19 recovery policies.

4.2 OVERALL STRUCTURE OF THE PROJECT AND CRITICAL MILESTONES

The Project will explicitly respond to the call of the 75th session of the General Assembly to leverage SDG mechanisms and instruments, including statistics and data, to inform the COVID-19 response and to the request addressed by NSOs in both surveys conducted by the WB and UNSD, jointly with the 5 UN Regional Commissions. It will aim to strengthen the institutional and organizational frameworks supporting efficient and effective governance and coordination mechanisms of NSS. It will also enhance the technical capacity to continue operating effectively and take advantage of the fast-evolving data ecosystem and digital infrastructure.

Thus, the Project will address the institutional environment in which NSS operate to leverage and extend existing programmes and actions to measure and monitor the sustainable development goals to tackle the data needs to inform short- and longer-term COVID-19 response. The Project will support national discussions at the policy level on priorities for addressing COVID-19 response and aim, where possible, at developing national strategies based on national priorities as well as identified capacities and gaps. The modernization of statistical systems will be another significant element of the Project, which will address, where appropriate, the use of new technologies and innovative data sources such as Big Data, web scraping and geospatial information, supported by agile and resilient statistical production processes and related IT infrastructure. These cross-cutting elements will enable NSOs to address better new statistical initiatives from various sources and effectively leverage the comparatively small resources under the Project.

A further focus will be to address specific data gaps that will require conceptual and methodological development, leveraging the leadership of the implementing entities in specific sectoral/thematic areas. The thematic/sectoral workstreams will be further defined and established through the ongoing

discussions of the implementing entities and the demand expressed by the Member States or identified through data gap assessments. However, these sectoral interventions are expected to cover data gaps in many specific domains of our societies and economies affected by the pandemic and encompass the environmental dimension, which remains at the core of our short- and longer-term response to keep track of the sustainable development goals.

Thus, the DA14 Statistics and Data is structured around two levels of interventions. The first level addresses cross-cutting issues and deals with the infrastructure underlying the statistical production. This level of intervention comprises two workstreams: i) governance and ii) innovation. The second level shall consist of four workstreams and is targeting a restricted number of statistical domains addressing emerging data needs in times of crisis and recovery, such as i) climate change and disaster-related statistics; ii) gender and social discriminations; iii) economic disparities, and iv) impact of the economy on the environment. Two selected entities are facilitating the activities of each workstream; in general, one global entity and one regional. Both levels of interventions are organized into two segments. The first segment (outcome 1 or OC1) will address the needs of 50 beneficiary countries through workshops and seminars, most of them held virtually, but also with the development and deployment of training material and e-learning courses. An ad hoc advisory mission might be organized for a beneficiary country in exceptional cases. OC1 will also allow for identifying a limited number of target countries, ideally 15, that will benefit from tailored interventions according to a preestablished roadmap with specific outputs and indicators of achievement. The achievements of this second segment (outcome 2-3 or OC2-3) and related country-level interventions will be documented and disseminated on the websites of the implementing entities through illustrated success stories. Half of the DA14 Statistics and Data budget will be allocated to each of the two segments and roughly 1/3 of the total budget to cross-cutting activities related to OC1 and 2/3 for OC2-3. Beneficiary countries may decide which workstreams they wish to participate in, but it is anticipated target countries to be supported by interventions and activities of two or more workstreams.

The overall governance of the Project will reflect the one set up for the DA10 Statistics and Data and recommendations provided by CDPMO based on the initial findings of the ongoing final evaluation of the said Programme on 21 April 2022. The proposed enhanced governance structure, across the boundaries of the eight implementing entities and the limited number of beneficiary and target countries should enhance programmatic synergies as well as secure coherent and effective interventions.

The implementation of the DA14 Statistics and Data will start on 1st September 2022 and conclude on 30 September 2025 with the following milestones:

-   The Project is designed to kick off with (sub-)regional and/or inter-regional workshops and seminars for beneficiary countries covering two or more workstreams from one or both levels of intervention. These should allow identifying, documenting, and sharing good practices, challenges, and issues in improving the agility and resilience of official statistics in addressing emerging user needs and informing COVID-19 recovery policies.

    The 50 beneficiary countries are the following: Albania, Argentina, Armenia, Bahamas, Bangladesh, Barbados, Bhutan, Burkina Faso, Burundi, Cabo Vere, Chile, Comoros, Côte d'Ivoire, Dominican Republic, Ecuador, Egypt, Eritrea, Fiji, Gabon, Georgia, Honduras, Indonesia, Iraq, Jamaica, Jordan, Kazakhstan, Lao PDR, Mexico, Moldova, Montenegro, Namibia, Nepal, Niger, North Macedonia, Pakistan, Paraguay, Senegal, South Sudan, State of Palestine, Sudan, Suriname, Timor-Leste, Tonga, Tunisia, Turkmenistan, Ukraine, Uzbekistan, Vietnam, Yemen and Zimbabwe. Out of them, 13 are Least Developed Countries (LDCs), 10 Small Islands Developing States (SIDS), 14 Landlock Developing Countries (LLDCs) and 14 Fragile and (post-)Conflict-Affected Countries (FCAS). Other

countries may benefit from these activities at no cost to the Project.

- The other core objective of this initial phase (OC1) is to identify, out of the 50 beneficiary countries, those that will benefit from targeted interventions and assistance. Nine months after the Project's inception, target countries, ideally around 15, should be identified across the two levels of intervention and related workstreams along with a detailed roadmap for each, with baseline, tailored interventions, stakeholder analysis and expected results outcome. The number of countries requesting targeted interventions is expected to be higher than the number that the Project's financial, human, and technical resources can handle. Therefore, at the Project level, a well-coordinated selection of target countries across workstreams will be conducted based on the capacity of the eight implementing entities to deliver. A cross-workstream self-assessment survey will be developed and conducted among beneficiary countries to inform the selection process and assess each country's baseline, the magnitude of the assistance requested, the expected level of engagement and their respective absorption capacities.

- As of the second half of 2023, the Project and its workstreams will gradually shift to technical assistance and advisory services (OC2-3) in compliance with each target country's roadmap, scheduled interventions, and outcomes. However, the Project will continue to work on the development of guidelines and training material, including e-learning courses, and, when relevant, organize virtual events for all beneficiary countries. To promote south-south cooperation, a few beneficiary countries will also be mobilized for interventions in target countries. As mentioned earlier progress and outcome of the Project at country level will be informed and illustrated through short success stories to be made accessible on the website of the relevant implementing entities.

- Closer to the end of the Project, country-level interventions will gradually conclude and wrap up with (sub-)regional and/or inter-regional workshops and seminars. These events, mostly organised remotely or back-to-back with regular international gatherings, would allow to present and discuss the achievements of the Project, including guidelines and training material, as well as document and illustrate success stories and remaining challenges.

4.3 LEVELS OF INTERVENTION AND WORKSTREAMS

LEVEL OF INTERVENTION 1 - RESILIENT AND AGILE STATISTICAL INFRASTRUCTURE

GENERAL CONTEXT AND BACKGROUND

The legal and institutional arrangements, the governance and coordination mechanisms within the NSS, the relationship with national policymakers, partnership with innovative data holders, open data practices, data stewardship and governance, including in relation to data trust and protection of privacy, and communication with users are some elements that constitute the environment or conditions under which NSS operate. The use of innovative technologies and data such as Big Data, web scraping and geospatial information, supported by agile and resilient statistical production processes, address the resilience and agility of NSS in maintaining their statistical operations during significant disruptions such as natural disasters, economic turmoil, social unrest, and pandemics and address emerging needs for official statistics. To a large degree, these interrelated institutional, organizational and technical conditions determine, across all statistical domains, the resilience and agility of NSS to meet data needs to inform COVID-19 response and recovery policy.

