Executive Board

Two hundred and first session

201 EX/13

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Item **13** of the provisional agenda

REVISED MEDIUM-TERM STRATEGY 2017-2021 OF
THE UNESCO INSTITUTE FOR STATISTICS (UIS)

SUMMARY

This document presents the revised UIS Medium-Term Strategy 2017-2021, which aligns the UIS work programme and resources to the new global priorities arising with the adoption of the 2030 Agenda for Sustainable Development and Sustainable Development Goals (SDGs) in September 2015.

This item has no financial or administrative implications.

Action expected of the Executive Board: Proposed decision in paragraph 7.

INTRODUCTION

1.   Since the approval of the UNESCO Institute for Statistics 2014-2021 Medium-Term Strategy, much has changed in the statistical landscape in the areas of UNESCO's mandate, especially with the adoption of the 2030 Agenda for Sustainable Development and the related ambitious Sustainable Development Goals (SDGs) in September 2015. To meet the challenges of the new statistical landscape and to maintain its position as a trusted source of statistics in UNESCO's domains, the Institute has – upon the recommendation of its Governing Board – revised its medium-term strategy to align its work programme and resources to the new global priorities in the most effective and efficient way possible. The success of this medium-term strategy depends on the availability of adequate funding to support the Institute's activities in the period 2017-2021.

NEW UIS MEDIUM-TERM STRATEGY ALIGNED TO THE MEASUREMENT NEEDS OF THE 2030 AGENDA

2.   The 2030 Agenda presents a strategic shift in the way that data are produced and used at national and international levels. The SDGs go well beyond their predecessors, the Millennium Development Goals (MDGs). The scope of the Agenda is much broader, with an additional emphasis on reducing inequalities and a major focus on learning outcomes, as concerns education more specifically. The 2030 Agenda requires disaggregated indicators across different population groups in order to better measure progress amongst those groups who are disadvantaged and seeks to measure skills related to society, technology and the environment.

3.   But while the SDGs are a major driver of these needs, they are by no means the only ones. Existing and new demands emanating from UNESCO, Member States and the international community at large will require the UIS to expand its areas of work to produce a wider variety of data and indicators. This medium-term strategy foresees more diversified information sources, a solid information system, indicator frameworks, tighter standards, methodologies to harmonize learning assessment reporting scales and more creative data collection approaches.

4.   At its 17th session on December 2015, the UIS Governing Board recommended to update the Institute's medium-term strategy to reflect the new landscape and perspectives for future developments. Following this recommendation, the 2017-2021 Medium-Term Strategy has been developed through consultations with UIS staff, the Institute's Governing Board and a broad range of stakeholders to accurately reflect the needs of the 2030 Agenda.

5.   A first draft of this strategy was presented to the UIS Policy and Planning Committee (PPC) in July 2016. In December 2016 (18th session meeting), the UIS Governing Board conducted another review before delegating responsibility for final revision and approval to the PPC. Following this procedure, the PPC endorsed the 2017-2021 Medium-Term Strategy in January 2017.

6.   This strategy, outlined in the Annex, seeks to align the Institute's work programme to the information needs of Member States and the international community. Working with Member States, the UIS will lead the development of statistics, norms, standards and guidance to countries and international organizations on the implementation, monitoring and reporting of data and indicators related to UNESCO's mandate, including the relevant SDGs and targets. The UIS will develop a more comprehensive and integrated approach to improve the statistical capacities of Member States in the medium and long term.

Proposed decision

7.   The Executive Board may wish to adopt the following decision:

The Executive Board,

1.   <u>Having examined</u> document 201 EX/13,

2.   <u>Takes note</u> of the rationale and the work undertaken on the review of the UIS Medium-Term Strategy;

3.   <u>Endorses</u> the revised UIS Medium-Term Strategy included in the annex of this document.

ANNEX

UIS Medium-Term Strategy 2017-2021

January 2017

UNESCO

United Nations
Educational, Scientific and
Cultural Organization

UNESCO
INSTITUTE
FOR
STATISTICS

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1. **Introduction**

The UNESCO Institute for Statistics (UIS) is the statistical office of the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the United Nations repository for comparable statistics in the fields of education, science, culture and communication.

Since the approval of the 2014-2021 Medium-Term Strategy, much has changed in the statistical landscape in the areas of UNESCO's mandate, especially with the adoption of the ambitious Sustainable Development Goals (SDGs) and the 2030 Agenda for Sustainable Development in September 2015.

The 2030 Agenda presents a strategic shift in the way that data are produced and used at national and international levels. The SDGs go well beyond their predecessors, the Millennium Development Goals (MDGs). The scope of the Agenda is much broader, with an additional emphasis on reducing inequalities and a major focus on learning outcomes. The 2030 Agenda requires disaggregated indicators across different population groups in order to better measure progress amongst those groups who are disadvantaged and seeks to measure skills related to society, technology and the environment. Member States took the lead role in developing the 2030 Agenda and the global indicator framework for the follow-up and review of the SDGs. International organizations, including the UIS, provided expert advice on the proposed framework and are now also designated as custodians for specific indicators. In the UIS's case, it is the custodian for most of the global indicators for SDG4 and for other education-related targets as well as for science and technology and culture global indicators in SDGs 9 and 11 respectively.

But while the SDGs are a major driver of these needs, they are by no means the only ones. Existing and new demands emanating from UNESCO, Member States and the international community at large will require the UIS to expand its areas of work to produce a wider variety of data and indicators.. This medium-term strategy foresees more diversified information sources, a solid information system, indicator frameworks, tighter standards, methodologies to harmonise learning assessment reporting scales and more creative data collection approaches.

Working with Member States, the UIS will lead the development of statistics, norms, standards and guidance to countries and international organizations on the implementation, monitoring and reporting of data and indicators related to UNESCO's mandate, including the relevant SDG goals and targets. We will develop a more comprehensive and integrated approach to improve the statistical capacities of Member States in the medium and long term.

The extra demands placed on the UIS come at a time of reduced financial resources, requiring a more efficient use of human and financial capital and more active partnerships, which are crucial for the execution of our work programme. These partnerships include, but are not limited to, international and regional organizations, decision-makers, policy analysts, donors, Member States, civil society groups, researchers and academia.

To meet the challenges of the new statistical landscape and to maintain its position as a trusted source of statistics in UNESCO's domains, the Institute has – upon the recommendation of its Governing Board – revised its medium-term strategy to align its work programme and resources to the new global priorities in the most effective and efficient way possible. The success of this medium-term strategy depends on the availability of adequate funding to support the Institute's activities in the period 2017-2021.

2. Our vision

The 2030 Agenda for Sustainable Development is informed by the availability and effective use of high-quality statistics in order that:

- countries can build their statistical systems based on internationally accepted norms and standards;
- policy, research, advocacy, dialogue and decision-making are informed by sound statistical information;
- countries can benchmark their progress towards national and international goals and learn from the experience of others;
- Member States and their citizens have access to international statistics that they trust and use; and
- progress towards achieving the SDGs in UNESCO's areas of competence can be assessed.

