Global Partnership for Sustainable Development Data

POWER OF DATA

Knowledge and technology for sustainable development

Global Partnership for Sustainable Development Data

STRATEGY 2024-2030

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OUR VISION

A world where data and technology are driving sustainable and equitable development.

EXECUTIVE SUMMARY

This year the world is midway on the 2030 target timeline of the Sustainable Development Goals (SDGs).

While there are pockets of progress to be celebrated and replicated, in many places the metrics are moving in the wrong direction. The world is collectively failing to meet targets to mitigate the effects of climate change and remains stubbornly unequal, while the interconnected and interdependent nature of the many crises we face is increasingly clear. We need to bend the curve before it is too late.

Data and technology will help us to make the progress we need, and changes are gathering pace everywhere.

Governments are investing in digital services, and corporate investment in artificial intelligence (AI) has increased more than sixfold since 2015. These are powerful new technologies, with data at their heart. Digital technologies' ability to help drive equitable, sustained progress depends on the quality of the data being used and the effectiveness, transparency, and inclusivity of regulatory and data governance frameworks.

Research tells us that every $1 invested in data systems offers a return of $32, on average.

There are economic and social opportunities for those who can benefit from data, statistics, and digital technologies—opportunities to change lives for the better, solve emerging problems, and develop new solutions to age-old challenges. We want those opportunities to be available to all.

Today, far too many people remain excluded from data and the benefits of data technologies.

Others are harmed when data or algorithms are biased or are used to obfuscate, discriminate, or oppress. The risks are increased when the rules, norms, and practices that govern data are opaque and do not allow space for people to hold those in power accountable. Exclusion, bias, and lack of accountability mean that data and automated decision-making can reinforce structural inequalities. How data is governed will determine whether people are helped or harmed by widespread AI tools and digital transformation.

The world we want to create together is one where individuals, organizations, and countries can mobilize the power of information to choose and create the futures they want and need.

Countries will have the investment, skilled people, strong institutions, and political leadership to use data and data technologies in ways that create opportunities and drive decision-making that is based on facts and evidence. The power that comes with data will be distributed across society and used in ways that support people's aspirations without causing harm. Producers, users, and holders of data will be supported by an international ecosystem where standards and norms guide and are informed by the experiences of governments, companies, and communities, and where investments in data and technology allow more effective and efficient development that supports national priorities.

The Global Partnership's 700 network organizations hail from different countries and sectors, with diverse backgrounds and perspectives.

They are clear-eyed about the risks, but also optimistic that data, technologies, and statistics can be a critical tool to make the world a better place. They have come together to make sure that this potential is realized.

Building on the strength of our network, we have aligned with a group of champions for the High Impact Initiative on the Power of Data, taking action to bring this vision to life and accelerate progress on the Sustainable Development Goals.

These countries and institutions are leading the way, and we will over the next few years focus the resources of our network to realize the power of data to revolutionize government decision-making, accelerate digital transformation, and open up new economic opportunities.

In contributing to this vision, we have identified three of the most important objectives for our network to work toward. These are informed by the critical challenges that our partners consistently tell us they face, challenges that only grow more acute with worsening crises and the increasing complexity of data systems.

Contributing to our vision

OBJECTIVE	WHAT WILL SUCCESS LOOK LIKE?
We will make inclusion the norm, putting people at the center of data production, sharing, and use so that their experience is visible, and the power of data is used to fight inequality.	Demonstrations of the institutionalization of more-inclusive data processes practices, for better policymaking and to establish inclusive trajectories for the development of new technologies. These could include: • National statistics offices embedding citizen-generated data in the statistical system. • Donors adopting new guidelines on intersectionality and disaggregated data. • Ministries adopting frameworks to drive inclusiveness in the adoption of new data technologies.
We will strengthen national data systems that use data and technology from across the public and private sector for timely decision-making.	Documented demonstrations of improved national or subnational data systems and processes that support timely decision-making. These could include: • Information systems drawing on interoperable data to respond to various emerging crises. • National legislation to strengthen cross-government data flows. • Use of new technologies to process data from administrative records and digital systems.

We will shape how data is governed, ensuring it is accountable to those whom the data is intended to serve.