This level of intervention addresses the resilience and agility of NSS through enhanced governance and coordination mechanisms supporting fitness for purpose and trust in official statistics, as well as the

modernization of the statistical production architecture and methodology, including innovative data sources. It will focus on properly implementing the UN National Quality Assurance Frameworks for Official Statistics. It will also use existing infrastructures and platforms for hands-on training with alternative data sources and new methodologies, such as the four Regional Hubs established under the UN Global Working Group on Big Data in Brazil, China, Rwanda and UAE.

This level of intervention will be deployed through two interrelated and cross-cutting workstreams.

WORKSTREAM 1.1 - GOVERNANCE

The workstream will consider NSS at different stages on their modernization journeys and seek to transfer knowledge, experiences, and good practices from those further along the path to help others catch up. The expected result is an acceleration of modernization of official statistics in beneficiary and target countries, leading to increased resilience to future pandemics and other disasters. This encompasses modernizing and strengthening the legal framework, governance, and coordination mechanisms within and beyond the NSS (data stewardship), quality management, communication with policymakers and other users, partnership with innovative data holders and open data practices, including data protection, privacy and confidentiality. It will also strengthen NSOs by ensuring that staff members know and understand the core values embedded in institutional cultures promoting quality, trust, and responsiveness.

To a large degree, these interrelated conditions, complemented with new approaches to financing statistical operations at the national level, can sustain the resilience and agility of NSS to meet data needs to inform COVID-19 response in a fast-evolving data ecosystem and technical environment.

This workstream will be co-facilitated by **ECE** and **UNSD**. It will build on programmes of assessments/reviews of NSS initiated by UNECE in partnership with Eurostat and EFTA and gradually extended to all regions with the support of other UN regional commissions, UNSD, the World Bank, regional multilateral development banks and PARIS21. These assessments/reviews consider the compliance of NSS with the UN Fundamental Principles of Official Statistics, regional codes of practice and other international statistical standards and modernization initiatives and eventually propose recommendations for improvement.

This workstream will also rely on various guidelines and manuals developed at global and regional levels, in particular the Handbook on Management and Organization of National Statistics Systems, the UN United Nations National Quality Assurance Frameworks Manual for Official Statistics (UN-NQAF) as well as the projects and outputs of the UNECE High-Level Group for the Modernization of Official Statistics (HLG-MOS). Global and regional initiatives for developing and updating guidelines on statistical legislations and data governance, as well as their translations into national contexts through country-level interventions, will benefit from this workstream.

WORKSTREAM 1.2 - INNOVATION

The use of innovative technologies and data such as Big Data, web scraping and geospatial information, supported by agile and resilient statistical production processes, can secure the continuation of statistical operations during major disruptive events and allow the NSS to address data needs to assess impacts and inform recovery policies. The workstream aims to improve the capability of beneficiary countries to integrate innovative data collection methods and sources, web scraping, reproducible analytical pipeline (RAP) and geospatial information. Activities under this workstream will assist countries in adopting innovative approaches in more traditional household surveys and censuses and better integrating collected data with other data sources such as administrative data and registers, geospatial and remote sensing data, and citizen-generated data. In that respect, it will aim to achieve a

good understanding of critical requirements for transitioning from the traditional surveys and censuses to alternative methodologies involving the use of administrative data, main features of base/specialized registers and challenges in building comprehensive and reliable statistical population registers for censuses and household surveys.

This outcome will be archived along with the modernization of the production architecture, including IT infrastructure, to address swiftly emerging data needs across multiple statistical domains in compliance with the applicable quality standards. The workstream will address the issue that different NSOs are at different stages on their modernization journeys. It will seek to transfer knowledge, experiences and good practices in utilizing innovative data sources and technology from those further along the path to help others catch up. The expected result is an acceleration of the integration of innovative data sources and technology in the production of official statistics, leading to increased resilience and flexibility to future pandemics and other disasters.

This workstream will be co-facilitated by **ECA** and **UNSD.** It will strongly rely on existing initiatives and activities at regional and global levels, such as the work of the UN Committee of Experts on Big Data and Data Science for Official Statistics, the UN-GGIM work on the United Nations Integrated Geospatial Information Framework, the Data for Now initiative, the Road to Bern Initiative, the outputs of the UNECE High-Level Group for the Modernization of Official Statistics (HLG-MOS) as well as numerous and other global, regional and sub-regional initiatives. It will use existing infrastructures and platforms for hands-on training with innovative data sources and new methodologies, such as the four Regional Hubs in Brazil, China, Rwanda, and UAE. This workstream will also benefit from the work of UNSD on developing innovative methods for sampling vulnerable population groups, and data integration for more granular SDG data and, jointly with UNITAR, on using citizen-generated data for SDG monitoring and for informing public policy. The workstream is closely aligned with the priorities of the 2020 world population and housing census programme and the recent calls of the Statistical Commission[5]

BUDGET FOR LEVEL OF INTERVENTION 1

USD 1.1 million, about one-half for inter-regional and regional activities with beneficiary countries and the development of guidelines and training material (OC1) and the other half for country-level interventions for target countries (OC2).

IMPLEMENTING ENTITIES AND OTHER PARTNER ORGANIZATIONS

All implanting entities will be involved in this intervention level, specifically UNSD and regional commissions. Eurostat, EFTA, PARIS21, SESRIC, WB, regional multilateral development banks, subregional organizations such as CARICOM, CIS-Stat and SPC, UNFPA, FAO, ILO, UNICEF, UIS, UNDP, UNHCR, UN-Women, WHO, ONS-UK, Statistics Canada, GPSDD, SDSN-TReNDS, the eleven international agencies and eight countries member of the Inter-Secretariat Working Group on Household Surveys (ISWGHS).

LEVEL OF INTERVENTION 2 - ADDRESSING EMERGING DATA NEEDS

GENERAL CONTEXT AND BACKGROUND

The global statistical system will need to respond to data needs related to COVID-19 and be prepared

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[5] https://unstats.un.org/unsd/statcom/50th-session/documents/Report-on-the-50th-session-of-the-statistical-commission-E.pdf

to address requests for statistics and indicators emerging from future crises and disasters in all three dimensions of sustainable development: the economy, population and society, and the environment. Accordingly, the Project will develop new methodological approaches or adapt existing ones for specific indicators or targets, help countries close data gaps, address the need for granular statistics and indicators and establish statistical baselines. The selection of the statistical domains should be based on country demand, the comparative advantages of the implementing entities and other recent or ongoing global and regional analytical and normative developments. This methodological work can be upscaled at the local, national, regional and global levels to leverage SDG data to inform the COVID-19 response and help countries measure and monitor progress towards a reinvigorated sustainable development path.