3. Our mission

"Within UNESCO's broad mandate to contribute to the achievement and sharing of knowledge and the free flow of ideas, the mission of the Institute is to provide high-quality statistical information on education, science, culture and communication which helps decision-making in Member States and facilitates democratic debate in UNESCO's areas of competence, employing to that end the highest professional standards and intellectual independence in data collection and analysis".[1]

This will be achieved by:

- developing and maintaining appropriate methodologies, which reflect the needs and challenges that apply to countries at all stages of development;
- applying the highest professional standards based on the Fundamental Principles Governing International Statistical Activities, which include transparency, accountability and the most efficient use of resources;
- collecting, processing, verifying, analyzing and disseminating high-quality, relevant, cross-nationally comparable data about education, science, culture, and communication;
- reinforcing the capacities of national statistical offices and line ministries to produce and use high-quality statistics; and
- providing open access to UIS data and other products to different types of users, such as governments, international and non-governmental organizations, foundations, researchers, journalists and the wider public.

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[1]   *Statutes of the UNESCO Institute for Statistics*, Article III.

4. Our strategy

This 2017-2021 Medium-Term Strategy has been developed through consultations with UIS staff, our Governing Board and a broad range of stakeholders to accurately reflect the needs of the 2030 Agenda. This strategy seeks to align the Institute's work programme to the information needs of Member States and the international community.
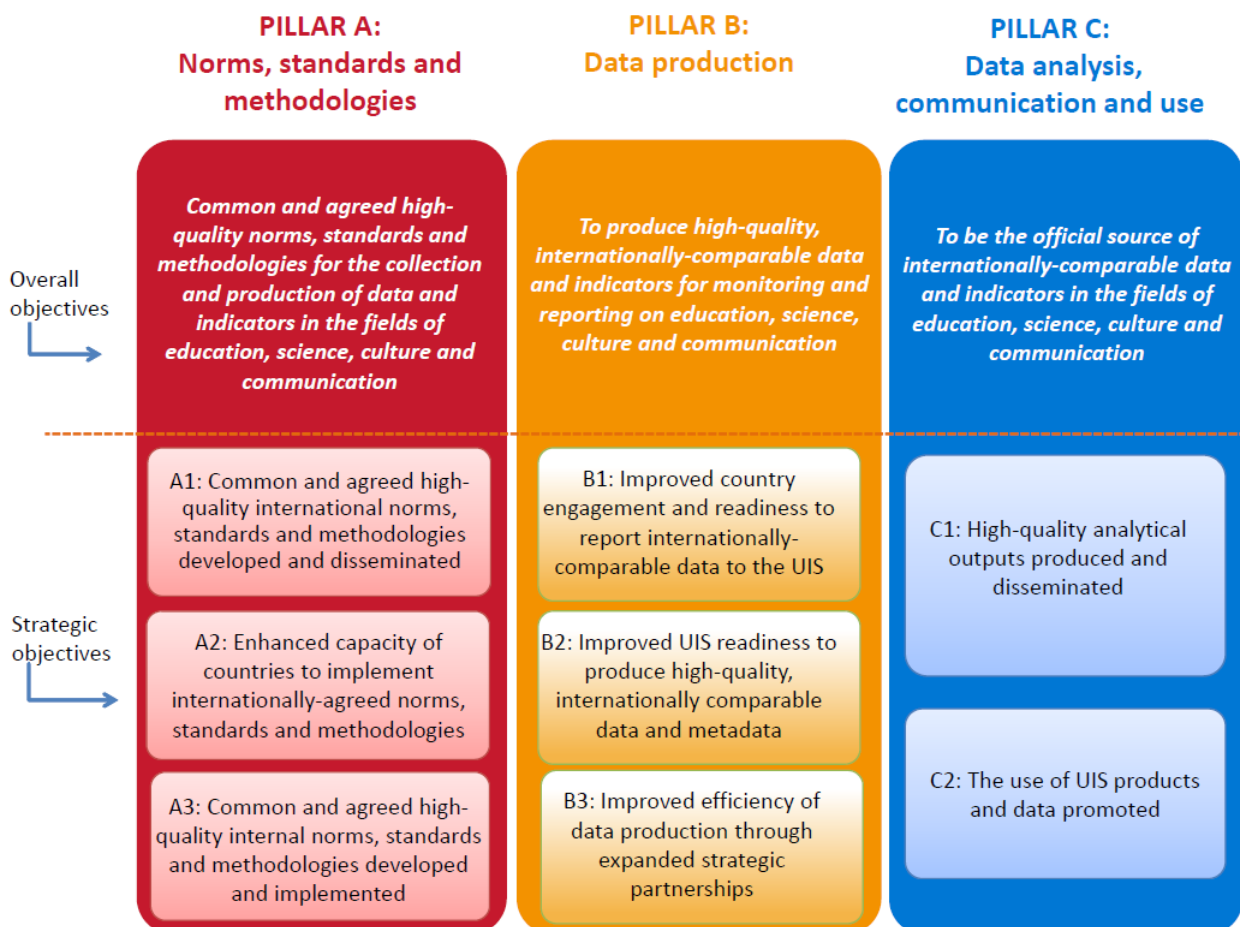
The Medium-Term Strategy follows the principles of results-based management, which are central to UNESCO's planning process.

The Medium-Term Strategy for 2017-2021 is divided into three main pillars:

> Pillar A: Norms, standards and methodologies
> Pillar B: Data production
> Pillar C: Data analysis, communication and use

Each pillar has an overarching objective with strategic objectives, expected results and outputs. The final section of the strategy addresses human and financial resources.

THE UIS THREE PILLAR STRATEGY:

PILLAR A: Norms, standards and methodologies	PILLAR B: Data production	PILLAR C: Data analysis, communication and use
Overall objectives → Common and agreed high-quality norms, standards and methodologies for the collection and production of data and indicators in the fields of education, science, culture and communication	To produce high-quality, internationally-comparable data and indicators for monitoring and reporting on education, science, culture and communication	To be the official source of internationally-comparable data and indicators in the fields of education, science, culture and communication
Strategic objectives → A1: Common and agreed high-quality international norms, standards and methodologies developed and disseminated	B1: Improved country engagement and readiness to report internationally-comparable data to the UIS	C1: High-quality analytical outputs produced and disseminated
A2: Enhanced capacity of countries to implement internationally-agreed norms, standards and methodologies	B2: Improved UIS readiness to produce high-quality, internationally comparable data and metadata	C2: The use of UIS products and data promoted
A3: Common and agreed high-quality internal norms, standards and methodologies developed and implemented	B3: Improved efficiency of data production through expanded strategic partnerships	

4.1 Pillar A: Norms, standards and methodologies

<u>Overarching objective A</u>:

Common and agreed high-quality norms, standards and methodologies for the collection and production of data and indicators in the fields of education, science, culture and communication

Introduction

The 17 goals and 169 targets of the 2030 Agenda for Sustainable Development adopted by Heads of State in September 2015 impose unprecedented demands on countries to produce more timely, higher-quality and detailed disaggregated data to monitor progress towards the goals. Countries will need to establish new types of surveys and methods for collecting data, introduce national frameworks and develop new processes to monitor the quality of data and resulting indicators. In addition, they must report cross-nationally comparable, accurate and timely data to international organizations. Countries will also continue to need well-functioning statistical systems to provide the evidence to inform policy- and decision-making in their day-to-day work.