Decision-making mechanisms and processes are adopted or changed to be more participatory, making the rules more accountable and creating a basis for governing new technologies through understanding and consent. These could include:

- Governments establishing informal participatory mechanisms supplementing legal frameworks for data governance.
- Companies adopting mechanisms for users and data subjects to shape how their data will be used in new products and services.
- International agencies adopting global standards for data governance that embed community agency.

Our experience and those of our partners over the last eight years have taught us that achieving these objectives will require a set of common building blocks. Time and again, and at all levels of government, we see that achieving more inclusive and timely data, and more accountable data governance, depends on three key things: political commitment, technical capacities, and relevant partnerships.

The Global Partnership is uniquely positioned to spearhead these changes. As a coalition builder, learning convenor and solutions broker, we nurture and manage a highly engaged, relevant, and inspired network for change. In everything we do, we catalyze new relationships for advocacy, action, learning, and experimentation to demonstrate what is possible, replicate what is successful, and expand the scope of what is imaginable.

The eight years since our inception in 2015 have shown us how our network can be mobilized to use its power for good, to build the data ecosystems[1] and drive the data technologies we need to set societies on track for sustainable and equitable growth. The next phase of our work will see us scaling up to match the challenges and opportunities ahead as our network, our ambition, and our impact grow in scale and scope. To rise to the challenge and opportunity of the moment, we need a louder, more active, and more engaged movement to both demand and create the world we want to see. We hope you will accompany us on that journey.

The Global Partnership at a glance

The Global Partnership is a network of over 700 organizations that believe that data and technology can be key instruments for social good, and that are committed to working together to make this happen.

In 2015, the network was set up to solve the disconnect between the activity on the supply side of data and technology, where there's a huge amount of innovation, piloting, and testing of new approaches, and the gaps on the demand side. New innovations were not getting to where they were most needed, if data and technology were to play their part in tackling the biggest global problems and achieving the SDGs. The Global Partnership forms the connective tissue between supply and demand, actively fostering communities for learning, action, and advocacy.

The joint work of the network is convened by a Secretariat based across the world, hosted by the United Nations Foundation.

Our mission is to connect, strengthen, and amplify a diverse and action-focused network to ensure the power of data and technology is used to achieve the Sustainable Development Goals, reducing inequality, and driving sustainability.

[1] World Bank (2021) *World Development Report 2021: Data for Better Lives*.

What makes us unique?

In a landscape that is fractured, competitive, and characterized by a huge number of small and often highly specialized organizations, the Global Partnership acts as a trusted broker among organizations with common aims, to reduce the barriers to collaboration and thereby maximize the impact of often scarce resources.

Some organizations focus on the technical issues around data, implementing country-level methodologies and supporting statistics offices. Others take a sector perspective, collecting, analyzing, and advocating for data to support single objectives. Still others focus specifically on technology innovations and the products and ecosystems required to ensure that all can benefit from new technologies, while also managing risks. We increase the impact of all these organizations by aligning strategies at the national, regional, and global levels, advocating for data ecosystems consistent with our network values, and brokering partnerships around the world to ensure the systems are in place for data and data-driven technologies to benefit all.

"The Global Partnership provides highly complementary services in the data for development ecosystem. It has established a niche for itself.

The added value of the Global Partnership within the data for development sector lies in their ability to work on strategic objectives across the national, regional, and global levels and transfer lessons emerging from activities on one level to others.

It has the potential to generate learning at scale from this complementarity, not only about the technical initiatives it has supported, but also about the way it supports multi-level, multi-stakeholder institutional linkages."

—ITAD INDEPENDENT EVALUATION, 2021

The power of the network, mobilized by our skilled and strategic team, enables partner organizations to identify and achieve common aims, to learn from each other across sectors and regions, and to bridge the divide between technical and political communities to deliver change at scale. It is this combination of expertise, approach, and scale that defines the unique offer of the Global Partnership.

Our expertise strengthens trust and reduces transaction costs for the whole network. Our globally distributed Secretariat understands regional realities and how to bring organizations together, develop shared objectives and a common strategy, monitor impact, and ensure that strategies evolve with learning.

Our approach increases the power of all the organizations in the network to maximize the value of their work and achieve our common aims. Our focus on inclusive convening around a clear set of common priorities, and our ability to bridge the technical and political communities, mean we can increase the impact of individual organizations or projects to drive wider systemic changes.