This level of intervention is structured around four workstreams: i) Climate change and disaster-related statistics; ii) Monitoring economic disparities; iii) Measuring social and gender discriminations; iv) Assessing the environmental impact of the economy. Both intervention levels are designed and implemented to cross-fertilize each other and maximise spillovers between all workstreams. UNSD will participate and support other global and regional in implementing this second level of intervention but take a lesser active facilitating role than for the first level of intervention (Statistical Infrastructure).

WORKSTREAM 2.1 - CLIMATE CHANGE AND DISASTER-RELATED STATISTICS

The COVID-19 pandemic has highlighted the need to broaden the set of statistics and indicators to be included in the emerging common statistical framework for disaster and climate change-related statistics, including modernizing ground operations and integrating innovative data sources, geospatial information and technologies. Most developing countries, particularly the most vulnerable ones such as SIDS, do not have adequate official statistics on climate change and disasters. The workstream will support countries in preparing their own sets of climate change and disaster-related statistics and indicators according to their concerns, priorities, and resources. More than half of the indicators included in the Global Set of Climate Change Statistics and Indicators are generated outside the NSS; therefore, more tailored methodologies and guidelines for NSOs are needed.

The workstream will benefit from the activities and outcome of the first level of intervention on the institutional and, to some extent, the technical aspects of these challenges – uptake by statistical institutions of geospatial data, incorporation of climate change and disaster in statistical programmes, and related governance and partnership arrangements. The workstream aims to enhance awareness and understanding of beneficiary countries by organising a few regional and inter-regional activities. It should also increase the preparedness of a selected number of target countries to respond to demands for statistics related to climate change and disasters. The experiences and achievements of target countries will be documented for the benefit of the beneficiary countries and countries globally.

ESCAP and **UNEP** will facilitate the workstream**.** It will rely on various global and regional initiatives such as the work of the Technical Working Group on disaster-related statistics in Asia and the Pacific, the Conference of European Statisticians Set of Core Climate Change-related Indicators, and the ESCAP Big Data Strategy, but also the ongoing efforts to develop a common statistical framework under the auspices of the IAEG on Disaster-related Statistics. The IAEG on Disaster-related Statistics reports to the UN Statistical Commission and aims to support countries in developing and monitoring risk-informed progress towards the Sendai Framework for Disaster Risk Reduction, 2015-2030.

WORKSTREAM 2.2 - MONITORING ECONOMIC DISPARITIES

The unprecedented contraction of activity in 2020 posed by the global pandemic of COVID-19 resulted in record declines in employment, falling incomes and increases in poverty and inequality. Extraordinary

policy support prevented even worse economic outcomes. Much remains to be done to beat the pandemic and avoid persistent increases in inequality within countries and divergence in income per capita across economies.

To support countries in assessing the economic impact of COVID-19, the improvement of basic statistics and economic indicators and prices represent critical information to enable public policymakers to implement decisions based on statistical evidence for an inclusive and sustainable recovery. In addition, with the increase of digital technology and the rise of e-commerce, which COVID-19 has sped up, many traditional methodologies and techniques for data production need to be revised so that indicators accurately reflect real economic value. In this context, Purchasing Power Parities (PPPs) are generated and used to convert economies' national accounts expenditures on GDP and its components into a common currency. PPPs control for differences in price levels between economies and equalize the purchasing power of the various currencies used across economies, thus enabling cross-country comparisons that reflect only differences in the volume of national economic outputs. PPPs are also used to derive spatial price level indexes: the ratio of an economy's PPPs to its market exchange rate. As such, PPPs are used in many analyses to monitor economic recovery after turmoil or crises and, in the long run, to monitor SDGs. However, significant gaps in statistical development in developing countries represent a challenge in generating statistics allowing for robust comparisons. This challenge calls for additional efforts in statistical development not only from the price side but also from the side of the national accounts.

This workstream also aims to harness the rise of digital technology to update and modernize target countries' data collection techniques for more accurate and timelier statistics for monitoring inclusive economic recovery within and across countries.

ECLAC and **ESCWA** will facilitate this workstream**.** It is supported by the International Comparison Programme (ICP), which is implemented under the auspices of the United Nations Statistical Commission and relies on a partnership of international, regional, sub-regional, and national agencies working under a robust governance framework and following an established statistical methodology to elaborate PPPs and related indicators. Some regional commissions have actively participated in the ICP since 2005 and played the role of regional coordinator in 2005, 2011, 2017 and 2021 cycles.

WORKSTREAM 2.3 - MEASURING SOCIAL AND GENDER DISCRIMINATIONS

Gender-based violence against women continues to be a significant public health concern and a human rights violation. In a relatively short period, the ongoing COVID-19 pandemic has already had a tremendous impact on societies and economies worldwide, affecting almost every aspect of daily life. Since the onset of the COVID-19 pandemic, the idea that the lockdown measures introduced to restrict the spread of COVID-19 have increased gender-based and domestic violence against women and girls has become a common concern. Different initiatives exist at the international and regional levels to monitor violence against women, including femicide. For example, the United Nations Office on Drugs and Crime (UNODC) collects and publishes data on killings of women perpetrated by intimate partners and/or family members, constituting the most significant component of gender-based killings. Most regional commissions collect gender-related data and statistics from member states, maintain various datasets or portals on gender discrimination and violence and provide, jointly with UNODC, technical assistance to countries to enhance their capacity to collect and process data and eventually analyse and disseminate gender statistics.

Despite international concerns surrounding the topic of gender-related killings of women and girls, statistical data is insufficiently available. The proposed activities will seek to improve the capacity of target countries to pilot the integration of innovative technologies into their NSS to generate timely

statistical data on gender-related killings of women and girls. The activities will focus on improving statistical production processes, including the modernization of operations (including data integration), the development of core infrastructure, the use of new data sources and methodological development to address data gaps. In addition, these activities will aim to support the measurement of the extent of the problem and seek to aid the continuous monitoring of trends, essential for mitigating the negative long-term impact of COVID-19 on this form of violence and monitoring sustainable development goals.

UNODC and **ESCAP** will facilitate this workflow**.** It builds UNODC's global work and related regional initiatives to monitor the killings of women by intimate partners and/or family members and the ongoing ambition to develop a Common statistical framework on gender-related killings of women and girls. This framework is intended as guiding criteria that will facilitate institutions' capacity to identify the gender motivation of killing women and girls to produce statistical data, regardless of national legislation and national recording practices.

WORKSTREAM 2.4 - ASSESSING THE IMPACT OF THE ECONOMY ON THE ENVIRONMENT

In the unprecedented response to the COVID-19 pandemic, trillions in economic stimulus have been made available worldwide, with calls for a recovery aligned with other global challenges. Many have considered this abetted economic recovery a rare opportunity to build a more environmentally friendly society and economy beyond the pandemic. With a longer-term vision and the right actions, the COVID-19 pandemic can begin a new type of global and societal cooperation in building a sustainable economy, including a sustainable blue economy.

