



# Chief Executives Board for Coordination

Distr.: General  
21 September 2020

Original: English  
English and French only

---

**First regular session of 2020**  
New York (online), 14 May 2020

## Summary of deliberations

### Addendum

## System-wide Road Map for Innovating United Nations Data and Statistics

### I. Context

1. Since 2018, the Secretary-General has pursued an ambitious agenda to prepare the United Nations system for the challenges of the twenty-first century. In lockstep with other structural United Nations reforms, he has launched a portfolio of initiatives through the United Nations System Chief Executives Board for Coordination (CEB) to help to transform system-wide approaches to new technologies, innovation and data. Driven by the urgency and ambition of the decade of action to deliver the Sustainable Development Goals, those initiatives are designed to nurture cross-cutting capabilities that the United Nations system will need to deliver better, for people and planet. Unlocking data and harnessing the potential of statistics will be critical to the success of United Nations reform efforts.

2. Recognizing that data represent a strategic asset for the United Nations system, the Secretary-General, in his overarching Data Strategy of the Secretary-General for Action by Everyone, Everywhere, sets out a vision for a data ecosystem that maximizes the value of United Nations data assets for the Organization and the stakeholders it serves, including high-level objectives, principles, core workstreams<sup>1</sup> and concrete system-wide data initiatives. In the Strategy, he highlights that improving how the United Nations collects, manages, uses and shares data should be a strategic concern cutting across all pillars of the United Nations system, across programmes and operations and across all levels of its organizations.

3. The System-wide Road Map for Innovating United Nations Data and Statistics contributes to the overall objectives of the Data Strategy, which, in turn, constitutes a framework to support the Road Map as a priority initiative. The two strategic plans

---

<sup>1</sup> In the Strategy, the Secretary-General encourages action across six goals: a use-case-centric approach; analytics; data management; people, organization and culture; governance; and the technology environment.



converge around a vision in which the power of data is recognized and the United Nations is encouraged to embrace a more coherent and modern approach to data. The focus of the Strategy is the internal functioning of the United Nations itself. It is a high-level plan that identifies actions, at the United Nations entity level and across the Organization as a whole, through which improvements can be made with regard to United Nations data. The Data and Statistics Road Map is a complementary strategic plan, albeit also high-level, that is more operational in focus and that builds upon and connects existing professional networks. The Road Map also has two constituencies in mind, both the United Nations system itself (where it overlaps with the Strategy) and national statistical systems, by offering more coordinated statistical assistance. The Road Map is aimed at improving not only United Nations data, but also United Nations statistics.<sup>2</sup>

4. Thus, the actions described in the Data and Statistics Road Map are aimed at promoting innovation with regard to United Nations data and statistical outputs in relation to the two roles played by United Nations entities in this arena, which are: (a) to support the development of national statistical systems, thereby helping countries to produce fit-for-purpose data and statistics; and (b) to provide authoritative regional and global data and statistics to support the international community in responding in a timely fashion to regional and emerging policy needs. The Road Map will also help to deliver on one of the initiatives of the Data Strategy, namely, transforming the statistics portal ([data.un.org](https://data.un.org)) in order to strengthen the position of the United Nations system as a primary provider of global data and statistics, and two data-related initiatives recommended by the Secretary-General for regional reform, namely, the creation of knowledge management hubs and collaboration on data and statistics.

## II. Introduction

5. At the thirty-eighth session of the High-level Committee on Programmes, held in October 2019 in Turin, Italy, the Committee of the Chief Statisticians of the United Nations System presented a conference room paper entitled “The contribution of United Nations data to the 2030 Agenda and United Nations reform: innovating now for better information in the future” (CEB/2019/HLCP38/CRP.3). In its paper, the Committee set out some general proposals that, if adopted, would help the United Nations data and statistics system to better contribute to: (a) addressing the needs already identified by the High-level Committee on Programmes with regard to improving the availability and timeliness of data and statistics; (b) supporting the decade of action to deliver the Sustainable Development Goals by 2030 and the reformed United Nations development system; and (c) delivering on the challenges set out by the Independent Expert Advisory Group on the Data Revolution for Sustainable Development in its 2014 report, entitled “A world that counts: mobilising the data revolution for sustainable development”, and in the declaration issued at the United Nations World Data Forum held in Dubai in 2018, entitled “Supporting the Implementation of the Cape Town Global Action Plan for Sustainable Development Data”, in which new solutions, new actors, new ideas and new partnerships were called for.

6. The High-level Committee on Programmes, after considering the conference room paper, requested the Committee of the Chief Statisticians of the United Nations System to prepare, in collaboration with interested Committee members, a draft road

---

<sup>2</sup> See annex for a visualization of the links between the System-wide Road Map for Innovating United Nations Data and Statistics and the Data Strategy of the Secretary-General for Action by Everyone, Everywhere: With Insight, Impact and Integrity.

map and system-wide approach for modernizing United Nations data and statistics, to be considered at its thirty-ninth session (see CEB/2019/6). In doing so, the High-level Committee stressed the need to take into consideration the usability and quality of new data sources and platforms, while underscoring the significance of strengthening the capacities of national institutions and statistics offices to improve the collection and analysis of official data and to make use of new data sources to fill remaining data gaps with regard to the Sustainable Development Goals. The High-level Committee further underlined the importance of strengthening the capacity of the United Nations system for data innovation by engaging and efficiently coordinating and pooling existing partnership networks with the private sector and the research community, reducing fragmentation and silos and strengthening the capacity of United Nations staff to effectively use and analyse data. They also noted the need for data privacy, data security, ethical guidelines for new data sources and safeguards against biases to be addressed.