Our scale ensures that our strategies are inclusive and leverages our impact. The scale and diversity of our network mean that our partners bring different perspectives to emerging debates and lessons from a wide range of contexts, and that the impact of any one project or program is amplified through learning and replication, as success reverberates through the network.

Achieving any change in a complex and rapidly evolving system relies primarily on trust and good relationships. Our strong commitment to consensus-based ethical standards and principles, in our own conduct and relationships and in the choices made about the work we do, ensures that we are creating trust and demonstrating the values of the world we want.

OUR CHANGING WORLD

2015 was a moment of optimism.

The Sustainable Development Goals brought the world together in a shared agenda to tackle the most serious challenges confronting humanity and to protect the most marginalized.

As digital transformations gather pace within the public sector and AI innovations drive new products in the private sector, data technologies are a key asset that must be deployed widely and safely to accelerate action on the SDGs.

But they also bring inequalities and risks. If powerful new technologies with data at their heart are used to harm people, then the power of data can be turned against progress. If those who need those technologies the most can't access or use them, then opportunities will be missed. It is up to all of us to ensure this does not happen.

Data that is produced, managed, and used well is key for effective decision-making and democratic process, and is a source of opportunity and growth. The Global Partnership seeks to support progress through its network. We build the political coalitions to drive change, we share learning across our network to accelerate progress, and we broker partnerships to tackle key challenges.

Data and power

As new technologies increasingly drive both public- and private-sector systems and decisions, the potential for data to reinforce structural inequalities is greater than ever, and attention to the power relationships underpinning data systems is more critical. We need to understand and address the power dynamics inherent to data's collection, management, and use.

The last few years have seen increasing demands to rebalance power in society overall. No longer willing to accept structural inequalities, popular movements advocating for an end to racism; sexism; economic inequalities; historical caste systems; and discrimination against persons with disabilities, indigenous communities, diverse gender identities, and other groups are seeking change and demanding to be seen and understood. Data is critical to this fight as we advocate for greater inclusion, access to services, attention to bias in digital systems, and recognition of the dangers of renewed exploitation in the digital economy. For example, the Demographic and Health Surveys (DHS) program gathers sex-disaggregated information from 82 countries on HIV/AIDS, female genital cutting, and gender-based violence. After activists pointed to DHS data

showing high rates of gender-based violence, a number of countries, including Moldova, Kenya, East Timor, and Uganda, passed national legislation prohibiting domestic violence.[2]

Power is exercised in the production and management of data in a number of ways—some unchanged since the earliest development of statistical systems, and others thrown up by new technologies and the political challenges they've started to pose.

Power and people

The way that people are included in data, and the extent to which data and technology can therefore be used to improve their lives, is a result of how power is exercised over prioritization and representation:

Prioritization

What data should be collected, and at what cost? How much should be spent on the data systems that underpin policymaking? Choosing what data to collect is a balance between the need for information to make governments or other institutions effective, and the imperative to spend money on other, often more immediately popular things. Decisions will reflect what those in power think is important. There is also the perennial challenge that data can sometimes deliver bad news or spotlight problems that are more politically expedient not to know or not to allow others to know. The SDG monitoring framework created new demands for government data, but in a context of static budgets for many of the agencies responsible for collecting and analyzing it. The result has been growing fragmentation of data production in many of the poorest countries, as international organizations, with their own priorities, have stepped in. Political leadership and accountability are needed to ensure that the priorities for data collection truly reflect the priorities and needs of the society.

[2] Data Impacts (2015) 'Data Impacts case studies: better data improves women's lives'. Available at: https://dataimpacts.org/project/health-surveys/.

Representation

Part of prioritization is deciding who should be represented in data. Some of this is a function of deliberate choices made about what data to collect. These choices have often led to datasets that replicate existing patterns of inequality in a society—with data on women's lives, for example, often underfunded and deprioritized. As calls for social justice and inclusion have echoed around the world, data systems too have come under scrutiny. This matters because data can be used to address inequalities, if people have the power to ensure the data reflects life as they live it and the real challenges they face. Better data can lead to better and more targeted services, while greater attention to disaggregation and filling data gaps would propel the Leave No One Behind agenda forward. This also matters because where new technologies built on data are put to use, unrepresentative or biased data can worsen inequalities. Representation is key to ensuring that the power of data is used to address social challenges, through good decisions and helpful technologies, rather than worsening inequalities and division.