To help countries meet these challenges, the UIS will need to develop new tools, guidelines and methodologies for international reporting of data and assist countries in applying these norms and standards in order to improve their national statistical systems. These resources are essential to help ensure that countries have the data they need for their regular policy development and decision-making and for the follow-up and review of the 2030 Agenda.

The Institute is mandated to establish the norms, standards and methodologies needed by countries to ensure the comparability and quality of data production at the national and international levels. They form the foundation of strong statistical systems, which are central to the production of high-quality data.

The Institute will develop, maintain and update, as appropriate, existing norms and standards. In the period 2017-2021, priority will be given to standards most needed for the 2030 Agenda. The UIS will also need to develop and maintain internal norms, standards and methodologies for quality assurance and for the processing of data from Member States and from new sources.

To achieve these goals, the Institute has identified three strategic objectives and associated expected results under this pillar, which are presented below.

PILLAR A: Norms, standards and methodologies		
Strategic objectives	**Expected results (ER)**	**Outputs**
A1: Common and agreed high-quality international norms, standards and methodologies developed and disseminated	ER1. Learning assessment standards	• Global Common Content Framework of Reference for each learning domain • Data Quality Assurance Framework for Learning Assessment • A well-defined learning outcomes reporting package
	ER2. Equity and inclusion	• Handbook on Measuring Equity in Education • Guidelines for Producing Indicators from Household Surveys and Other Data Sources • Manual on the Measurement of Gender-related Education Statistics • A Toolkit for the Measurement of Gender Equality in Science, Technology, Engineering and Mathematics (STEM)
	ER3. Finance data and expenditure statistics	• Handbook on the Methodology of National Education Accounts • Guidelines on the Collection and Analysis of Private Expenditures on Education • Revised UNESCO Recommendation Concerning the International Standardisation of Statistics on Science and Technology • International recommendation on Culture Satellite Accounts
	ER4. Thematic indicator frameworks	• Thematic indicator frameworks for education, STI, culture and ICT in education • Detailed metadata for each indicator
	ER5. International standards	• Global Data Structure Definition for Education (the internationally agreed common metadata codebook for education-related concepts)
A2: Enhanced capacity of countries to implement internationally-agreed norms, standards and methodologies	ER6. Enhanced capacity of countries to implement internationally-agreed norms, standards and methodologies	• Countries supported to adopt and implement relevant norms and standards
A3: Common and agreed high-quality internal norms, standards and methodologies developed and disseminated	ER7. Enhanced coverage, timeliness and quality of data	• Increased availability of key data and indicators • Increased transparency of indicator definitions and calculations

Strategic objective A1: Common and agreed high-quality international norms, standards and methodologies developed and disseminated

The UIS is the custodian of two major classifications, the *International Standard Classification of Education (ISCED)* and the *Framework for Cultural Statistics*. It is also responsible for the "1978 Recommendation Concerning the International Standardisation of Statistics on Science and Technology" and the accompanying 1984 *Manual for Statistics on Scientific and Technological Activities*. In addition, the UIS contributes to the development and revision of OECD's *Frascati Manual* on R&D statistics and the OECD/Eurostat *Oslo Manual* on measuring innovation.

These classifications form the main frameworks for the reporting of cross-nationally comparable data on education, STI and culture, which will need to be maintained and kept under review during the period 2017-2021. The Institute will prioritise work on the implementation of the recent revision to the *Frascati Manual,* revise the 1984 *Manual for Statistics on Scientific and Technological Activities,* and contribute to the current revision of the *Oslo Manual*. The education and culture classifications are well into their implementation phases and are unlikely to require major revisions in this period. If resources permit, reviews of both classifications may be conducted towards the end of the period covered by this medium-term strategy. As a complement to the education classification, ISCED, work will be completed on the Global Data Structure Definition for Education which provides a more detailed standardised and structured codebook of definitions of data items for collection and reporting for use by data producers and data sharers necessary to ensure efficient interchange of data between different organizations.

In addition to the standard classifications, the UIS must also maintain its existing technical guidelines and norms across each of its fields of responsibility, including but not limited to: information and communication technologies (ICT) in education; broadcast and newspaper indicators; and guidelines on conducting R&D surveys.

The Institute has in place methodologies to define and calculate indicators related to UNESCO's fields of competence, as well as for the monitoring of international goals and targets. These methodologies will be maintained and further developed to cover additional topics and indicators. For example, with the adoption of the 2030 Agenda, new standards for the measurement of learning assessments, equity and inclusion, gender, innovation, heritage, the use of ICT in education and open educational resources will be developed.

In the period 2017-2021, priority will be given to the development of standards in the following areas:

<u>Learning assessments</u>

Five of the ten SDG 4 targets focus on learning outcomes, which are key inputs for measuring the efficiency and effectiveness of educational systems in order to guide policymaking. However, indicators on learning outcomes are more expensive and complex to produce than indicators on access to and participation in education. While the global availability of learning assessment data has improved significantly in terms of levels of education and subjects assessed, as well as geographic coverage, there remain large variations between countries – with many still needing to develop long-term, sustainable assessment programmes.

For each of the learning outcome areas, new standards, norms and guidelines will be needed to ensure the highest quality of national and cross-national learning assessments. To improve data quality and use, methodologies will be developed to link different learning assessments so that they can be measured on a common scale. These will be achieved by developing strategic partnerships with recognised experts and institutions in the field of learning outcome measurement through the Global Alliance to Monitor Learning, established by the UIS in 2016 to provide leadership and guidance in the creation of each of the standards and norms needed.

Equity and inclusion

Equity is a key feature of the 2030 Agenda, which calls for no one to be left behind. However, there are few systematic and regular mechanisms for measuring equity across countries, whether through household surveys, learning assessments or administrative data. Member States will need new and refined guidelines and statistical tools to measure disparities in a comprehensive and comparable way in order to achieve the goals. This will be done by working with recognised experts in the measurement of equity. In the field of education, the UIS has established an International Observatory on Equity and Inclusion in Education and an Inter-Agency Group on Education Inequality Indicators. With experts from other partner organizations including UNICEF and the World Bank, the UIS will promote and coordinate the use of household surveys and other appropriate data sources for education monitoring at national, regional and global levels. Better coordination will help ensure standardised analysis and reporting in order to complement evidence available through administrative data, typically collected by school systems.

Gender equality is a specific aspect of equity which is one of UNESCO's two global priorities and is both a cross-cutting theme across all the SDGs and a goal in its own right. The Institute will continue to prioritise gender equality across its statistical programmes, with a particular emphasis on education and science, and ensure that all data are sex-disaggregated where possible.

In particular, the UIS is developing a set of tools to better measure gender equality in science, technology, engineering and mathematics (STEM), which will be finalised by the middle of 2017. The next step will entail working with countries to implement the STEM and Gender Advancement (SAGA) Toolkit as part of a larger project with UNESCO.

Finance data and expenditure

Appropriate and equitable financial resources will be required to ensure that the 2030 Agenda goals and targets are met and sustained and that policymakers have access to timely and complete information on the performance of their relevant sectors.