At the same time, the pandemic has highlighted how external and unpredictable shocks can perturb interrelated economic and environmental systems, sometimes with contrasting impacts. Indeed, tourism-dependent economies, such as SIDS, have suffered from the lack of visitors. In contrast, the ecosystems that support tourism activities (e.g., beaches, coral reefs) may have benefited from decreased human tourism impacts (e.g., improperly disposed litter). At the same time, the increased use of disposable, often plastic products, due to the pandemic has increased the generation of wastes that may end up in coastal and marine environments. Another impact of COVID-19 is the spread of unregulated and sometimes illegal economic activities. Illegal mining and its associated environmental impact are significant issues in various regions, especially Africa, South America and Asia. It was estimated that already before COVID-19, artisanal-mined gold in Burkina Faso, Mali and Niger could be equivalent to 50% of industrial production [OECD, 2018]

The environment protection policies require new data sources such as geospatial data combined with improved analytics to ensure high-quality statistics. At the same time, geospatial data requires specialised knowledge of how to consume said data and transform it into statistics. There is often a lack of capacity to work with data from new sources at the national level. Indeed, geospatial data enables the assessment of specific environmental issues – for example, coastal eutrophication and plastic debris density in oceans and seas. Satellite-based data products provide the data to develop statistics for these indicators. Investing in geospatial data can support the generation of more rapid and real-time data to inform COVID-19 recovery planning processes. With a focus on environment statistics, the proposed workstream aims to expand the capability of target countries in integrating innovative technologies and novel analytical methodologies with more standard data collection approaches. NSS will also be better prepared for future shocks hampering in-person data collection activities by becoming more adept at using data collected via alternative means.

UNODC and **UNEP** will jointly facilitate the implementation of this workstream to continue building a statistical system where environmental and economic data are interoperable and provide integrated information to policymakers. Eventually, the workstream will increase the resilience and

responsiveness of NSS to future crises, with a clearer understanding of the connections between ecosystems and livelihoods as well as pressures created by economic activity on land-based, including fresh water, and ocean-based ecosystems. This workstream will build on various global and regional initiatives such as the UNEP's custodianship for SDG indicators based on geospatial data, the UNEP/UNWTO Global Tourism Plastics Initiative, the UN Committee of Experts on Global Geospatial Information Management (UN-GGIM) and its regional extensions as well as the UNODC's Illicit Crop Monitoring Programme (ICMP), supported by the expertise of the UNODC Country Office in Colombia and the Colombian Government in monitoring alluvial mining by using remote sensing data.

BUDGET FOR LEVEL OF INTERVENTION 2

USD 1.85 million, about one-half for inter-regional and regional activities with beneficiary countries (OC1) and developing guidelines and training material, and the other half for country-level interventions in target countries (OC3).

IMPLEMENTING ENTITIES AND OTHER PARTNER ORGANIZATIONS

While all implementing entities will be involved in this level of intervention, UNSD and, to a lesser extent, ECE will play a slighter role in the four workstreams of this level of intervention. This level of intervention broadly covers most statistical domains relevant for monitoring the COVID-19 recovery policy. It is thus challenging to list all possible partner organizations that might cooperate in implementing the four workstreams. The most significant ones could be CIS, Eurostat, OECD, UNSD and WB, regional multilateral development banks, subregional organizations such as CARICOM, CIS-Stat, SPC, SADEC but also UNFCCC and UNDRR, WHO, GEO Blue Planet, Esri, Intergovernmental Oceanographic Commission of UNESCO (IOC-UNESCO), Digital Earth Africa, NICFI Data program, UN-Habitat, UNWTO, and FAO.

4.4 RESULT FRAMEWORK – LOGFRAME

Project Objective:
Improved the resilience and agility of NSS to meet Covid-19 data needs to recover better

Intervention logic	*Indicators of achievement*	*Means of verification*
Outcome – OC1 [Levels of intervention 1 & 2] Increased knowledge of **beneficiary countries** on their status and gaps in enhancing resilient and agile NSS and addressing current and emerging data needs across workstreams.	**IA 1.1** 80% of beneficiary countries have expressed increased understanding of statistical infrastructure, ensuring resilience and agility of NSS.	• Pre-/Post workshop Surveys.
	IA 1.2 70% of beneficiary countries have conducted a qualitative self-assessment on the resilience and agility of their NSS to address current and emerging data needs.	• Results from the participation in the cross-workstreams self-assessment exercise.

Outputs

Output OP 1.1
During the Project's initial phase, a series of regional and interregional webinars on statistical infrastructure securing resilient and agile NSS in times of crisis and covering most of the workstreams of the Project.

Output OP 1.2
Development and testing of a modular self-assessment tool identifying success stories, challenges, and gaps in building resilient and agile statistical systems and addressing current and emerging data needs.

Output OP 1.3
During the first year of the Project, eight workshops with, on average, 8 selected beneficiary countries (within or across regions (e.g., SIDS) dealing with specific issues related to 2 or more workstreams and structured around the initial findings of the self-assessment tool.

Output OP 1.4
Participation of selected experts from beneficiary countries in specific interventions in target countries as south-south cooperation.

Output OP 1.5
Development of guidelines, training material, e-learning courses, and the initial modular self-assessment tool extension related to all levels of intervention and related workstreams.

Output OP 1.6

During the last year of the Project, eight regional and cross-regional workshops with, on average, eight selected beneficiary countries dealing with specific issues related to 2 or more workstreams and structured around guidelines and training material developed under OP 1.5.

Output OP 1.7

At the concluding phase of the Project, a series of regional and interregional webinars aiming to share the results of the second round of self-assessment, success stories of the Project, including achievements by target countries, and remaining challenges.

Intervention logic	*Indicators of achievement*	*Means of verification*
Outcome – OC2 [Level of intervention 1] Improved capability of **target countries** to enhance the statistical infrastructure, including modernization of governance, data sources and collection methodology and processes across statistical domains.	**IA 2.1** 70% of target countries have documented initiatives to enhance governance and coordination of the statistical system.	• Achievements are documented through short success stories and shared on the relevant implementing entities' web pages.
	IA 2.2 70% of target countries have documented enhanced dialogue and partnership with data providers and users, including civil society.	• Achievements are documented through short success stories and shared on the relevant implementing entities' web pages.
	IA 2.3 70% of target countries have documented initiatives to improve and secure the statistics' quality.	• Achievements are documented through short success stories and shared on the relevant implementing entities' web pages.
	IA 2.4 70% of target countries have documented the use of innovative data sources and collection methodology and improved processes across statistical domains.	• Achievements are documented through short success stories and shared on the relevant implementing entities' web pages.

Intervention logic	Indicators of achievement	Means of verification
Outcome – OC3 [Level of intervention 2] Enhanced capability of **target countries** to produce quality, granular and timely statistics in specific data areas to measure and mitigate the impact of Covid-19 and eventually monitor sectoral recovery and safeguard policies, leaving no one behind.	**IA 3.1** 70% of target countries of workstream 2.1 have improved availability and accessibility to climate change and disaster-related statistics.	• Achievements are documented through short success stories and related data available and accessible.
	IA 3.2 70% of target countries of workstream 2.2 have improved availability and accessibility to statistics and indicators for monitoring economic disparities.	• Achievements are documented through short success stories and related data available and accessible.
	IA 3.3 70% of target countries of workstream 2.3 have improved availability and accessibility to statistics and indicators for measuring social and gender discriminations.	• Achievements are documented through short success stories and related data available and accessible.
	IA 3.4 70% of target countries of workstream 2.4 have improved availability and accessibility to statistics and indicators for assessing the impact of the economy on the environment.	• Achievements are documented through short success stories and related data available and accessible.
Outputs		

Output OP 2.1 & 3.1

Selection of target countries based on objective criteria and the outcome of the self-assessment exercise.