Power and institutions

The extent to which institutions can use data and technology—whether public-sector institutions making decisions in the public interest or companies using data for innovation and growth—depends on their access to that data and the skills they have to use it. Data sharing and skills are a critical source of power.

Sharing

During the last eight years, a huge amount of energy has been devoted to determining when and how to mobilize the increasing volumes of private-sector data and share them with the public sector to feed into decision-making for the public good. Solving this puzzle involves addressing challenges of interoperability and the difficulty of establishing the trusted relationships and appropriate business models for data sharing, as well as concerns about privacy and rights. There are also methodological issues involved in turning and curating new data sources into robust and reliable information for policymaking, and questions of infrastructure and hardware involved in the practical aspects of data sharing and storage. Questions of ownership and rights to manage and use data are an

increasingly important topic in global talks on trade and regulation, and in the relationships between companies and the governments where they operate. These questions are critical since, if the power of the data dividend is to be truly democratized, then data needs to be as accessible as possible. Answers need to be found.

Use

Having the skills to use and understand data and data technologies is increasingly a source of economic and political power in itself, as data takes an ever-growing role in both business strategies and political debates. These skills have been concentrated among richer countries and people, and it's essential that they are widely spread if new data technologies are to help rebalance, rather than worsen, existing inequalities. Increasing capacities to produce, manage, and use data at every level are a key part of ensuring the power of data is diffused across societies and used to solve the challenges of communities who need it most.

Power and rules

Power over data and technology is exercised at the level of the individual and community, the institution, and the norms and rules that govern data and technology across whole societies. Rules about openness and the creation of new governance frameworks at every level are key ways that power is being used to shape current and future relationships between people, data, and technology.

Openness

How much data should be in the public domain and accessible, and how can this be balanced with the right to privacy? This is in part a political challenge for the relationship between the state as the controller of key data and information, and citizens who demand to see it and to hold their governments accountable.

The movement for open data, aiming to ensure governments are accountable to citizens for the services they run and how they spend taxpayers' money, has always been a critical part of data advocacy, and over time has won many successes in demanding greater transparency, a critical part of balancing power between citizens and states.

Additionally, open data as an economic asset is of key interest not just to activists but also to companies and developers. For example, the decision to open up the Landsat database in the U.S.—which contains a continuous global record of the Earth's land surface since 1972—is estimated to have delivered $3.45 billion in economic value through new products and services.[3] As with sharing, openness is essential if the power of data is to be used to improve decision-making through accountability, and if the benefits of the data dividend are to be shared widely.

Governance

As the holders of vast quantities of data, and of the AI technologies that can turn that data into economic opportunities, technology companies have accrued power over the use and distribution of a huge volume of the world's data. Due to well-publicized breaches, companies' uses and abuses of big data have come under increased scrutiny. Governments too have found the power of data an irresistible opportunity to increase surveillance of their populations and exert control over their lives—a trend being challenged by civil society groups around the world. New technologies create new policy challenges. The need to regulate AI to protect democracy is just one issue looming large over much of the world. As a consequence, the regulation of data and data use in the interests of personal privacy and protections, national security, and the public interest is a key political debate, bringing old arguments about free speech and free enterprise into the new world of digital politics. This debate will only intensify as the potential and risks inherent in data and data technologies are magnified and accelerated through the development of new tools, as well as other emerging technologies of which we are not yet aware. Data governance is a new frontier for negotiations over power between governments, companies, and individuals, but one that will shape the direction of economic growth and political institutions for years to come.

How power over data and technology is controlled and used at the level of individuals, institutions, and rules and norms is a question that is only growing

[3] Straub, C.L., Koontz, S.R., and Loomis, J.B. (2019) 'Economic valuation of Landsat imagery: U.S. Geological Survey Open-File Report 2019–1112'. Available at: https://doi.org/10.3133/ofr20191112.

in importance. Digital transformations in the public sector, such as digital ID systems or e-health initiatives, present huge opportunities to use data to drive better policy choices, but also huge risks as governments can see into people's lives at a granularity, scale, and speed previously unknown. AI technologies, with the huge opportunities they bring for growth and change, depend on the quality and inclusiveness of the data that feed them.