7. In section A of the Data and Statistics Road Map, the Committee of the Chief Statisticians of the United Nations System sets out a vision, a mission statement and a set of values for the United Nations system. In section B, the Committee sets out some general problem statements, both actual and perceived, categorized as cultural, technical or institutional challenges. Section C contains such details as the actions to be taken, existing resources that can support those actions, a list of the most suitable actors and a timeline for implementation.

8. The Data and Statistics Road Map contains a set of ambitious and aspirational targets whose achievement will require time, resources and a shift of priorities by the current statistical and data programmes. It will require continuous coordination with the drivers of the Data Strategy. Accelerating and achieving the innovation to which these targets aspire will also require leadership from the Committee of the Chief Statisticians of the United Nations System and the strong political commitment of United Nations leaders and the long-term engagement of those United Nations communities that can make that happen.

### III. Data and Statistics Road Map

#### A. Vision, mission and values

##### **Vision**

To contribute to a better world through timely, trusted data and statistics for everyone.

##### **Mission**

- To guide and advise Member States, to lead and coordinate the United Nations statistical system, to convene to develop normative standards and international best practices and to support countries with capacity development.
- To open United Nations data to help people and communities access, use and understand data and statistics, to bring trust into public discourse and to empower and protect people by providing inclusive and impartial statistics.
- To improve statistical literacy and to provide and communicate trusted United Nations data and statistics within and outside the United Nations in a way that it can be easily understood and used.
- To innovate and to grow and promulgate the United Nations data and statistics brand.

**Values**

- A deep commitment to impartial, open United Nations data and statistics as a global public good.
- A culture of service, consultation and engagement, collaboration, responsiveness, accountability and efficiency.
- The highest standards of ethical professionalism, leadership and trust, including adherence to the principles governing international statistical activities and applying those principles beyond statistics to all publicly available United Nations data.

**B. Challenges****Internal challenges**

9. Implementing the vision of a modernized United Nations system that contributes to a better world with timely and trusted data and statistics requires overcoming some challenges within the United Nations itself. These can be categorized as institutional, cultural or technical challenges, as follows:

(a) **Institutional challenges.** The data and statistical systems of the United Nations are not sufficiently coordinated or interoperable to support the decade for action to deliver the Sustainable Development Goals, are constrained by a lack of data and limited resources, are separated from policy and lack a coherent brand (for both data and capacity development);

(b) **Cultural challenges.** United Nations system data and statistical functions are perceived as being too slow, too reactive, too fragmented, too risk averse and too conservative, as having an inability to communicate with each other and as using too much statistical jargon;

(c) **Technical challenges.** United Nations system data and statistical specialists lack continuous professional development and may lack necessary knowledge and skills, in particular with regard to new data sources and new statistical techniques, including those intended to safeguard confidentiality and privacy.

**External challenges**

10. Implementing that vision also requires overcoming some external challenges. These can be categorized as relating to country capacity or resources, as follows:

(a) **Country capacity.** Not all countries have sufficient capacity to produce accurate and timely statistics and to respond to new data demands, which limits the production of high-quality international statistics;

(b) **Resources.** Many national statistical systems have limited resources, which limits their activities.

**C. Overview**

11. The actions described in the Data and Statistics Road Map are aimed at promoting innovation with regard to United Nations data and statistical outputs, in relation to the two roles played by United Nations entities in this arena, which are:

(a) To support the development of national statistical systems, thereby helping countries to produce fit-for-purpose data and statistics;

(b) To provide authoritative regional and global data and statistics to support the international community in responding in a timely fashion to regional and emerging policy needs.

12. The Data and Statistics Road Map covers data and statistics relating to all three pillars of the United Nations: peace and security, human rights and development. It also includes humanitarian assistance. It builds on the Secretary-General's vision of a data ecosystem that maximizes the values of United Nations data assets for the Organization and the stakeholders it serves and his recommendations for regional and global collaboration on data and statistics.

13. The Data and Statistics Road Map is also aimed at promoting innovation in United Nations data and statistical coordination and communication by:

(a) Incorporating the three goals identified by the Independent Expert Advisory Group in its report, "A world that counts";<sup>3</sup>

(b) Supporting the four initiatives agreed upon by CEB for a United Nations approach to the data revolution;<sup>4</sup>

(c) Championing the four data initiatives identified by the Secretary-General in Executive Committee decision 2019/64 on the need for a United Nations data strategy.<sup>5</sup>

14. The Data and Statistics Road Map is presented in the form of three goals:

- Goal 1: Create new and timely data solutions
- Goal 2: Address emerging policy needs
- Goal 3: Provide coordinated and innovative support to Member States

15. The Data and Statistics Road Map also dovetails other strategic plans that are aimed at improving the integration and flow of information in order to address policy goals and crisis response.<sup>6</sup> Each of the goals in the Road Map includes a number of targets and details on the actions envisaged to achieve their implementation. The actors most suitable for carrying out that implementation are identified, a timeline is provided and existing resources that can support each action are suggested. Associated risks and opportunities are also identified.

<sup>3</sup> Those goals are: (a) technology, innovation and analysis; (b) capacity and resources; and (c) governance and leadership.