The collection of data on expenditure in each sector of the Institute's fields of responsibility has its challenges, partly because of the many different sources of information (government, private and international) and levels of funding (federal, provincial, local and individual) and partly because responsibilities for data on expenditure are typically spread across a number of ministries. Different types of expenditure may need different collection methods, including household expenditure surveys and business enterprise surveys for private expenditure, various ministries and national public authorities for government expenditure, and the donor community for international expenditure.

In the period 2017-2021, the UIS will be prioritising the development of comprehensive expenditure frameworks in three areas: education, science and culture. Methodologies will be developed and tested and international recommendations and guidelines produced to enable countries to better assess the costs of provisions in each of these sectors. Particular emphasis will be placed on the better measurement of expenditure from private sources, including households.

Thematic indicator frameworks

In addition to standards and norms, the Institute will also prioritise the development of thematic sets of indicators in each of its sectors of responsibility. These will incorporate indicators relevant to the follow-up and review of the 2030 Agenda, as well as other priority areas, to ensure that policymakers and other data users have access to a sufficient range of indicators to meet their information needs. Work began in 2014 on the development of a thematic set of education indicators for monitoring SDG 4 (education). A subset of these indicators was approved in late 2016 for reporting in 2017 and is being used for the compilation and dissemination of the first indicators for SDG 4. A further set of indicators were identified as needing further development before reporting can begin. The thematic indicators will be refined over time as new and better data become available. The Institute will also

develop thematic indicator sets for science, technology and innovation (STI), cultural heritage and will revise the core indicators on ICT in education. The thematic indicator sets will be accompanied by detailed metadata to guide data producers and users.

For the SDG 4–Education 2030 thematic indicator framework, the UIS has established a Technical Cooperation Group of experts from Member States, multilateral agencies and civil society groups to: support the implementation of the global and thematic indicator frameworks; ensure coordination between various stakeholders to produce data; and to use international standards to ensure cross-national comparability. Similar groups of experts have been established for the development of thematic frameworks in the Institute's other fields of responsibility. The development of these frameworks will be prioritised in 2017 to ensure that countries have the tools necessary to begin monitoring their progress in the respective areas.

<u>International standards</u>

For education, a Global Data Structure Definition, guidelines and tools for effective data-sharing will be developed, in partnership with the OECD and Eurostat for approval by the SDMX Secretariat and use as the common standard for cross-national education data collection.

Expected results:

ER1. Learning assessment standards

The following outputs will be produced:

a. A Global Common Content Framework of Reference (GCCFR) for each learning domain: language and mathematics initially, and others (e.g. science, citizenship, etc.) as feasible by 2021. This will enable content in national and cross-national learning assessments to be aligned in each domain and each point of measurement. Thus, results can be transformed into a universal learning scale for international data reporting.

b. A Code of Practice and a Data Quality Assurance Framework (DQAF) to assess the quality of the institutional environment, data collection and statistical processes in which learning assessments are conducted and to make recommendations regarding best practices. The DQAF will be complemented by an Assessment of Data Processes.

c. A well-defined reporting package consisting of: (i) a Global Linking Package; (ii) a Universal Basic Test for each domain and point of measurement; (iii) a Universal Background Questionnaire; (iv) a Global Reporting Metric including proficiency levels and benchmarks; and (v) guidelines for data analysis and use. This package will allow countries to link their national assessments to the Global Reporting Metric. It will also serve as a basic assessment package for countries which do not yet have a national learning assessment.

d. Operational and Implementation Plan for countries to use as required.

In the period 2017-2018, priority will be given to developing these products for the learning outcome indicators needed for the follow-up and review of SDG Targets 4.1 (primary and secondary education), 4.2 (early childhood development) and 4.6 (adult literacy and numeracy). Thereafter work will begin on the products needed for SDG Targets 4.4 (skills for decent work) and 4.7 (global citizenship and education for sustainable development). The UIS will lead this work as the convener and neutral arbiter to propose solutions developed and agreed upon with all stakeholders as part of the Global Alliance to Monitor Learning.

ER2. Equity and inclusion

The following outputs will be produced:

a. A Handbook for Measuring Equity in Education for use both by countries and international organizations. The handbook will allow for the harmonization of definitions across relevant categories for comparison (e.g., gender, location, socio-economic status, ethnicity, disability status, etc.) and standardized calculation of indicators from different data sources. It will also provide guidance on different types of equity measures that can be derived from such sources and their appropriate uses.

b. Guidelines for producing indicators from household surveys and other data sources in other fields, including culture.

c. Education: A manual on the measurement of gender-related education statistics for use by countries. The manual will provide guidance on indicator calculation, methodologies and sources of data.

d. Science, technology and innovation: The SAGA project has already produced the STI Gender Objectives List, which will be complemented by the SAGA Matrix, translating these gender objectives into indicators and linking policies to indicators. The SAGA toolkit will contain instruments to better measure gender equality in STEM.

ER3. Finance data and expenditure frameworks

The following outputs will be produced:

a. Education: A handbook on the methodology of national education accounts which provides a framework for organizing data from multiple sources, using a structured methodology and a common set of definitions. Its aim is to capture and gather all financial flows within a coherent accounting framework to enable the education sector's economy to be analyzed, covering both the funding and the production costs of activities. It enables governments to understand how funds are disbursed, which groups are disadvantaged in terms of access to funding, where the potential leakages are, and what can be done to improve cost efficiency and effectiveness.

b. Education: The UIS will collaborate with other organizations to produce guidelines for the collection of data on private expenditure on education through household surveys. This includes questionnaire design, listing expenditure items to be covered, and analysis of the collected data.

c. Science: The "1978 Recommendation Concerning the International Standardization of Statistics on Science and Technology" will be revised. The methodology for collecting internationally comparable expenditure data in science and technology will be defined in greater detail.

d. Culture: International recommendations on culture satellite accounts are needed for the development of the global SDG indicator to monitor Target 11.4 on expenditure on the protection of cultural and natural heritage.

ER4. Thematic indicator frameworks

The following outputs will be produced:

a. Thematic indicator sets in the fields of education, STI, culture, and ICT in education available for use at the national, regional and global level for the comprehensive follow-up and review of specific goals and targets or cross-cutting themes of the 2030 Agenda and other relevant priority areas.

  b. Detailed metadata accompanying each thematic framework and integrated with the Institute's
      on-line data dissemination tools, including the Data Centre, eAtlases and the Data Explorer
      for use by both producers and users of data.

  c. Guidelines for countries on the collection and compilation of indicators in each of the thematic
      frameworks.

  d. Handbooks on the development of indicators in other priority areas, including the
      measurement of cultural employment, cinema statistics and ICT in education.

ER5. International standards

The following outputs will be produced:

  a. For education, a Global Data Structure Definition, guidelines and tools for effective data-
      sharing will be developed, in partnership with the OECD and Eurostat for approval by the
      SDMX Secretariat and use as the common standard for cross-national education data
      collection.