From trade talks and local council agendas to the UN, G20, and other sites of global governance, data is on the agenda. It is our responsibility to maximize this momentum and ensure that this resource is used to make the world a better place. If we are to achieve the SDGs, all data, everywhere, must be collected and used safely and the benefits distributed fairly.

What have we achieved so far?

The Global Partnership is at the center of the community grappling with these questions, and it is committed to marshaling the power of data and technology to make the world a better place. Over eight years, the Global Partnership has mobilized a growing network to learn together, to develop practical partnerships to solve challenges, and to advocate for the policy and financing environment to strengthen values-based data systems and increase the use of data and technology in decision-making. Working together, the network has shown how new data sources can be used for good, how to bring old and new methods together, and how some of the technical, political, and institutional constraints can be overcome.

Improving girls' education in Sierra Leone

When the government of Sierra Leone joined our Inclusive Data Charter (IDC)—a global initiative coordinated by the Global Partnership and Sightsavers that accelerates action for more-inclusive and disaggregated data—as a champion in 2019, data was often collected by the country's education sector using paper-based questionnaires, could not be disaggregated by gender or disability, and was scattered across many agencies and institutions without a central analysis hub. We worked with the government to get different parts of government—as well as the private sector, civil society, and community groups involved in delivery and advocacy on education from outside of government—talking to each other. They agreed to collect better data on gender and modernize the system to get faster and more accurate data. This effort paid off almost immediately. The data showed that in one district, Port Loko, girls had some of the highest rates of teenage pregnancy and some of the lowest rates of school enrollment in the country. This data was used by advocates who were campaigning to end a government policy barring pregnant girls from attending school—a ban that was overturned later that year. The data was also used by planners, who built a new girls' secondary school in Port Loko in the same year.

Over three years, Sierra Leone has demonstrated how investments in data, and political commitments to use that data to improve people's lives, can pay off in the form of better policies and programs that transform the lives of children and young people. Other countries have been able to learn transferable lessons from Sierra Leone through our IDC peer exchanges.

Climate-smart agriculture in Ghana

Across Ghana, there is inadequate information on various characteristics of farmers, such as where they are located, what crops they plant, and how they are building resilience to floods and droughts. The Ghana Statistical Service (GSS) recognized the critical nature of this information gap. In 2019, GSS called in our assistance to facilitate a collaborative of diverse and invested actors to investigate practical solutions. The team included the Ministry of Food and Agriculture (MoFA), Esoko, and the National Disaster Management Organization (NADMO).

The collaborative designed a project in which Esoko, using supplementary data from NADMO, MoFA, and the Ghana Meteorological Agency, disseminated critical information on context-specific agronomic best practices, weather patterns, and crop market prices to farmers via call centers, SMS, and voice messages.

These climate-smart agricultural services equipped farmers with insights for better land preparation, planting, and harvesting activities. When surveyed, 97% of farmers found the information "very useful." One farmer from the Upper West region said of the data: "It has been very useful in helping me know when to plant my crops and when to expect rain. It has also helped me plan my farm activities better and to harvest more." Remaining nimble and up to date with this information can greatly contribute to higher productivity levels by helping farmers to plant at opportune times and mitigate the effects of previously unforeseen weather patterns.

Disaster preparedness in Somalia

When COVID-19 hit, information was critical to effective response. The Global Partnership and the United Nations Economic Commission for Africa quickly mobilized to facilitate partnerships between governments in Africa that needed data, technology, and tools, and the companies, civil society groups, and academic institutions that had those tools. Among the 22 countries that were able to use new technologies thanks to the Global Partnership was Somalia. We worked with Somalia's National Statistics Office and Puntland's Statistics Office to enable its staff to access and use geospatial data to estimate the impact the virus was having on the nation, with the help of partners including GRID3.

However, another threat emerged when Tropical Cyclone Gati made landfall on Puntland's coastline in November 2020. In this fast-moving and dangerous situation, the Puntland Statistics Department used the same skills and tools previously devoted to the pandemic to map the cyclone's path, its magnitude, and the villages, roads, and other infrastructure that would be affected for reference in preparedness, emergency, and recovery efforts. The department was able to send out messages to people within the boundaries of the cyclone to advise them to move to higher ground. By strengthening data systems, the Global Partnership's work has created new possibilities to improve emergency response and policymaking across sectors and over time. Lessons from Somalia were shared in an interactive knowledge product that has contributed to the demand for more national data partnerships.