<sup>4</sup> Those initiatives are: (a) to expand capacity to drive data innovation through the development of a United Nations system data innovation laboratory; (b) to strengthen data exchange and communication capabilities across the United Nations system by seeking to create the foundation for data visualization and dashboard capability across the system; (c) to create and strengthen partnerships for coordination and capacity-building in data-driven sustainable development through a world forum on sustainable development data; and (d) to promote the greater use of existing data assets within the United Nations system and by the public through the creation of a United Nations system data catalogue (see [CEB/2015/1](#)).

<sup>5</sup> Those initiatives are: (a) transparency, including a new open portal ([open.un.org](#)); (b) accessibility, including a stronger data portal ([data.un.org](#)); (c) interoperability, including a stronger application programming interface service ([api.un.org](#)); and (d) literacy, including new job profiles for data analysts, specialists and scientists.

<sup>6</sup> Other strategic plans include: Transforming our world: the 2030 Agenda for Sustainable Development; the Data for Now initiative; the draft geospatial strategy for the United Nations; the Secretary-General's strategy on new technologies; the Data Standards for United Nations System-wide Reporting of Financial Data and the personal data protection and privacy principles of the High-level Committee on Management; the common country analysis underpinning the United Nations Sustainable Development Cooperation Framework; and the Data Strategy of the Secretary-General.

16. While overall accountability for the Data Strategy rests with the Executive Committee, accountability for the Data and Statistics Road Map remains with the High-level Committee on Programmes, with the Committee of the Chief Statisticians of the United Nations System as the main body mandated to monitor and report on its progress.

## Goal 1. Create new and timely data solutions

The United Nations system creates new data solutions using multiple data sources that address emerging policy issues and describe “what matters, when it matters”.

### Target 1.1

To improve existing data sources and increase use of new data sources to expand coverage, relevance and timeliness of data and statistics produced and disseminated by the United Nations system.

<i>Action</i>	<i>Resource</i>	<i>Actor</i>	<i>Timeline</i>
<b>Establish a United Nations data collaborative</b>	<b>Existing resources</b>		
1.1.1 Share information, methodologies and good practices for adopting new data sources	United Nations Global Platform and Global Working Group on Big Data for Official Statistics	Statistics Division of the Department of Economic and Social Affairs and Global Pulse (lead) on action 1.1.1	<b>June 2020:</b> establishment of new global working group (action 1.1.2)
1.1.2 Establish a global working group for United Nations system entities <sup>a</sup>	Big Data for Migration Alliance	Global Working Group and Statistics Division on actions 1.1.2 and 1.1.3; data and statistical programmes of all United Nations entities to participate in the new global working group	<b>December 2020:</b> some agreements signed (action 1.1.3)
1.1.3 Establish and manage United Nations-level agreements with external providers to ensure sustainable access to secondary data, in particular big data <sup>b</sup>	Global Pulse Data for Now initiative Federated Information System for the Sustainable Development Goals	Committee of the Chief Statisticians of the United Nations System and Committee of Experts on Global Geospatial Information Management to establish a United Nations statistics/geospatial network, building on the existing work of the United Nations System Network on geospatial information and initiatives on integrating statistical, geospatial and other data sources by the Statistics Division, the Economic Commission for Europe, the Economic Commission for Latin America and the Caribbean, the Economic and Social	<b>December 2020:</b> first new data/statistics released by some United Nations entities using new data sources (goal 1) <b>2020/21:</b> increased number of United Nations entities releasing data and statistics based on new data sources (goal 1)
1.1.4 Strengthen the link between United Nations statistics and geospatial systems, including establishing a network of United Nations staff that use geospatial information to produce and disseminate United Nations data and statistics, and provide relevant training to United Nations staff <sup>c</sup>	Statistical Commission digital transformation network (work on information technology standards for new data) Committee of Experts on Global Geospatial Information Management		<b>June 2020:</b> first meeting/workshop of statistics/geospatial network (action 1.1.4) <b>December 2020:</b> technical network of United Nations staff using geospatial information system established (action 1.1.4)
1.1.5 Strengthen the link between the United Nations statistical system and citizen science data communities	United Nations development system regional reform recommendations Office for Outer Space Affairs United Nations Geospatial Network		2020–2021: more United Nations entities integrating statistical, geospatial and other data sources to provide better knowledge and insights (action 1.1.4)

<i>Action</i>	<i>Resource</i>	<i>Actor</i>	<i>Timeline</i>
	<p><b>Resources needed</b></p> <p>Global Pulse to support United Nations agencies in experimenting with and adopting new data sources on a subnational, national, regional and global scale; Statistics Division of the Department of Economic and Social Affairs to lead the establishment of a new global working group for United Nations agencies</p> <p>Lead agency to devote time to establishing the technical network and making it productive for all United Nations entities</p>	<p>Commission for Asia and the Pacific and others that have already started to embed geospatial information system in their data and statistics (action 1.1.4)</p> <p>Office for Outer Space Affairs to support action 1.1.4 on delivering capacity-building for and planning of dedicated workshops</p> <p>Committee of the Chief Statisticians to form a working group on citizen science data with academic community working on such data (action 1.1.5)</p>	<p>December 2020: establishment of joint Committee of the Chief Statisticians-citizen science data community group (action 1.1.5)</p>

**Risks:** Member States oppose the use of alternative sources not based on their official data, lack the capacity to access and benefit from existing new data solutions or to implement and/or use tools for data interoperability or lack the skills to establish partnerships, and a lack of resources among United Nations entities prohibits implementation.