Strategic objective A2: Enhanced capacity of countries to implement internationally-agreed norms, standards and methodologies

Supporting countries to understand new or revised standards and norms and to adapt their national statistical systems to collect and report data according to these standards will be a priority for the medium term. The UIS, through its programme teams based in Montreal and its network of field staff based in Africa, the Arab States, Asia and the Pacific, and Latin America and the Caribbean, will develop training materials and provide on-site and at-a-distance statistical advice, on-line training and support on the use and purpose of each standard. The UIS will also work with partners, including international and regional organizations, expert associations and others, to deliver training where it is needed the most.

The UIS will build on assessments of data gaps in order to identify and support countries which need to improve existing data collection mechanisms or establish new surveys through the application of established international standards and norms.

In the period 2017-2021, priority will be given to supporting countries to adopt new data collection methods and implement internationally-agreed standards in the following areas:

Learning assessments

The UIS will work together with international and regional organizations with expertise in the development of large-scale learning assessments to provide support and capacity building directly to countries in the establishment or further development of national or cross-national learning assessments. The UIS does not conduct learning assessments, so the strategy is to build on the existing expertise of organizations with a strong track record in this field.

Science, technology and innovation statistics

Based on the most recent versions of the *Frascati Manual* on measuring R&D and the *Oslo Manual* on measuring innovation, the Institute will update its training materials and guidelines for countries to allow them to conduct relevant surveys according to the latest standards. Due to limited human resources, the Institute will deliver selective training workshops to priority countries and will work with regional partners where possible to deliver such training.

Culture satellite accounts

Once the culture satellite accounts methodology has been developed, tested and adopted, the Institute will produce training materials and guidelines for countries to allow them to develop their

own accounts in order to collect the data to produce the global indicator for monitoring SDG Target 11.4. Due to limited human resources, the Institute will deliver selective training workshops to priority countries on the methodology.

<u>Education expenditure</u>

By working with partners, the UIS has developed a methodology for compiling national education accounts. To follow up, the Institute will promote the use of training materials and guidelines to help countries develop their own accounts in order to collect the data to produce a number of the thematic education indicators for monitoring the SDGs. The UIS will also promote its guidelines on the collection and analysis of private expenditures on education.

Expected results:

ER6. Enhanced capacity of countries to implement internationally-agreed norms, standards and methodologies

In each of the priority areas (learning assessments, R&D and innovation statistics and expenditure on culture and education), countries – in particular developing countries – are supported to adopt and implement the appropriate standards in order to collect and report the data they need and also for the follow-up and review of the 2030 Agenda.

Strategic objective A3: Common and agreed high-quality internal norms, standards and methodologies developed and implemented

In order to produce high-quality data and indicators for users, the Institute has developed guidelines and standards for different stages of its data production cycle to ensure that data are handled according to a common and agreed set of procedures. In order to meet the challenges faced by the demands of the 2030 Agenda, existing guidelines and standards will need to be reviewed and updated and new standards developed, especially to process data from new sources. These internal standards are intended for use by UIS staff and are necessary to ensure the integrity of the data that we publish and disseminate to a wide range of users.

In the period 2017-2021, priority will be given to updating or developing internal standards in the following areas:

<u>External datasets</u>

The UIS will act as a data hub for indicators needed on education, science, culture, and communication for the follow-up and review of the 2030 Agenda. In addition to collecting data through regular surveys, the UIS will also need to gather data from external sources and integrate them into its databases. A set of standards must be developed for identifying suitable data sources, especially those with individual-level data.

<u>Metadata</u>

Metadata standards to describe data and indicators, as well as for use in data processing, are important to ensure that data are properly described, stored and presented in a common way across different fields.

<u>Data collection and processing</u>

The Institute's Quality Monitoring and Reporting Framework and associated set of key performance indicators (KPIs) for monitoring different stages of the data production and dissemination processes will undergo a fundamental review and revision in order to better monitor rates of response, data completeness and indicator availability from each of the Institute's statistical surveys. This will help

to better target the Institute's resources to ensure that timely data of good quality are available for countries and help to identify countries which may need further support or capacity building.

Expected results:

ER7. Enhanced coverage, timeliness and quality of data produced by the UIS

In each of the Institute's fields of responsibility, increased availability of key data and indicators, in particular those required for the monitoring of the 2030 Agenda, as a result of improved data production processes and greater transparency and understanding of the indicators available.

4.2 Pillar B: Data production

Overarching objective B:

To produce high-quality, internationally-comparable data and indicators for monitoring and reporting on education, science, culture and communication

Data are at the forefront of the 2030 Agenda highlighting the urgency to develop national and international statistical systems to produce new data and indicators which can effectively monitor and report on the ambitious goals. High-quality baseline data are needed to establish the starting point as are timely, high-quality data to monitor whether all population groups are benefitting from the policies intended to improve their opportunities and living conditions.

During 2017-2021, the priority is to expand data production to meet the measurement requirements of the 2030 Agenda, while making every effort to minimize the reporting burden on Member States and maintaining the collection of key core data items required for other purposes.

The production of international data is influenced by the statistical capacity of Member States as well as the processes within the UIS. Data quality at the national level is of utmost importance, but UIS processes also have a significant impact on the production of international statistics, as does the cooperation between regional and international organizations. The strategic objectives in this pillar address each of these stakeholders.

As the United Nations organization with the mandate to produce and disseminate internationally-comparable data for education, science, culture and communication, the Institute will engage with Member States and the international community to integrate data from official and other reliable sources, develop new indicators and implement new data collections, while revising and improving its existing suite of indicators. While maintaining its role as the recognized global repository for cross-nationally comparable data on education, science, culture and communication, the UIS will also be the principal data warehouse for the thematic indicators needed to monitor SDG 4 and other education-related targets. In addition, the Institute will produce data and indicators related to targets in science, culture and communication, particularly in SDG 9 and SDG 11.

The pressure to innovate and develop new statistical processes and products is high, yet resources remain low and statistical systems in many developing countries are weak. There is an urgent need to strengthen these systems, develop national capacities, and identify new data sources, while ensuring the quality and integrity of the data produced. The UIS, working with partners, will support Member States in delivering internationally-comparable statistics to inform policies related to education, science, culture and communication for the global and thematic monitoring of the SDG goals. The UIS will develop guidelines and tools for the assessment of country needs and to promote the development of statistical systems. It will design training materials for on-line and face-to-face delivery and help countries develop strategies to identify and fill data gaps.

Finally, acknowledging the need to explore new data sources and reduce respondent burden, the UIS will actively seek partnerships with relevant international and regional statistical organizations in order to gather data at the lowest possible cost, while ensuring comparability and quality.

To achieve these goals, the Institute has identified three strategic objectives and associated expected results under this pillar, which are presented below.