Intersectional approach to data in Colombia

In 2018, the National Administrative Department of Statistics of Colombia (DANE) joined our IDC, prompting DANE to establish a working group to strengthen the statistical systems' ability to mainstream their differential and intersectional approach. The Differential and Intersectional Focus Group (GEDI) is a multidisciplinary group whose members include statisticians, economists, a psychologist, an anthropologist, and other advisers.

So far the GEDI has improved DANE's capacity to make more people visible in data, added questions to identify and support LGBTQI+ populations in surveys, and developed data disaggregation guidelines using the IDC's five principles to facilitate analysis of gender, life cycle, ethnicity, and disability across all phases of the statistical production process. This work has increased coordination between stakeholders at the national level and strengthened collaboration with partner organizations such as UN Women, Eurosocial, Cepei, and the other IDC champions. DANE's work has been shared globally, and other countries are now trialing approaches based on this good practice.

Safe public-private data sharing in Uruguay

COVID-19 demonstrated the importance of using timely, granular, and reliable data for tracking population movements in Uruguay, and highlighted the relevance of mobile network operator (MNO) data as a complementary source for such mobility statistics. But Uruguay's National Institute of Statistics (INE) was confronted with a number of challenges, including how to navigate laws allowing or preventing data sharing with MNOs, how to best reach and incentivize MNOs, and what steps to take to access and then use the data. Our partnership, supported by the Hewlett Foundation, has aided INE in its journey to tackle these questions. We launched a Business Process Mapping to clarify the key steps needed for INE to access MNOs' data, who should be involved, what resources were needed, and what the dependencies were between steps. We identified key internal and external stakeholders who needed to be included or associated with the initiative to make it sustainable and successful. And we organized peer exchanges with sixteen other countries.

These activities have helped to lay a solid foundation and create an enabling framework for successful private-public data sharing partnerships between INE Uruguay and private-sector data producers, such as MNOs. This initiative has put the spotlight on Uruguay as a country where innovative solutions for sustainable private-public data sharing are being tested. All this groundwork promises to bear fruit in the next two years of the project.

"This is just the beginning of the journey. INE is committed to play an increasingly important role as data stewards for privately held data for mobility and tourism statistics in Uruguay."

—FEDERICO SEGUI, THE DEPUTY DIRECTOR GENERAL OF INE

Progress against our 2019-2023 strategy

WE SAID WE WOULD...

Scale new technologies, data sources, and methods, expanding on existing systems to improve government decision-making.

39 countries impacted

120+ partnerships, including 50+ public-private partnerships

21 national data collaboratives

7 COVID-19 Insights Dashboards created

Highlights include:

Africa Regional Data Cube

Coordination with United AI Alliance to distribute skills and equipment to 8 countries

WE SAID WE WOULD...

Foster a global movement of political, business, and civil society leaders, promoting responsible data use, building public trust, and showcasing pathways to success.

140+
Administrative Data Collaborative members

32
Inclusive Data Charter champions

560+
organizations contributing to the Data Values Manifesto and campaign

Highlights include:

- Institutionalization of data interoperability, including through our toolkit
- National Health Interoperability Framework
- Citizen-Generated Data Quality Assurance Framework
- Artificial Intelligence Guidelines in Kenya

WE SAID WE WOULD...

Scale the use of timely and robust data for SDGs monitoring, so that by the halfway point to the SDGs, the world has a clear picture of progress.

590 people trained in the use of timely data

12 data science fellowships

Highlights include:

- Using mobile network operator data for health data monitoring in Ghana
- Scaled-up child protection information management system in Malawi
- Tracking inequality through intersectional approaches to data in Colombia
- Multi-stakeholder Water Information Management System in Paraguay

THE WORLD WE WANT

The world we want to create together is one where data and technology are driving sustainable and equitable development.

Where individuals, organizations, and countries can mobilize the power of data and technology to choose and build the futures they want and need.

OUR VISION

We know that data and technology carry great power. Our role as a network is to ensure that that power is rebalanced, used to improve lives, and prevented from doing harm. In the world we want to build together, countries will have the investment, skilled people, strong institutions, and political leadership to use data technologies in ways that drive decision-making and action based on facts and evidence. The power and new opportunities that come with data and technology will be distributed across society and used in ways that support people's aspirations without causing harm. Producers, users, and holders of data will be supported by an international ecosystem where standards and norms guide and are informed by the experiences of governments, companies, and communities, and where finance flows for data allow more effective and efficient development.