**Opportunities:** to engage the Statistical Commission and the Committee of Experts on Global Geospatial Information Management as forums for discussion with Member States on the use of new sources by the United Nations system.

<sup>a</sup> The existing Global Working Group on Big Data for Official Statistics is a forum for countries to adopt new data sources; the new global working group for United Nations agencies would support the use of new sources within United Nations agencies.

<sup>b</sup> This action operationalizes some of the activities under the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, in particular those of the action pillar on data environment and infrastructure and goal 6, on the technology environment. It will include any infrastructural requirements to operationalize the sharing of data.

<sup>c</sup> For example, dedicated workshops for United Nations system staff to exchange experiences and learn from each other with regard to the benefits of combining statistical, geospatial and other data sources.



**Target 1.2**

To ensure that United Nations staff have adequate skills to embrace the opportunities that new data sources, methodologies, technologies and communication channels offer in the field of data and statistics.

<i>Action</i>	<i>Resource</i>	<i>Actor</i>	<i>Timeline</i>
<p><b>Promote continuous professional development of United Nations staff in data and statistics<sup>a</sup></b></p> <p>1.2.1 Develop online and face-to-face technical statistical training programmes for United Nations staff on data communication, new data sources, methodological development and analytical techniques</p> <p>1.2.2 Develop new United Nations job profiles for data scientists, data analysts and data/statistics communicators<sup>b</sup></p> <p>1.2.3 Improve the efficiency and connectivity of United Nations database systems</p>	<p><b>Existing resources</b></p> <p>Digital and Technology Network (High-level Committee on Management)</p> <p>Office of Human Resources professional training programmes</p> <p>United Nations Development Programme and Global Pulse</p> <p>High-level Committee on Management secretariat (common identifiers)</p> <p>United Nations System Staff College</p> <p>International Fund for Agricultural Development</p> <p>United Nations development system regional reform recommendations</p> <p><b>Resources needed</b></p> <p>Financial resources to develop new United Nations training curricula</p>	<p>Office of Human Resources professional training programmes (to lead), with Committee of the Chief Statisticians of the United Nations System and Digital and Technology Network, to develop new training curricula for United Nations personnel and a strategy to retain experts (action 1.2.1)</p> <p>Human resources network (to lead), together with Committee of the Chief Statisticians and Digital and Technology Network, to create new job profiles and a roster of United Nations experts to use to enhance data science within the United Nations</p> <p>Joint group comprising Committee of the Chief Statisticians and Digital and Technology Network to enhance digitalization of data and information for statistical purposes (action 1.2.2)</p> <p>Statistics Division of the Department of Economic and Social Affairs (to lead) and Committee of the Chief Statisticians, with support from the High-level Committee on</p>	<p><b>March 2021:</b> new training embedded in United Nations training curricula (action 1.2.1)</p> <p><b>September 2020:</b> new job profiles established (action 1.2.2)</p> <p><b>January 2021:</b> roster of new United Nations job profiles (action 1.2.2)</p> <p><b>2021/22:</b> roll-out of training in United Nations entities (action 1.2.1)</p> <p><b>December 2020:</b> establishment of joint Committee of the Chief Statisticians-Digital and Technology Network group (action 1.2.3)</p> <p><b>December 2020:</b> all United Nations entities have adopted common identifiers (action 1.2.3)</p>

<i>Action</i>	<i>Resource</i>	<i>Actor</i>	<i>Timeline</i>
		Management secretariat, to adopt common identifiers (action 1.2.3)	

**Risks:** resources are not available to develop and roll out training, and administrative rules prevent the establishment of a common United Nations roster of experts.

**Opportunities:** to improve data and statistical literacy within the United Nations and to modernize the image of a career as a United Nations data scientist/statistician.

<sup>a</sup> This action operationalizes some of the activities under the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, in particular those of the action pillar on people and culture.

<sup>b</sup> This action operationalizes some of the activities under the Data Strategy.

### Target 1.3

To maintain the integrity, trust and transparency of United Nations data and statistics so that the United Nations system can fully embrace new data sources and methodology without undermining the authority of its data and statistics.

<i>Action</i>	<i>Resource</i>	<i>Actor</i>	<i>Timeline</i>
<p><b>Strengthen internal United Nations system policies, norms and standards that promote the integrity of data and statistics<sup>a</sup></b></p> <p>1.3.1 All United Nations system entities to achieve full and responsible open data by 2021</p> <p>1.3.2 Define responsible, ethical and quality standards for United Nations use of secondary data, in particular big data (including data confidentiality, data privacy, data protection and data security)</p> <p>1.3.3 Define standards for detecting and countering bias that may be introduced by algorithms and automatized systems</p> <p>1.3.4 Review the principles governing international statistical activities in the light of new technologies and methodologies and update if needed</p>	<p><b>Existing resources</b></p> <p>United Nations Statistical Quality Assurance Framework</p> <p>United Nations Global Platform and Global Working Group on Big Data for Official Statistics</p> <p>Global Pulse</p> <p>Principles Relating to Remote Sensing of the Earth from Outer Space</p> <p><b>Resources needed</b></p> <p>United Nations entities to devote time to developing the ethical guidelines</p>	<p>Committee for the Coordination of Statistical Activities to lead on action 1.3.1</p> <p>Committee of the Chief Statisticians of the United Nations System (to lead), with the Digital and Technology Network (High-level Committee on Management), Committee of Experts on Global Geospatial Information Management and United Nations Innovation Network, to develop new standards (actions 1.3.2 and 1.3.3)</p> <p>Committee for the Coordination of Statistical Activities and Statistics Division of the</p>	<p><b>December 2021:</b> all United Nations entities meet the criteria for open data (action 1.3.1)</p> <p><b>March 2021:</b> principles governing international statistical activities reviewed and updated if needed (action 1.3.4)</p> <p><b>March 2021:</b> ethical and quality standards developed (actions 1.3.2 and 1.3.3)</p>