PILLAR B: Data production		
Strategic objectives	**Expected results**	**Outputs**
B1: Improved country engagement and readiness to report internationally comparable data to the UIS	ER8. Improved capacity of Member States to report international data related to the 2030 Agenda	• Regular assessment of country needs and challenges • Advocacy tools and strategies to promote the development of statistical systems • Documentation of data sources and methodologies ratified through National Data Plans • Regular training workshops and site visits to Member States • On-line training materials and delivery mechanisms • Response rates to UIS surveys are improved • A defined UIS statistical capacity-building strategy
B2: Improved UIS readiness to produce high-quality, internationally-comparable data and metadata	ER9. Better internal processes and systems to improve the efficiency of data production	• Well-defined statistical processes with clear responsibilities and targets related to the UIS KPIs • Flexible and accessible information systems, tools, and processes to handle existing and new data sources across the entire data lifecycle • Highly-trained UIS staff
	ER10. Data quality targets are met and monitored on a regular basis	• Country status reports • Targeted country-specific interventions to improve data quality undertaken at the national level based on UIS KPIs
	ER11. Strengthened coordination and communication procedures for UIS questionnaires	• Communication protocol with Member States for UIS surveys • Improved data collection methods.
B3: Improved efficiency of data production through expanded strategic partnerships	ER12. Improved coordination of statistical activities	• Mapping of relevant international data sources and exchanges • Assessment of international data needs • Participation in key international meetings • Regional partners help leverage the work of the UIS with country partners • Minimal duplication of requests to Member States
	ER13. Improved efficiency of data exchanges between UIS and other organizations engaged in international data collection	• Formal data exchange agreements with partners • Efficient and secure data exchange and dissemination mechanisms

Strategic objective B1: Improved country engagement and readiness to report internationally-comparable data to the UIS

The 2030 Agenda hinges upon national ownership of the SDGs. Without national ownership and engagement, the data to monitor the goals will simply not be available. The UIS will support Member States to incorporate the monitoring of these goals in national planning processes, policies and strategies through advocacy and targeted support. However it is important to note that the level of support provided will depend on the availability of resources at the UIS and in countries.

The Institute already collects much of the data required for SDG 4 and Target 9.5. However, response rates and data availability must be improved to ensure completeness and coverage of the global and thematic indicators. For Target 11.4, the methodology is still being developed, therefore no data are available at the start of this medium-term strategy.

The UIS will undertake regular and timely assessments of the challenges that Member States face in producing data. These assessments will feed into targeted activities based on the needs of countries and regions to adapt their statistical systems to collect the data required for the SDGs and for other purposes.

Without high-level commitment, it is unlikely that the resources required will be made available. During 2017-2021, the UIS will develop a set of advocacy tools which can be used by national statisticians and policymakers to help garner the required resources to improve national statistical systems.

In collaboration with Member States and through expert panels, the UIS will expand the scope of available data by leveraging existing data sources and identifying and mapping new ones. Data sources and methodologies to complete the UIS questionnaires will be documented through National Data Plans to ensure sustainability while reducing reporting burden.

Without adequate funding for capacity building at the national level, there is a need to develop a strategy which will outline the type of support that the UIS can offer. During the medium term, the UIS will strive to develop these in collaboration with national and international partners, including by working with donor agencies and national statistical organizations with more highly developed statistical systems to deliver bilateral capacity-building support to countries in need.

At a minimum, the UIS will focus on ensuring that countries are able to respond to its international data collections in a regular and timely manner by actively engaging with statistical offices and line ministries through workshops, site visits and the development of on-line training materials and methods of delivery.

Expected results:

ER8. Improved capacity of Member States to report international data related to the 2030 Agenda

Outputs:
- Regular assessment of country needs and challenges.
- Advocacy tools and strategies to promote the development of statistical systems.
- Documentation of data sources and methodologies ratified through National Data Plans.
- Regular training workshops and site visits to Member States.
- On-line training materials and delivery mechanisms.
- A defined UIS statistical capacity-building strategy.

Strategic objective B2: Improved UIS readiness to produce high-quality, internationally-comparable data and metadata

The increasing demand for new indicators to monitor the SDGs presents an exciting opportunity to build on our reputation as a trusted source of data to further improve the quality and scope of UIS databases. Following a full review in 2015 of international data needs related to the SDGs, as well as the implementation of a new institutional structure, the UIS is well prepared for the implementation stage.

Managing the efficiency and cost-effectiveness of the data production process will be a top priority in order to ensure resources are available both at international and national levels, while minimizing the reporting burden on respondents. The UIS aims to have well-defined processes with minimal duplication within its structure, while maintaining high-quality outputs.

UIS data collections, systems and processes will be reviewed and improved. Existing data collections will be adapted and new data collections will be introduced to ensure that the required data are collected in an efficient and effective manner.

The UIS will review its methodologies to improve data coverage and completeness. A new data collection portal will be introduced to improve the efficiency of data collection and processing, for both the Institute and survey respondents.

Initiatives to improve data quality will aim to increase reporting of key monitoring data by more countries, especially the least developed; ensure greater cross-national comparability of data; and develop new indicators. A full review of existing data collections will be undertaken in order to reduce the reporting burden on Member States, while selectively expanding the availability of data and indicators to respond to the needs of the new agenda.

The UIS will review its Quality Framework and Key Performance Indicators to guide and monitor the data production process. In addition, the UIS will develop country status reports to identify linkages between weaknesses in national statistical systems and larger measures taken to improve data quality at the international level.

Building upon its strong foundation, the UIS will implement a new institutional structure with data production and quality as the backbone to ensure that adequate resources and expertise are available to produce the new data and indicators required. This will involve staff training related to the new indicators and functional requirements of the Institute.

Finally, the Institute will ensure that communication channels with relevant statistical bodies in Member States are clear by adopting a communication protocol to identify the relevant national statistical bodies involved in data production.

Expected results:

ER9. Better internal processes and systems to improve the efficiency of data production

Outputs:

- Well-defined statistical processes with clear responsibilities and targets related to the UIS KPIs.
- Flexible and accessible information systems, tools and processes to handle existing and new data sources across the entire data lifecycle.
- Highly-trained UIS staff.

ER10. Data quality targets are met and monitored on a regular basis

Outputs:

- Country status reports.
- Targeted country-specific interventions to improve data quality undertaken at the national level based on UIS KPIs.

ER11. Strengthened national coordination and communication procedures for UIS questionnaires

Outputs:

- Communication protocol with Member States for UIS surveys.
- Improved data collection methods.

Strategic objective B3: Improved efficiency of data production through expanded strategic partnerships

The goals of the 2030 Agenda are "universal, complementary and inter-related". They will therefore require an unprecedented level of cooperation and coordination between international, regional and sub-regional entities involved in developing or using the associated data and indicators.

Many of the new indicators can only be derived from secondary sources, which are under the responsibility of other organizations. Others will require the UIS to develop new data collections using traditional questionnaires or by exploiting secondary data sources.

During the 2017-2021 period, the UIS will work actively with Member States and regional and international organizations to identify relevant, reliable and high-quality secondary data sources that can be used to produce the new SDG indicators. The aim will be to avoid duplication of data collection and response burden, while expanding the dimensionality of the data. The Institute will exploit data from relevant international or regional surveys (household, school, business, labour force, etc.) to supplement its database.

The UIS will continue to contribute actively to UN-wide processes, such as the UN Statistical System Coordination Group, the Committee for the Coordination of Statistical Activities (CCSA) and the UN Statistical Commission, in order to strengthen its role as the repository for indicators in UNESCO's fields of responsibility and to coordinate statistical demands related to UNESCO's mandate. It will work closely with all partners to "deliver as one" and ensure that data production is coordinated, while leveraging the expertise of other international and regional organizations.