Output OP 2.2 & 3.2

Development of one single roadmap for each target country with respective baseline, specific outputs and indicators of achievement, including, when relevant, one inception mission

Output OP 2.3 & 3.3

Sixty advisory missions and in-person national workshops in target countries (5/target country on average) to improve their respective NSS' resilience and agility and address current and emerging national data needs across workstreams.

Output OP 2.4 & 3.4
Regular remote interventions, including advisory services and virtual workshops, to sustain and guide target countries towards planned and expected outcomes and indicators of achievement and monitor progress.

Output OP 2.5 & 3.5
Participation of selected experts from beneficiary and target countries to national, regional and global statistical events as resource persons to report on the Project and share good national practices.

5   LEVERAGING, PARTNERSHIPS, AND COORDINATION

In line with the key principles elaborated above, the Project should leverage other initiatives and funding to strengthen statistical capacities to achieve a higher multiplier effect (impact). The co-implementing entities shall work in close partnership with the United Nations system, including the UN resident coordinator system, and other multilateral and bilateral actors to deliver and develop methodologies that are "fit for purpose" and contribute to global and regional initiatives such as the regular International Comparison Programme (ICP).

5.1 RISKS AND MITIGATION ACTIONS

The Project is expected to achieve its objectives and accomplishments as long as senior-level government officials, NSOs and relevant line ministries in the beneficiary and target countries are committed to strengthening statistics within their specific national contexts. One fundamental assumption is that amid COVID-19, beneficiaries, stakeholders, and partner organizations understand the critical role statistics and data play in formulating evidence-based policies. They are committed to drawing on such data to guide new policies and assess their effectiveness. The Project assumes that the target countries will provide up-to-date and accurate data required for the various interventions and monitoring progress. It also presupposes that the recommendations made through the Project will be fully considered and, if not all, accepted and implemented in most cases.

Risks	Likelihoods of risks	Mitigating Actions
R1. COVID-19 pandemic is lasting and diverts resources and priorities away from the Project, preventing beneficiary and target countries as well as partner organizations from engaging in the activities	**Medium** – the Project responds to COVID-19-related needs and should therefore remain a high priority for beneficiary countries and partner organizations. *Potential effect if the risk occurs: Slow progress and fewer results.*	**M1.** The Project is based on hybrid activities that could be quickly converted into online interventions; there is also the possibility of replacing a target country with another one
R2. Online interventions prevent the implementing entities from closely following up with beneficiary countries and eventually adjusting activities to specific national contexts	**Low** – the experience so far is that remote collaboration is working quite well. *Potential effect: Support is not provided according to the most pressing needs*	**M2.** Implementing partners at regional level and global entities having national and regional offices will be extensively used to assess and share the contextual situation at country level

Risks	Likelihoods of risks	Mitigating Actions
R3. High staff turnover in beneficiary/target countries' agencies makes it difficult to retain the skills acquired by specific individuals during training and hands-on implementation activities in the long run.	**Medium** – Staff turnover is relatively common among beneficiary agencies *Potential effect: new methods and approaches thought are not used*	**M3.** The Project will maintain its focus on institutional capacity rather than on individuals. Activities will promote knowledge sharing, training for trainers, and team collaboration.
R4. Agencies in target countries do not allocate enough time and resources to the implementation of the country's activities	**Medium –** NSOs in many countries have a very high workload and many competing tasks but the Project address an objective demand for support. *Potential effect: lack of ownership and sustainability with slower progress with fewer results*	**M4**. In selecting the Target countries, NSOs and other agencies will be required to secure the own necessary resources to implement the Projects.
R5. The implementing entities are not able to deliver jointly	**Low** – while it is a challenge for the eight entities to deliver as one, the experience of the DA10 Statistics and Data shows that it works. *Potential effect: the Project will lose its coherence and consistencies with gaps and overlap in the interventions*	**M5.** The coordinator of the Project will have the task of constantly monitoring progress and inviting the facilitators of the six workstreams as well as the entity coordinators to discuss and share progress, success stories, challenges and issues. Any critical issues of collaboration between the eight entities should be brought to the attention of the Directors Group

5.2 SUSTAINABILITY AND SCALING-UP

While the Project will engage with a wide range of producers and users of statistics, the primary stakeholders are the NSOs of developing countries. NSOs have continually displayed a readiness to receive capacity development support, particularly exposure to new methodologies, guidelines and tools which will aid them in improving the production of statistics and generating data in new areas. The Project aims to improve the resilience and responsiveness of developing countries' statistical systems in addressing emerging user needs and informing COVID-19 recovery policies while leveraging SDG governance, coordination, monitoring and reporting mechanisms. The 2030 Agenda placed new and heightened responsibilities on the NSOs. Thus, the impacts of this Project are expected to continue after its conclusion and serve as a catalyst for strengthening statistical production processes up to 2030. The NSOs of the beneficiary countries will be encouraged to draw on the Projects recommendations in the context of the pandemic to leverage political support for strengthening the statistical system, which in turn will enhance national accountability to respond to the monitoring and reporting requirements of the 2030 Agenda. Furthermore, the Project should contribute to the organizational and technical preparedness of NSOs to react quickly to emerging demands related to natural disasters, sanitary crises, social unrest and economic turmoil.

Engaging directly with the head of the NSOs (Chief Statisticians) as long-term partners who have a pivotal role in meeting short-term and longer-term needs for supporting evidence-based policy promotes a sense of pride and commitment to improving their individual skills and knowledge and contributes as well to institutional improvements. Many of these officials will continue to work closely with one or more of the eight implementing entities as regional and global statistical communities' members long after the Project has concluded. Their participation in the regional statistical meetings and the United Nations Statistical Commission ensures continued exposure to evolving statistical methodologies and maintains the momentum started under the Project's efforts.

To ensure sustainability, the target countries will be nominated from beneficiary countries having requested specific support and met the objective selection criteria, including their ability to leverage Project's efforts. It is expected that the acquired know-how through country interventions will ensure the NSOs and other statistical producers will be better equipped to use the improved methodologies and guidelines developed under the Project. It is also anticipated that some NSOs from target countries will share knowledge and experiences acquired through the Project and eventually engage in south-south cooperation.

The long-term sustainability of the institutional environment is likely to be achieved only through successful partnership and resource mobilization efforts which contribute to improved infrastructure, IT tools and additional staff resources.

6   MONITORING AND EVALUATION

The Project Coordinator, jointly with entity coordinators and workstream facilitators, will continuously monitor the Project and its deliveries to assess which interventions are progressing in line with the Project document and inform the Directors Group about significant challenges along with suggestions for programmatic alterations. These monitoring and reporting mechanisms will support proactive coordination of the Project across entities and levels of intervention and maximize synergies with initiatives and work of other multilateral and bilateral partner organizations.

6.1 SUBSTANTIVE REPORTING AND MONITORING

Based on the DA10 Statistics and Data draft final evaluation report and lessons learnt, an online coordination and monitoring system will be developed to inform all stakeholders about planned, ongoing and past activities. These factsheets should also facilitate the preparation of the semi-annual and end-year progress reports while remaining short and concise. For OC1, one factsheet should be established for each output, whereas for OC2 and OC3, one will be developed for each target country. Entity coordinators, workstream facilitators and focal points will be requested, jointly, to prepare, after nine months, one single factsheet per target country (or roadmap) informing on the baseline, planned interventions and deliveries (outputs), and indicators of achievement to report on progress during the overall implementation process.