<i>Action</i>	<i>Resource</i>	<i>Actor</i>	<i>Timeline</i>
		Department of Economic and Social Affairs to lead on action 1.3.4	

**Risks:** internal resistance within United Nations entities prevent all United Nations data and statistics from fulfilling the criteria of open data, and insufficient time and resources are devoted to developing responsible and ethical standards.

**Opportunities:** to approach donors to provide financial resources to develop ethical guidelines.

<sup>a</sup> This action operationalizes some of the activities under the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, in particular those of the action pillars on data assets and use and data privacy and protection.

## Goal 2. Address emerging policy needs

Data and statistics produced and disseminated by the United Nations system are used to address emerging policy needs.

### Target 2.1

As a core United Nations system-wide initiative, to transform the [data.un.org](https://data.un.org) portal into a single point of reference for United Nations system data in order to strengthen the position of the United Nations system as a primary provider of global data and statistics.

<i>Action</i>	<i>Resource</i>	<i>Actor</i>	<i>Timeline</i>
<p><b>Update the United Nations data portal so that data from system entities can be linked and presented under a unique United Nations data brand</b></p> <p>2.1.1 Explore technology to establish an online United Nations data portal where data identified by United Nations system entities as “United Nations data” can be automatically linked and presented</p> <p>2.1.2 Rebrand United Nations data</p> <p>2.1.3 Update the United Nations data portal with new scope</p> <p>2.1.4 Define common data and metadata standards</p> <p>2.1.5 Finalize the automatic upload of data</p>	<p><b>Existing resources</b></p> <p>United Nations Technology Innovation Labs</p> <p>United Nations data portal (Statistics Division of the Department of Economic and Social Affairs)</p> <p>Regional commission data portals and Sustainable Development Goal gateways</p> <p>United Nations System Data Catalog</p> <p>International Fund for Agricultural Development</p>	<p>Statistics Division to lead on the design, development and maintenance of the portal and coordination with United Nations system entities (actions 2.1.2, 2.1.3, 2.1.4 and 2.1.5)</p> <p>United Nations Technology Innovation Labs to launch a challenge to explore technology that can build an automated online United Nations data portal (action 2.1.1)</p> <p>Statistics Division to lead on promoting the United Nations data brand (action 2.3.2)</p>	<p><b>June 2020:</b> launch of the challenge (action 2.1.1)</p> <p><b>2020/22:</b> finalization of the portal (actions 2.1.2, 2.1.3, 2.1.4 and 2.1.5)</p> <p><b>June 2020:</b> interim solution with United Nations data portal listing websites where United Nations system entities present their statistics</p>

<i>Action</i>	<i>Resource</i>	<i>Actor</i>	<i>Timeline</i>
2.1.6 Adopt a common open data licence for all resources available through <a href="https://data.un.org">data.un.org</a>	United Nations Development Programme		
2.1.7 Develop interactive data exploration and visualization tools	Space4Water Portal, United Nations Platform for Space-based Information for Disaster Management and Emergency Response knowledge portal, country assessments and Space Solutions Compendium (Office for Outer Space Affairs)		
	<b>Resources needed</b>		
	United Nations entities to agree to brand their data as United Nations data		
	United Nations entities to have resources to build the portal and to customize their procedures to meet United Nations data portal standards		
<b>Risks:</b> technology cannot provide a cost-effective solution for the common United Nations system-wide data portal, and a lack of resources prohibits their implementation.			
<b>Opportunities:</b> to create a one-stop shop for United Nations data to reinforce the “one United Nations” brand and to make it easier for users to locate United Nations data and statistics.			

**Target 2.2**

To promote, within and outside the United Nations system, a culture of data literacy and provide evidence to support United Nations policies and programmes.

<i>Action</i>	<i>Resource</i>	<i>Actor</i>	<i>Timeline</i>
<p><b>Strengthen the understanding of data and statistics, the ethics and values related thereto and their role in providing evidence for action<sup>a</sup></b></p> <p>2.2.1 Promote United Nations system data and statistics innovation and the use of United Nations system data inside and outside the organization</p> <p>2.2.2 Develop online and face-to-face “data-savvy” training for non-technical United Nations staff on using United Nations data and statistics for policies and programmes</p> <p>2.2.3 Establish a forum where United Nations system policymakers, statisticians and others can discuss developments in statistics, making sure United Nations data and statistics meet users’ needs<sup>b</sup></p> <p>2.2.4 Implement the principle of leaving no one behind in the statistical system of each United Nations entity</p>	<p><b>Existing resources</b></p> <p>United Nations World Data Forum</p> <p>Office of Human Resources professional training programmes</p> <p>United Nations System Staff College</p> <p>United Nations Institute for Training and Research</p> <p>Space4Water, United Nations Programme on Space Applications and United Nations Platform for Space-based Information for Disaster Management and Emergency Response (Office for Outer Space Affairs)</p> <p>International Fund for Agricultural Development</p> <p><b>Resources needed</b></p> <p>Financial resources to develop new training curricula</p>	<p>Statistics Division of the Department of Economic and Social Affairs to lead on promoting the United Nations data brand as an innovative source of evidence at the Data Forum (action 2.2.1)</p> <p>Building on work done by the United Nations Children’s Fund (to lead), the Office for the Coordination of Humanitarian Affairs, the Office of the United Nations High Commissioner for Refugees and possibly others (action 2.2.2)</p> <p>Committee of the Chief Statisticians of the United Nations System to lead on action 2.2.3</p>	<p><b>October 2020:</b> one or two panels on United Nations data organized at the Data Forum (action 2.2.1)</p> <p><b>March 2021:</b> new training programmes embedded in United Nations training curricula (action 2.2.2)</p> <p><b>2021/22:</b> roll-out of training programmes in United Nations entities (action 2.2.2)</p> <p><b>December 2020:</b> forum established (action 2.2.3)</p> <p><b>June 2022:</b> each entity to put in place the principle of leaving no one behind in the area of statistics (action 2.2.4)</p>