The UIS will revitalize and strengthen partnerships with regional and international data producers to ensure efficient and effective data-sharing and exchanges. Coordination between all players will be a priority for the UIS to ensure that roles are clear and duplication of data collection is reduced or eliminated.

Effective data-sharing mechanisms and agreed standards will be implemented with the agencies in charge of these data sources. The UIS will continue to leverage state-of-the-art technologies and standards to ensure efficient sharing of data and metadata.

The Institute will continue to serve as the focal point within UNESCO for data collection and for communicating UNESCO's statistical mandate to other agencies through effective coordination within the international statistical system.

Expected results:

ER12. Improved coordination of statistical activities

Outputs:
- Mapping of relevant international data sources and exchanges.
- Assessment of international data needs.
- UIS representation at key international meetings.
- Regional partners help leverage the work of the UIS with country partners.
- Minimal duplication of requests to Member States.

ER13: Improved efficiency of data exchanges between the UIS and other organizations engaged in international data collection

Outputs:
- Formal data exchange agreements with partners.
- Efficient and secure data exchange and dissemination mechanisms.

4.3 Pillar C: Data analysis, communication and use

Overarching objective C:

To be the official source of internationally-comparable data and indicators in the fields of education, science, culture and communication

Introduction

Data analysis and communication represent the key pillar for linking data to policy and making a strong impact among national, regional and international decision-makers. The aim is to promote the work of the Institute based on its reputation and brand as the trusted, reliable source or broker of data 'to transform lives'. Moreover, analysis and communication encompass the final stage in the data production cycle, where data are applied in a real-world setting. This stage also sheds light on data quality and serves as a springboard to respond to new information needs. This is part of the Institute's seamless process of constantly improving the relevance and use of its data, standards and other statistical products through strong links to the needs of users.

To have a real impact, the UIS must transform its data into relevant information that is used by a diverse range of audiences and stakeholders. These stakeholders include, but are not limited to: decision-makers at different levels of government, national and international statisticians, donors, media, civil society groups, researchers and globally-engaged citizens. The challenge for the UIS is to recognise and respond to the varied needs of each stakeholder in terms of information needs, formats and levels of granularity.

The UIS will establish itself as the leading and authoritative reference in its fields of relevance in terms of data analysis, information, innovation and communication. We will add value to data and reinforce their relevance and quality by linking data production to data use, while supporting stakeholders in the use and interpretation of the data. This, in turn, will improve the visibility and use of UIS data, standards and methodologies, analysis and information.

The Institute transforms data into information by developing high-quality analytical products in close cooperation with partners. Data analysis helps to drive both the demand for and supply of data by countries. A narrative 'storytelling' approach increases the visibility of the Institute, while building engagement with different stakeholders. Analytical findings enhance the profile of comparable data. The UIS will develop an innovative range of products, services and dissemination approaches to

meet the specific needs of both technical and non-technical data users using a variety of communication channels.

To achieve these goals, the Institute has identified two strategic objectives and associated expected results under this pillar, which are presented below.

PILLAR C: Data analysis and communication		
Strategic objective	**Expected results**	**Outputs**
C1: High-quality analytical outputs produced and disseminated	ER14: Products tailored to meet the priority needs of key stakeholders	• Series of thematic monitoring reports in education, science, culture and communication • Regional reports, technical paper series, guidelines, and recommendations • Country profiles • Data and storylines for external reports for education, science, culture and communication • Technical documentation and guidelines to help Member States use data • Tools to improve data literacy of users • Videos communicating how to use UIS data • Blogs and newsletters
C2: The use of UIS products and data promoted	ER15: Greater engagement among wider audiences to expand the use of UIS data and services	• Press and social media campaigns and policy dialogue events to promote UIS data products and services • Partnerships with other organizations and opinion leaders to promote UIS data and products • Forums and campaigns to stimulate feedback among key stakeholder groups
	ER16: State-of-the-art website and data dissemination environment that constantly evolves to meet the needs of stakeholders	• Innovative services and apps to access and analyse data • Regularly conducted usability studies and satisfaction surveys • Features to enable users to easily customise, store and share UIS data tables, charts and figures

Strategic objective C1: High-quality analytical outputs produced and disseminated

The first strategic objective highlights the fact that the role of the UIS does not stop at defining and collecting data but that the Institute recognizes that it is vital to turn data into information that can inform policy decisions. Analysis is also an integral and essential component of ensuring the quality of UIS data. Given the direct and continued communication that the UIS has with national data producers, it is in the best position to understand and analyze the collected data.

Our analytical products will be packaged in ways that reflect the rapid changes in communications, focused on a global audience in general and key stakeholders in particular. The data will be packaged in interactive and engaging formats, such as country profiles, data visualisations, infographics and eAtlases. Furthermore, to generate new products and approaches to increase and improve data use, we will create an innovation laboratory with a focus on SDG indicators and the related thematic sets of indicators.

An important context for UIS analytical work will be the SDGs. Education takes centre stage as the UIS is the lead agency responsible for tracking all 10 targets of SDG 4 and other education-related targets, as well as for the set of thematic indicators. The Institute is also responsible for monitoring one target related to STI and another target related to culture. In both areas, the UIS will develop thematic sets of indicators with partners. A suite of products around these global and thematic indicators will be developed, including an SDG digest and thematic reports on specific subjects.

For users that are less familiar with how to understand and interpret statistics and indicators, we will develop tools for data literacy, in different formats, such as videos, Webinars and online courses, Wikipedia and podcasts. We will also work with a variety of partners to produce these outputs and disseminate UIS analysis. To better serve Member States, the UIS will build a repository of technical documentation and guidelines, standards and tools to help countries use their data.

Expected results:

ER14: Products tailored to meet the priority needs of key stakeholders

Outputs:
- Thematic monitoring reports on key issues such as education equity, teachers and teaching, cultural heritage expenditure, and the role of STI in achieving the SDGs.
- Regular flagship products, such as the SDG digest.
- Regional reports and technical papers.
- Other analytic products based on wide range of data sources, including: profiles of out-of-school children and other disadvantaged groups; new indicators based on administrative data, learning assessments, household surveys and public finance data and other sources; priority given to developing products that maintain a focus on indicators disaggregated by sex and other individual and household characteristics.
- Country profiles.
- Data and storylines for external reports for education, science, culture and communication.
- Technical documentation and guidelines to help Member States use data.
- Tools to improve data literacy of users in different formats, including video and text-based content to improve transparency and use of UIS data, and training on content related to UIS and other indicators and their use.
- Innovative story-telling approaches to present data to different audiences (including non-specialists) such as data visualization products, eAtlas series, infographics and new streams of content for UIS website and social media.
- Videos communicating how to use UIS data while promoting the comparative advantages of the Institute among stakeholders (special priority given to countries and donors).
- Blogs and newsletters to stimulate discussion around the production and use of internationally-comparable data with specific focus given to SDG monitoring.

Strategic objective C2: The use of UIS products and data promoted

While producing high-quality data and analysis, the Institute must also find effective approaches and channels to communicate the messages underlying these products and services. The Institute must invest in digital storytelling to have an impact. Strategic objective C.2 aims to engage with key stakeholders and encourage them to use our data; promote our products among their networks; and endorse the UIS as the lead agency responsible for measuring education, science, culture and communication, including for the SDG goals and targets.