Factsheets are a significant source of information for coordinating and monitoring all interventions across the six workstreams and eight entities. The precise information to be reported in this online system and how it will be structured will be discussed with all concerned stakeholders, including DESA/CDPMO. The Project Coordinator will develop the online reporting system with the possibility, if needed, to be adjusted during the implementation of the Project and eventually also serve the purpose of the end-of-cycle external evaluation.

6.2 FINANCIAL REPORTING AND MONITORING

As learnt from the implementation of the DA10 Statistics and Data, it is essential to keep some flexibility in the use of funds by entity, workstream and object class to secure the achievement of the objectives of a Project or programme of this magnitude and complexity. It is, for example, not excluded that for objective reasons, the work for preparing an e-learning course involving consultancies is managed by one implementing entity while the interregional workshop entailing a few travels of participants is organised by another. Funds will be allocated to the entities for OC1 at the inception of the Project and for OC2-3 about nine months later, when the list of target countries, including roadmaps, outcomes, outputs and indicators of achievement for each of them, has been endorsed by the Directors Group and annexed to the first progress report. The expenditures will be reported more granularly by entity, outcome (OC1 and OC2-3) and object class. For OC2-3, spending will also have to be provided by target country. The allocation of funds by object class is indicative and will only be monitored at the Project level.

For coordination and internal monitoring purposes, it is expected that ten days after the end of each quarter, CDPMO, through centralised data extraction from UMOJA, provides all stakeholders with an expenditure report according to the structure described above.

Annexes 1 and 2 inform the amount allotted to each co-implementing entity by level of intervention, workstream and object class. Funds for OC1, about 50% of the total budget, will be available to the eight entities at the inception of the Project. When roadmaps have been established for all target countries, approximately nine months after the Project's start, the Directors Group will decide if the second and final allotment should be allocated according to the estimates provided in this project document.

6.3 SEMI-ANNUAL AND ANNUAL IMPLEMENTATION REPORTS

For activities with beneficiary countries (OC 1), each entity will report on the workstreams and related interventions they oversee to the respective workstream facilitators. For each target country (OC 2 and OC 3), reporting and updates of roadmaps will be conducted by the entity in charge of that specific country. Semi-annual progress reports are submitted to the Project Coordinator on 31 July and 31 January each year. These reports shall provide a non-cumulative concise summary of the interventions carried out and focus on how the interventions have supported progress towards the objectives and the outcomes of the Project. Online reporting factsheets and roadmaps must have been fully updated for this occasion. Details should be provided on implementation challenges and, where relevant, addressed with programmatic and substantive adjustments. Based on the provided information, the Project Coordinator will then compile a semi-annual report for the overall Project, including any substantive engagement that may have occurred and provide details on extra-budgetary funding or partnerships that were mobilized directly to the Project. A cumulative financial report should reflect expenditures by entity, outcomes, when relevant target countries, and object class against the planning figures. The Project Coordinator, jointly with the workstream facilitators, CDPMO and other stakeholders, will develop a progress report template that will be made available in due time.

Except for the first annual progress report and its two annexes due nine months after the inception of the Project, yearly reports at the overall Project level and informing on progress by outcomes, level of interventions, workstream and target country are required by 31 January of the subsequent year. The structure of these annual progress reports will be developed by the Project Coordinator, jointly with the entity coordinators, workstream facilitators, CDPMO and other stakeholders. The Project Coordinator shall prepare the report, drawing on input from the semi-annual reports, and include financial reports that reflect the cumulative expenditures by entity x outcomes x target countries (OC2-

3) x object class. CDPMO will assist UNSD in extracting the financial figures and preparing the consolidated financial reports for the annual progress report. In addition to highlighting the Project's outputs, challenges and partnerships, the progress report should explain any adjustments in the subsequent year due to revisions in the implementation strategy, along with an updated workplan and revised budgetary requirements by entity. An end Project report, similar in its structure and content to the end-year progress reports, should be made available two months after the conclusion of the Project.

A short abstract of the annual progress report will be made available on the webpage of the Project on UNSD website, along with 1-2 success stories per workstream and year. Success stories, sharp and nicely illustrated, shall be prepared by entity coordinators and workstream facilitators and refer to the Project's interventions, outcome, output, and achievements. When relevant, success stories shall also inform and document indicators of achievement (see section *4.3 Workstreams and Results Framework* above).

6.4 EVALUATION

Comprehensive substantive and financial reporting mechanisms have been established, maintained and informed to ensure continuous oversight of the Project's interventions by entity and workstream. In addition, multiple layers of progress reports, factsheets and roadmaps promote a continuous flow of information to monitor the Project and assist all stakeholders in decision-making.

In addition, the Project will be subject to an end-of-cycle external evaluation (or final evaluation) to assess whether the results frameworks as defined in the Project and workstream logframes have been achieved; the effectiveness of the Project in supporting beneficiary and target countries to strengthen their statistical systems; as well as the effectiveness of working across eight entities. While the full scope of this evaluation will be defined in due time, it is envisaged that it will be carried out at the national, regional and global levels to assess the efficiency and effectiveness of the Project. Given the Project's complexity, the final evaluation would be initiated before the end of the implementation of the Project to allow sufficient time for its completion and the subsequent response from management.

CDPMO evaluation section, jointly with the evaluation units of the implementing entities, shall prepare an annex to the first annual progress report informing of a more detailed evaluation plan. This plan should provide an overall approach, structure and arrangements for the evaluation management, roles and responsibilities, and timelines, which have been discussed and agreed to by the evaluation units of all the eight implementing entities. Based on the Project design and lessons learned from the past programme, it could be suggested that the evaluation entail an assessment of country-level results (OC2-3) by target country and an assessment of the outcomes of global, (sub-) regional and interregional activities (OC1), including training materials, e-learning and guidelines produced and deployed.

7   MANAGEMENT AND GOVERNANCE ARRANGEMENTS

7.1 OVERALL GOVERNANCE AND REPORTING STRUCTURE

In terms of governance, coordination and implementation modalities, the proposed Project build on the successes and lessons learned from the DA10 Statistics and Data, including the findings of the ongoing final evaluation and related draft recommendations for improvement. The Project interventions, structured around two levels of intervention subdivided into six workstreams, will bring eight implementing entities of the Secretariat together, capitalizing on their individual technical expertise and comparative advantages. The common and cross-cutting objective will be to help developing countries face the data challenges of the short- and longer-term development agenda,

including the specific data needs to inform Covid-19 response and recovery policy at local, national, regional and global levels. To be effective, efficient and, eventually, successful, the Project will be implemented as a flexible, unified and structured whole, rather than an amalgamation of individual projects, workstreams and proposals. It will build on the ongoing dialogues, panels, debates and intergovernmental discussions.

The overall governance and reporting mechanisms rely on the matrix organization of the Project, with a horizontal or entity dimension flanked by a vertical or levels of intervention dimension representing the various statistical domains and related workstreams. The Directors Group, headed by the Director of the United Nations Statistics Division (UNSD) and composed of the Chief Statistical Officers (CSO) of the eight implementing entities, is entrusted with the strategic and managerial authority over the Project. At the same time, the facilitators of the respective workstreams are responsible for the professional and technical implementation of the Project. The Project Coordinator reports directly to the Chair of the Directors Group and is liable for bringing consistency across the various workstreams and between the two levels of intervention. The Project Coordinator is also responsible for translating issues and challenges in the substantive implementation of the Project into managerial and administrative fixes to be submitted to and endorsed by the Directors Group for enforcement at the entity level. The Project Coordinator is assisted by the entity coordinators, 2-3 per implementing entity, that are jointly in charge of the operational conduct of the Project. The matrix organization structure of the Project is presented in Annexe 3, and the Project Coordinator will be informed of any changes that eventually will be shared with the Directors Group.