**Risks:** existing training programmes/colleges do not have the resources to engage these programmes or do not prioritize them.

**Opportunities:** to help United Nations staff to understand the value of data, to take the fear out of using data and statistics and to empower United Nations staff to use data and statistics correctly.

<sup>a</sup> This action operationalizes some of the activities under the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, in particular those of the action pillar on people and culture.

<sup>b</sup> This action operationalizes some of the activities under the Data Strategy.

**Target 2.3**

To embed predictive analytics, including nowcasting and forecasting, into United Nations system data/statistical programmes so as to ensure the provision of timely information in order to address emerging policy issues.

<i>Action</i>	<i>Resource</i>	<i>Actor</i>	<i>Timeline</i>
<p><b>Make United Nations system data and statistics more accessible and timelier</b></p> <p>2.3.1 Establish a United Nations nowcasting network, building on existing experiences, and define common United Nations approaches</p> <p>2.3.2 Train United Nations staff on nowcasting techniques</p> <p>2.3.3 Explore establishing a United Nations forecasting network (as a stand-alone network or as part of the nowcasting network)</p>	<p><b>Existing resources</b></p> <p>Data4Now initiative</p> <p>Sustainable Development Solutions Network</p> <p>Network on predictive analytics (High-level Committee on Programmes)</p> <p><b>Resources needed</b></p> <p>Lead agency to devote time to establishing the network and making it productive for all United Nations entities</p>	<p>United Nations Conference on Trade and Development, United Nations Industrial Development Organization and International Fund for Agricultural Development (all three to lead) on the network on nowcasting and explore network on forecasting (actions 2.3.1, 2.3.2 and 2.3.3)</p>	<p><b>February 2020:</b> first meeting of the network on nowcasting (action 2.3.1)</p> <p><b>December 2020:</b> first training for United Nations staff (action 2.3.2)</p> <p><b>2020/21:</b> United Nations entities to systematically nowcast major data/statistical series (where relevant and feasible) (target 2.3)</p>
<p><b>Risks:</b> United Nations entities do not allocate time and resources to nowcasting and forecasting.</p> <p><b>Opportunities:</b> to make United Nations data and statistics timelier and more modern in the eyes of the public.</p>			

### Goal 3. Provide coordinated and innovative support to Member States

Provide coordinated and innovative United Nations support to countries in the area of data and statistics in order to overcome fragmentation, overlaps, gaps and donor-driven priorities.

#### Target 3.1

To ensure the design and delivery of a national statistical capacity development programme, under the “One United Nations” brand, through the United Nations country teams.

<i>Action</i>	<i>Resource</i>	<i>Actor</i>	<i>Timeline</i>
<p><b>Ensure that each United Nations country team develops a coordinated, innovative and effective data and statistics programme to support the country (national)</b></p> <p>3.1.1 Establish United Nations country team working groups on data and statistics, in line with an overall data governance approach</p> <p>3.1.2 United Nations country teams ensure that there are plans to support the monitoring of the Sustainable Development Goals and the implementation of the Cape Town Action Plan for Sustainable Development Data</p> <p>3.1.3 Coordinate United Nations country team action on data and statistics with the national strategy for the development of statistics</p>	<p><b>Existing resources</b></p> <p>Country team data officers</p> <p>Department of Economic and Social Affairs network of data officers</p> <p>United Nations Sustainable Development Group outcome area 1 Task Team 3 on Country-focused Data and Reporting</p> <p>Capacity-building programmes of the regional commissions</p> <p>Global Network of Institutions for Statistical Training</p> <p>United Nations Institute for Training and Research</p> <p>High-level Group for Partnership, Coordination and Capacity Building for Statistics for the 2030 Agenda for Sustainable</p> <p>United Nations Development Programme accelerator laboratories</p>	<p>Country teams to lead on actions 3.1.1, 3.1.2 and 3.1.3</p>	<p><b>December 2020:</b> national plans established by country teams (target 3.1)</p>

<i>Action</i>	<i>Resource</i>	<i>Actor</i>	<i>Timeline</i>
	<b>Resources needed</b>		
	Leadership and commitment of United Nations country representatives to deliver a national statistical programme under the “One United Nations” brand		
<b>Risks:</b> national institutions approach United Nations entities in an uncoordinated fashion, outside the country team framework, non-United Nations donors (and/or individual United Nations entities) provide support outside the coordinated United Nations approach, and insufficient resources are available to implement actions.			
<b>Opportunities:</b> to train United Nations country representatives to lead on the national statistical capacity development programme under the “One United Nations” brand, bringing on board all relevant United Nations entities and other donors.			