A new communication strategy will be based on the needs of our stakeholders. More and better use of social media will be an important means to increase our engagement with key stakeholder audiences.

The UIS website will be state-of-the-art, with new products and services regularly added in order to serve as the go-to source for internationally-comparable data in the Institute's fields of relevance. These regular updates and new features will enable users to easily customise, store and share UIS data tables, charts and figures but also to meet the requirements for open data, for example by enhancing the application programming interface (API). To increase the visibility of the UIS as the official and trusted source for data on education, science, culture and communication, we will aim to strengthen citation of UIS data on partners' sites and introduce reverse-citation approaches on the UIS site.

The new website will make it possible to better integrate data in the UIS Data Centre and metadata documentation within the UIS glossary. SDG data will be integrated throughout the whole range of current and new products, including the SDG digest and eAtlas.

The existing links with UNESCO will be exploited to feature and embed UIS data and products on the UNESCO website. We will also leverage partnerships to do the same on third-party websites.

Feedback will also be sought from users. We will regularly conduct usability studies on the UIS website and introduce new features and approaches to improve the user experience, especially in relation to data products, while creating feedback loops with users to improve the quality of statistical products.

Expected results:

ER15: Greater engagement among wider audiences to expand the use of UIS data and services

Outputs:
- Press and social media campaigns and content to promote use of UIS data and services.
- Partnerships with other organizations and opinion leaders to promote UIS data and products.
- Forums and campaigns to stimulate feedback among key stakeholder groups.

ER16: State-of-the-art website and data dissemination environment that constantly evolves to meet the needs of stakeholders

Outputs:
- Innovative services and apps to better disseminate UIS data.
- Regularly conducted usability studies and satisfaction surveys on the UIS website to improve user experience, especially in relation to data products.
- Features to enable users to easily customize, store and share UIS data tables, charts and figures.

5. Enabling environment

Method of work

The Institute has its own Governing Board consisting of 12 statistical experts from different regions across the world. In addition to providing expert advice, the Board regularly reviews, approves and monitors the UIS programme and budget.

The Institute's work is guided by the United Nations Fundamental Principles of Official Statistics, the Principles Governing International Statistical Activities and the Institute's legal framework. In line with UNESCO, the work programme follows a results-based management and monitoring approach. Statistical data production is organized according to the generic statistical business process model (GSBPM), and statistical processes and products are evaluated through the UIS Data Quality Framework.

The UIS is currently evaluating its global positioning, fundraising strategy and capacity-building strategy in order to improve its service delivery within its mandate.

Administration and management support

The Institute has prioritised the importance of having strong administration, information technology (I.T.) and management teams that are supportive of, and responsive to the gap between current financial resources, staffing levels, systems and competencies required to meet the expectations of Member States and the requirements of the 2030 Agenda.

The UIS will ensure that its staff are well equipped to implement and achieve the objectives of this strategy through the realignment of its internal structure and effective staff development and performance management. In addition to updating statistical systems, a focus will be placed on automating some manual and time-consuming processes for administrative tasks.

Information technology

The business objectives defined in this Medium-Term Strategy guide the Institute's Information Technology (IT) services. The new or enhanced technology-based services needed to support this work are included, either stated or implied, within each of the three pillars. To effectively provide these services, the UIS will establish a robust sourcing model using external partners and networks to complement internal resources.

Collaboration and communication across UIS teams around the world is a core requirement for enabling the success of its work. Across UNESCO, the move to cloud-based services for day-to-day office automation tasks is in its early stages, but progress is being made. The technical challenges of integrating UIS regional staff within the teams and work of the UIS will be rapidly overcome as these new services are introduced. In the interim, investments in Intranet services for collaboration will be required.

IT is at the heart of every significant business process and is crucial to innovation and organizational success. Well-defined statistical processes with clear responsibilities and targets related to the UIS KPIs provide the critical pre-requisites to support the effective and efficient creation of IT tools. New technologies, partnerships and approaches to improve traditional data collections and support non-traditional data will be implemented. Strategies to increase collaboration with external partners will provide benefits, but these partnerships have the potential to increase the complexity of the business processes and data management approaches required in order to produce high-quality statistics. It will therefore be important to establish well-defined data-sharing agreements.

The most significant asset of the UIS, the entire public repository of UNESCO statistics, is being made freely and publicly available online via an Open Data Application Programming Interface (API). To complement this service, the latest technological approaches will be employed to produce and make freely available UIS and SDG-based data products for external users to use and embed in social media, websites and elsewhere as part of wider efforts to promote the products and services of the Institute.

To ensure that the existing infrastructure and applications meet the needs of the Institute and to support the prioritisation of new investments, additional Key Performance Indicators will be introduced for the portfolio of existing legacy applications. Many new application initiatives will be required in response to the changes in UIS processes, products and initiatives in each of the three pillars of this strategy.

Working with Member States and partnerships

Many countries will simply not be able to respond to the 2030 Agenda without significant investment in statistical capacity building. Member States need support to: design and implement strategies to strengthen their statistical systems to promote informed policymaking; implement indicator frameworks, methodologies, international standards and best practices; assess the quality of their data and address weaknesses; identify key areas of action with development partners; report quality data at the global level and use data to track progress and inform policy decisions.

Against this background, the UIS will develop a new global model in which development partners work collectively towards common goals and around strategies that are defined and owned by countries. The UIS will seek to increase bilateral capacity-building delivered by donor agencies and National Statistical Offices (NSOs) with strong statistical systems.

The UIS will continue to serve as the primary source of technical guidance concerning indicator calculation, questionnaire design, and how to use the resulting data. We will also continue to develop the diagnostic tools needed to improve data quality and identify capacity building needs across the data production and use cycle while helping to design National Strategies for the Development of Education Statistics (NSDES) through targeted projects.

Through UIS network of statistical advisors based in the field, the Institute will continue to provide critical support to Member States to ensure that they are able to respond to the global need for data in UNESCO's fields of competence. It will actively communicate with Member States and donors to highlight achievements, advocate for the importance of statistics and report on the Institute's activities. The UIS will also collaborate with regional organizations involved in data collection and establish networks of countries and experts for each of the statistical domains in order to improve the accuracy, cross-national comparability and policy-relevance of resulting data and indicators.

Financial resources

The UIS has full financial autonomy and finances its operations through a special account established by the Director-General of UNESCO with the endorsement of the Organization's Executive Board. It is funded through a financial allocation from UNESCO and voluntary contributions from various donors. The UIS provides data as a public good, free of charge, which makes the opportunities to increase revenue limited.

It is estimated that at least US $15 million per year is required to achieve the expected results and deliver the outputs of this medium-term strategy. Yet, currently, the UIS faces currently a critical funding gap for its basic services, let alone the additional requirements associated with the 2030 Agenda.

In order to effectively deliver much needed technical support and continued leadership in statistics, the Institute is calling on UNESCO and its Member States, and the donor community at large, to increase their contributions to ensure sustainable and predictable long-term financing. The Institute is also actively investing efforts in fundraising, advocacy and communications to expand its donor base.