Overall guidance should be provided by the CDPMO/DESA-Development Account focal point and the CDPMO Development Account Team, if needed.

7.2 DIRECTORS GROUP

As mentioned above, the Directors Group (or DG), headed by the Director of the United Nations Statistics Division (UNSD) and composed of the Chief Statistical Officers of the eight implementing entities, is the steering body of the Project. Entity coordinators can replace their respective Directors in meetings. The DG will be mobilized at least twice a year to discuss and decide on strategic and programmatic reshuffling, allocation of allotments and instalments. It shall also endorse mid-year and end-year progress reports prepared by the Project Coordinator, jointly with the entity coordinators and facilitator of the six workstreams. During the Project's launch and design phase, the DG may be consulted more often and eventually endorse the Project Document. The DG does not necessarily need to meet to discuss and take decisions. This can be reached through remote meetings or exchanges of emails to be organized and documented by the Project Coordinator. Meetings of the DG can be held physically or in hybrid mode back-to-back with other major statistical events where DG members are present. However, no funds from the Project's budget have been provided for participation in physical DG meetings. The Project Coordinator holds the secretariat of the DG, who meets at least twice a year.

7.3 PROJECT COORDINATOR

This Project incorporates the recommendation provided in the DA10 Statistics and Data mid-term evaluation report and the draft final report emphasizing that a future Project or Programme of a similar scale should formally establish the function and duties of such an overall coordinator.

The main task of the Project Coordinator, a UNSD senior staff, will be to streamline the implementation of the Project by ensuring collaboration and synergies across levels of implementation and workstreams, assisting entity coordinators and facilitators in the management and oversight of their respective workstreams as well as informing and eventually assisting the DG in its functions. The Project

Coordinator, assisted by entity coordinators, oversees the Project's deliveries, provides guidance, and addresses programmatic, substantive, budgetary and administrative issues that could impede effective delivery. This regular interaction with entity coordinators shall be mainstreamed through regular virtual coordination meetings, generally quarterly.

With the support of CDPMO/DESA, the Project Coordinator is responsible for developing, deploying and enforcing substantive and financial monitoring and reporting mechanisms and tools to inform all stakeholders about planned, ongoing and past activities as well as consumed budget at a granular level. The Project Coordinator, supported by the entity coordinators and workstream facilitators, is tasked with the overall Project's promotion, outreach, and documentation through a dedicated webpage on the UNSD website. The amount of USD 50,000 has been set aside from the total budget of the Project (central costs) to finance the development and maintenance of the coordination, monitoring, and reporting tools and cover some other expenses related to the activities of the Project Coordinator.

7.4 ENTITY COORDINATORS

Each entity has 1 to 2 designated senior staff members to assist the Project Coordinator in accomplishing their tasks. Entity coordinators are also the substitutes of their respective directors in the Directors Group and ideally co-facilitator or focal points of one or the other workstreams. The Project coordinator leads the entity coordinators' meetings organized regularly, or at least once every second month. All progress reports and reviews of the consumed budget, factsheets and roadmaps are conducted by entity coordinators under the supervision of the Project coordinator. Entity coordinators are responsible for coordinating the entity dimension of the Project and briefing focal points in their respective entities. Lastly, entity coordinators are accountable for informing semi-annual and annual progress reports, including factsheets and roadmaps for activities and outputs for the target countries they oversee.

7.5 WORKSTREAM FACILITATORS AND ENTITY FOCAL POINTS

Two implementing entities, ideally one global and one regional, are co-facilitating the implementation, coordination, and reporting of the activities related to each of the six workstreams. Workstream facilitators guide the substantive formulation of the workstream's programme of work and interventions from focal points in the co-implementing entities and promote a constant dialogue between all focal points of a specific workstream. The facilitators will monitor the implementation of the workstream's activities, develop the roadmap, including milestones and report on progress in their respective target countries, and provide guidance on interventions and activities. The facilitators address substantive and administrative challenges that could impede effective workstream deliveries and, when needed, refer to and consult with the Project Coordinator. The workstream facilitators will call for virtual meetings with their respective focal points when required but at least every second month to review the implementation and to agree on activities in the forthcoming period. The Project Coordinator should be informed about workstream coordination meetings and, when relevant, invited to participate. The facilitators are responsible for informing semi-annual and annual progress reports for activities and outputs related to their respective workstreams.

8   ANNEX 1: BUDGET NARRATIVE

The total budget amount is $3,120,000 ($3,000,000 without final evaluation).

1. **Consultants and Experts (105): $950,000 ($830,000 without evaluation)**

(a) *International consultants ($630,000)*

International consultants for the task(s) of preparing technical reports, training material and e-learning courses, including micro-learning, hands-on guidelines, assessment tools and support to other activities with beneficiary and target countries:

- In support of activities with beneficiary countries (OC 1): 16 work-months x $10,000 = $160,000

- In support of activities with target countries (OC 2 and OC 3): 32 work-months x $10,000 = $320,000

- For the development of on-line reporting and coordination tools (CC): 3 work-months x $10,000 = $30,000

- In support of the final evaluation of the Project: 4% of $3,000,000 or 12 work-months x $10,000 = $120,000.

(b) *National / Regional consultants ($200,000)*

National consultants for the task(s) of preparing technical reports, e-learning courses and training material as well as reporting on national good practices, lessons learned, and challenges:

- In support of activities with beneficiary countries (OC 1): 15 work-months x $4,000 = $60,000

- In support of activities with target countries (OC 2 and OC 3): 35 work-months x $4,000 = $140,000

(c) *Consultant travel ($120,000)*

Consultant travels to participate in inter-regional, regional and national activities to prepare technical reports, and inform e-learning courses and training material as well as reports on national good practices, lessons learned, and challenges:

- In support of activities with beneficiary countries (OC 1): 10 travels x $3,000 = $30,000

- In support of activities with target countries (OC 2 and OC 3): 30 travels x 3$3,000 = $90,000

2. **Travel of Staff (115): $870,000**

About 180 staff missions from implementing entities for inter-regional, regional, and national activities:

- In support of activities with beneficiary countries (OC 1): 4 staff x 16 missions x $5000 = $320,000

- In support of activities with target countries (OC 2 and OC 3): 2 staff x 60 missions x 4,500 = $540,000.

- In support of coordination activities (CC): 1 staff x 2 missions x $5,000 = $10,000

Out of $870,000, approximately (a) $700,000 for staff from the implementing entities and (b) $160,000 for other UN entities collaborating in the Project.

3. **Contractual services (120): $250,000**

A provision of $250,000 is required for translation/interpretation services, printing documents and potential purchase of software licenses, etc., in support of all outputs, including for translation/interpretation services for online workshops and training seminars:

- In support of activities with beneficiary countries (OC 1): $80,000

- In support of activities with target countries (OC 2 and OC 3): $160,000.