**Target 3.2**

To support the design and implementation of a national statistical capacity development programme, under the “One United Nations” brand, through regional coordination.

<i>Action</i>	<i>Resource</i>	<i>Actor</i>	<i>Timeline</i>
<b>Ensure that each United Nations country team develops a coordinated, innovative and effective data and statistics programme to support the country (regional)</b>	<b>Existing resources</b>	Regional commissions to lead on actions 3.2.1 and 3.2.2	<b>June 2020:</b> establishment of regional coordinating mechanisms to support coordinated statistical assistance delivered by country teams (target 3.2)
3.2.1 Coordinate support provided by United Nations agencies from Headquarters and regional hubs to the national level for establishing mechanisms similar to those of the Committee of the Chief Statisticians of the United Nations System	Coordinating mechanisms of the regional commissions Country team data officers Department of Economic and Social Affairs network of data officers	Committee of the Chief Statisticians to lead on action 3.2.3	
3.2.2 Maintain regional calendars for data and statistics capacity development activities supported by United Nations and non-United Nations actors	United Nations Sustainable Development Group outcome area 1 Task Team 3 on Country-focused Data and Reporting		



<i>Action</i>	<i>Resource</i>	<i>Actor</i>	<i>Timeline</i>
3.2.3 Maintain a list of data and statistical capacity development programmes and services available from all United Nations entities	<p><b>Resources needed</b></p> <p>United Nations agencies to devote time to participating in regional coordinating mechanisms of the Committee of the Chief Statisticians and to contributing to the development of guidelines and training curricula</p>		

**Risks:** regional commissions and agencies do not have adequate resources to lead effective regional coordination.

**Opportunities:** to engage regional intergovernmental statistical bodies (regional statistical commissions) in supporting the regional commissions in their coordination functions (similar to the Bureau of the Conference of European Statisticians of the Economic Commission for Europe).

### Target 3.3

To support the design and implementation of a national statistical capacity development programme, under the “One United Nations” brand, through global coordination.

<i>Action</i>	<i>Resource</i>	<i>Actor</i>	<i>Timeline</i>
<p><b>Ensure that each United Nations country team develops a coordinated, innovative and effective data and statistics programme to support the country (global)</b></p> <p>3.3.1 Establish a United Nations brand supporting national data/statistics</p> <p>3.3.2 Develop guidelines on how to provide United Nations support to strengthen national statistical systems, covering, for example: (a) the involvement of actors that can provide quality national data/statistics; (b) innovation by national statistical systems to use new data sources and geospatial information systems; (c) the adoption of nowcasting, forecasting and</p>	<p><b>Existing resources</b></p> <p>Global Network of Institutions for Statistical Training</p> <p>United Nations Institute for Training and Research (UNITAR)</p> <p>Statistical Divisions of the regional commissions</p> <p><b>Resources needed</b></p> <p>Statistics Division of the Department of Economic and Social Affairs to support the</p>	<p>United Nations Sustainable Development Group outcome area 1 Task Team 3 on Country-focused Data and Reporting (with the inclusion of non-Group agencies) to lead on defining standards and training curricula (actions 3.3.1, 3.3.2 and 3.3.3)</p> <p>Global Network and UNITAR to lead on the implementation of training (action 3.3.4)</p> <p>Statistics Division to lead on actions 3.3.5 and 3.3.7</p>	<p><b>June 2020:</b> definition of a brand (action 3.3.1)</p> <p><b>December 2020:</b> guidelines finalized (actions 3.3.2 and 3.3.3)</p> <p><b>June 2021:</b> training curricula finalized (action 3.3.4)</p> <p><b>December 2021:</b> some training implemented (action 3.3.4)</p> <p><b>March 2021:</b> discussion with countries interested in the appointment of a special rapporteur (action 3.3.5)</p>

<i>Action</i>	<i>Resource</i>	<i>Actor</i>	<i>Timeline</i>
other analytical techniques to better meet policy needs; and (d) the promotion of data literacy <sup>a</sup>	new special rapporteur through secretariat functions	Statistics Division and United Nations Conference on Trade and Development to lead on action 3.3.6, through existing networks of universities and possibly UNITAR and United Nations University	<b>December 2020:</b> opportunities to embed a curriculum for managers of national statistical offices into existing networks of universities and training institutes explored (action 3.3.6)
3.3.3 Develop principles governing the storage, protection and utilization of personal data by non-governmental organizations and corporations	Collaboration of universities and training institutes in establishing a curriculum for managers of national statistical offices		
3.3.4 Provide training to United Nations country teams on United Nations support available on data and statistics at the national level (organize ad-hoc training and develop modules to include in the programmes of existing training institutions)	Collaborative on data stewardship		
3.3.5 Establish a position of special rapporteur on statistics, <sup>b</sup> to be appointed by the Statistical Commission to report on statistical capacity-building delivered by the United Nations and other donors and suggest priority areas for assistance			
3.3.6 Establish a management and leadership programme for managers of national statistical offices			
3.3.7 Support countries in updating their data and statistics infrastructures, including through the revision of the Handbook on Management and Organization of National Statistical Systems			

**Risks:** United Nations entities with major statistical programmes do not engage with Task Team 3 on Country-focused Data and Reporting, not enough resources available to develop the guidelines, and Member States may not see the value of a special rapporteur, or they may politicize the role.