- In support of coordination activities (CC): $10,000

4. General operating expenses (125): $150,000

Other general operating expenses, including for online inter-regional, regional and national workshops:

- In support of activities with beneficiary countries (OC 1): $50,000

- In support of activities with target countries (OC 2 and OC 3): $100,000.

5. Grants and Contributions (145): $900,000

Travel and DSA for a total amount of $900,000

- For regional and inter-regional events in support of activities with beneficiary countries (OC 1): 8 countries x 2 participants/country x 16 events x $3,000 = $768,000

- Resource persons in support of activities with target countries (OC2 and OC 3): In support of activities with target countries (OC 2 and OC 3): 2 resource persons x 22 activities x $3,000 = $132,000

9   ANNEX 2: BUDGET DETAILS BY ENTITY / LEVEL OF INTERVENTION / OUTCOMES / OBJECT

| Entities / Objects | Budget in $1,000: Levels of intervention and central costs | | | | | | | | | CC | Total in $ 1,000 |
| | Level of intervention 1 | | | Level of intervention 2 | | | Total | | | | |
	Total	OC 1	OC 2	Total	OC 1	OC 3	Total	OC 1	OC 2-3		
ECA	200	101	99	180	89	91	380	190	190	0	380
ECE	200	101	99	120	59	61	320	160	160	0	320
ECLAC	100	50	50	280	138	142	380	189	191	0	380
ESCAP	100	50	50	280	138	142	380	189	191	0	380
ESCWA	100	50	50	220	109	111	320	159	161	0	320
UNEP	0	0	0	320	158	162	320	158	162	0	320
UNODC	50	25	25	350	173	177	400	198	202	0	400
UNSD	350	176	174	100	49	51	450	226	224	0	450
UNSD (cc)	0	0	0	0	0	0	0	0	0	50	50
Total	1100	554	546	1850	914	936	2950	1468	1482	50	3000
105 International consultants	200	63	137	400	127	273	600	190	410	30	630
105 National/Regional consultants	100	30	70	100	30	70	200	60	140	0	200
115 Travel of staff	310	115	195	550	205	345	860	320	540	10	870
120 Contractual services	90	30	60	150	50	100	240	80	160	10	250
125 General operating expenses	50	17	33	100	33	67	150	50	100	0	150
145 Grants and contributions	350	299	51	550	469	81	900	768	132	0	900
Total	1100	554	546	1850	914	936	2950	1468	1482	50	3000

10 ANNEX 3: MATRIX-ORGANIZATION OF THE PROJECT BY ENTITY AND WORKSTREAM

Entities	Directors	DA14 Entity Coordinators		Facilitators and Workstream Focal Points					
				Lever of intervention 1 Statistical Infrstratucre		Level of intervention 2 Emerging user requests			
				WS 1.1 Governance	WS 1.2 Innovation	WS 2.1 Climat Change and Disater	WS 2.2 Economic Disparities	WS 2.3 Social and Gender Discrimination	WS 2.4 Economy and Environment
				UNSD - ECE	UNSD - ECA	ESCAP - UNEP	ECLAC - ESCWA	UNODC - ESCAP	UNODC - UNEP
ECA	**Oliver CHINGANYA**	Oumar Sar	Andre Nonguierma / Molla Hunegnaw	Léandre Ngogang Wandji / Edem Kossi Kludza	**Molla Hunegnaw /** Gloria Mathenge	Aster Denekew	Xiaoning Gong / David Boko	Fatouma Sissoko	Ayenika Godheart
ECE	**Lidia BRATANOVA**	Steven Vale	Andres Vikat	**Steven Vale**	Taeke Gjaltema / Andres Vikat	Michael Nagy	Carsten Boldsen		Michael Nagy
ECLAC	**Rolando Ocampo**	Xavier Mancero	Claudia de Camino	Xavier Mancero	Daniel Taccari / Xavier Mancero	Georgina Alcantar	**Claudia de Camino**	Alejandra Valdes (Gender Affairs Division)	Georgina Alcantar
ESCAP	**Rachael Joanne Beaven**	Rikke Munk Hansen	Teerapong Praphotjanaporn / Sharita Serrao / Petra Nahmias	Rikke Munk Hansen	Petra Nahmias	**Teerapong Praphotjanaporn**	Alick Nuasulu	**Sharita Serrao /** Petra Nahmias	Ayodele Marshall
ESCWA	**Haidar Fraihat**	Neda Jafar	Majed Skaini	Neda Jafar			**Majed Skaini**	Neda Jafar	
UNEP	**Ludgarde COPPENS**	Ludgarde COPPENS	Ekaterina Poleshchuk			**Ekaterina Poleshchuk**			**Ekaterina Poleshchuk**
UNODC	**Angela ME**	Francesca Massanello	Coen Bussink		Francesca Massanello / Coen Bussink			**Francesca Massanello**	**Coen Bussink**
UNSD	**Stefan SCHWEINFEST** (Chair)	**Gabriel Gamez** (Project Coordinator)	Haoyi Chen / Ralf Becker / Vibeke Oestreich Nielsen	**Gabriel Gamez** Matthias Reister	**Haoyi Chen** / Meryem Demirci / Ralf Becker / Cecille Blake	Reena Shah / Mark Iliffe			

11 ANNEX 4: BENEFICIARY COUNTRIES

Beneficiary country	Region	Status			
		LDCs	SIDS	LLDCs	FCACs*
Albania	ECE				
Argentina	ECLAC				
Armenia	ECE-ESCAP			X	X
Bahamas	ECLAC		X		
Bangladesh	ESCAP	X			
Barbados	ECLAC		X		
Bhutan	ESCAP	X		X	
Burkina Faso	ECA	X		X	X
Burundi	ECA	X		X	X
Cabo Vere	ECA		X		
Chile	ECLAC				
Comoros	ECA	X	X		X
Côte d'Ivoire	ECA				
Dominican Republic	ECLAC		X		
Ecuador	ECLAC				
Egypt	ECA-ESCWA				
Eritrea	ECA	X			X
Fiji	ESCAP		X		
Gabon	ECA				
Georgia	ECE-ESCAP				
Honduras	ECLAC				
Indonesia	ESCAP				
Iraq	ESCWA				X
Jamaica	ECLAC		X		
Jordan	ESCWA				
Kazakhstan	ECE-ESCAP			X	
Lao PDR	ESCAP	X			X
Mexico	ECLAC				

Beneficiary country	Region	Status			
		LDCs	SIDS	LLDCs	FCACs*
Moldova	ECE			X	
Montenegro	ECE				
Namibia	ECA				
Nepal	ESCAP	X		X	
Niger	ECA	X		X	X
North Macedonia	ECE			X	
Pakistan	ESCAP				
Paraguay	ECLAC				
Senegal	ECA	X			
South Sudan	ECA	X		X	X
State of Palestine	ESCWA				X
Sudan	ECA-ESCWA			X	X
Suriname	ECLAC		X		
Timor-Leste	ESCAP	X	X		X
Tonga	ESCAP		X		
Tunisia	ECA-ESCWA				
Turkmenistan	ECE-ESCAP			X	
Ukraine	ECE				X
Uzbekistan	ECE-ESCAP			X	
Vietnam	ESCAP				
Yemen	ESCWA	X			X
Zimbabwe	ECA			X	

*FCAS: Fragile and (post-)Conflict-Affected Countries; Ukraine was added to the 2021 list (see link)