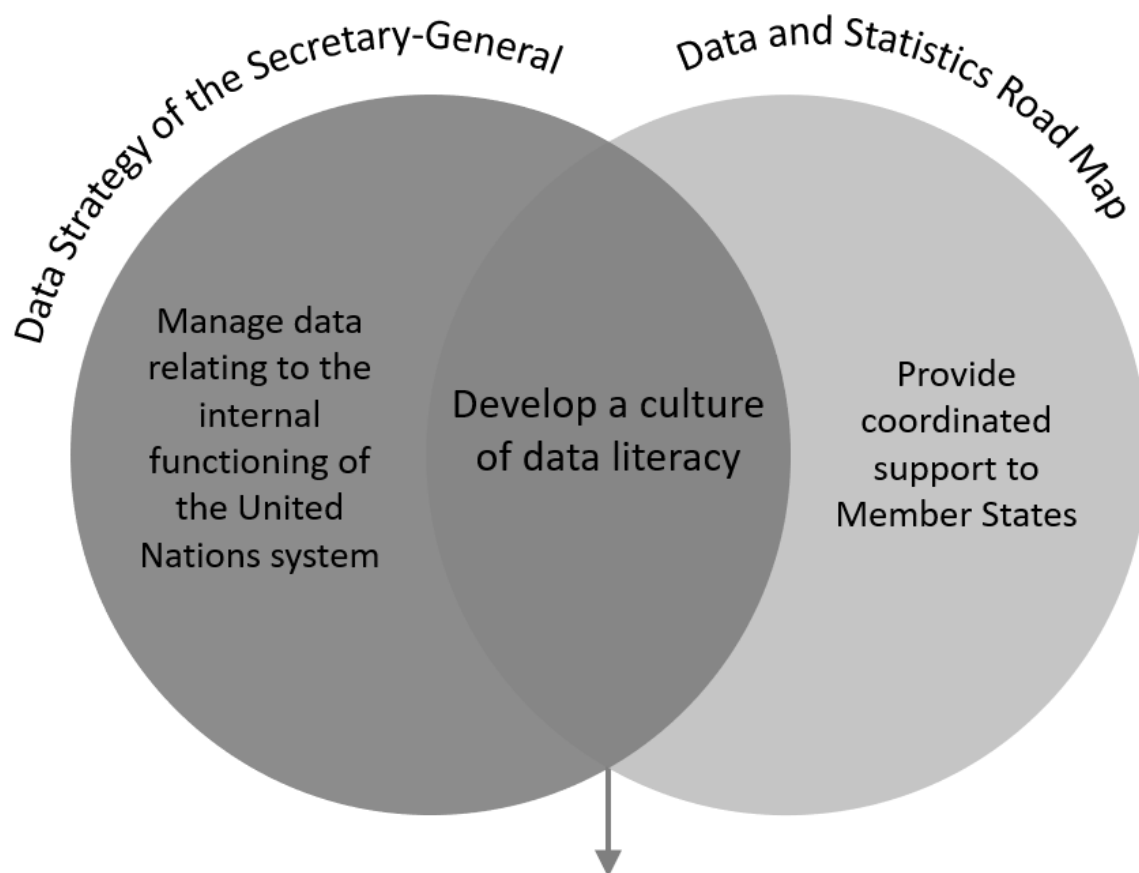
**Opportunities:** to approach donors to invest in the work of Task Team 3; an independent and respected spokesperson (special rapporteur) for data and statistics could be very beneficial in that regard.

<sup>a</sup> The action on the promotion of data literacy operationalizes some of the activities under the Data Strategy of the Secretary-General, in particular those of the action pillar on people and culture.

<sup>b</sup> As with other special rapporteurs appointed by the Human Rights Council, the special rapporteur on statistics would be an expert in the field of statistics, appointed on an honorary basis by the Statistical Commission. The incumbent would be independent from the United Nations and would report to the Commission, which would also define the functions of the mandate holder. The Statistics Division of the Department of Economic and Social Affairs would serve as the secretariat for the office.

Annex

**Link between the System-wide Road map for Innovating United Nations Data and Statistics and the Data Strategy of the Secretary-General for Action by Everyone, Everywhere**



	<i>People and culture</i>	<i>Environment and infrastructure</i>	<i>Data assets and use</i>	<i>Data protection and privacy</i>
<b>Target 1.1</b> New data sources			Use new data sources	Establish agreements with private data providers
<b>Target 1.2</b> Staff with adequate skills to embrace new methodologies, technologies and communication channels	Provide training on new methodologies, technologies and communication channels	Improve the efficiency and connectivity of United Nations data systems		
	Establish new job profiles			

	<i>People and culture</i>	<i>Environment and infrastructure</i>	<i>Data assets and use</i>	<i>Data protection and privacy</i>
<b>Target 1.3</b> Ethical standards		Adopt open data standards	Meet open data standards Meet quality standards	Establish ethical standards, covering privacy, protection, security and bias
<b>Target 2.1</b> United Nations data portal		Develop technology and identifiers to link data across United Nations agencies	Upgrade the United Nations data portal Adopt common data and metadata standards	
<b>Target 2.2</b> Culture of data literacy	Provide training for non-technical staff to become “data-savvy”  Promote the use of United Nations data			
<b>Target 2.3</b> Predictive analytics, nowcasting and forecasting			Adopt nowcasting and forecasting	