IN THIS WORLD

Data will be fully inclusive, reflecting all people's lives in ways that tell the stories of what is important to them, shaping inclusive technologies, and leaving no one behind – therefore we focus on the power of prioritization and representation to ensure data is a tool for change.

The power of data and technology will be used to inform decisions in the public interest to make lives better, expand opportunities, and solve global challenges – therefore we focus on power over data sharing and skills to increase timely data for decision-making.

Data and technology will be well governed, with accountability to people affected, and with opportunities for all to have a say on key decisions – therefore we focus on power to create the open and accountable data governance to underpin the data ecosystems we need.

This is the world we want to build together.

Our objectives

In deciding where we can best use our resources to contribute to this vision, we have identified three chief objectives. These are informed by the analysis above of key power dynamics involved in data systems, and by the critical challenges that our partners consistently tell us they face, challenges that are only growing more acute with worsening crises and the increasing complexity of data and technology ecosystems.

Inclusion. Being excluded from data means being excluded from critical decisions and new opportunities. For example, lack of indigenous group classification in censuses and surveys in countries with land use disputes such as Brazil has meant that these populations are not being adequately consulted on the impact of commercial activities in the forests they call home and that their land is insufficiently protected.[4] Inclusive data will reflect the communities it serves, and tell the stories of people's lives as they see them. Inclusion of those historically marginalized in data and the data collection and analysis process can help ensure that countries meet the promise to leave no one behind. Inclusion becomes even more important as technologies are developed that magnify the impact of data in all areas through AI systems that are trained on massive datasets. The more inclusive those data are, the less biased the systems that are built on data foundations should become.

Too many people are still excluded from data or are unable to shape how they are represented. We want to change that.

[4] International Work Group for Indigenous Affairs (2022) 'Indigenous peoples in Brazil', 1 April. Available at https://www.iwgia.org/en/brazil/4663-iw-2022-brazil.html.

Timeliness. In a world of big data, where many thousands of satellites fly overhead, where more than half of all people are now connected to the internet, and where government services are delivered through digital platforms, data and technology should be used to inform decisions in the public interest that are based on the facts of today, to ensure they are improving lives for tomorrow.

Too many governments and other key institutions still lack the skills, infrastructure, and leadership to benefit from these new opportunities. We want to change that.

Accountability. The SDGs cannot be built on a foundation of systems that exclude and exploit. As governments build new frameworks to manage and govern the data and technology that are now so key to both private- and public-sector success, governance can be developed on the basis of principles that align with the values of the SDGs, giving dignity and control to all. This is more important than ever in the era of digital transformation and AI – powerful new technologies that have data at their heart. Digital transformation relies on the effective management and use of data generated by new platforms. If this is to be done responsibly, effectively, and with public consent, the people affected need to have input into the platforms' design and be able to hold them accountable. And as all our lives become transformed by AI, it is critical that the data that feeds those systems and products is transparent and accountable, so that biases can be uncovered, and harms prevented.

Too often, rules about data and technology are made in places and processes that are unknown and unaccountable to those affected. We want to change that.

How will we build the world we want?

INCLUSIVE DATA OBJECTIVE

We will make inclusion the norm, putting people at the center of data production, sharing, and use so that their experience is visible, and the power of data is used to fight inequality.

Challenge	Data and statistics that accurately record the lives of the most marginalized and excluded groups are essential if individuals, governments, and new technologies are to have the power to improve their situation. How can we safely include and represent all people in data and at all stages of data design, collection, analysis, and use?
Why this is important	We believe that people should have agency in data. More-inclusive data processes will give individuals and communities the power to shape whether and how they are measured and how that data will be used.

TIMELY DATA OBJECTIVE

We will strengthen national data systems that harness and use data and technology from all sectors for timely decision-making.

Challenge	There is an unprecedented opportunity for governments to make decisions based on data and statistics that record the world as it is. How can policymakers access and use up-to-date data to ensure decisions are informed by the current and changing development contexts?
Why this is important	We believe that data should be used to take action to improve people's lives. Effective and efficient use of the most up-to-date data will change development outcomes, informing decision-making in even the most critical moments.

ACCOUNTABLE DATA GOVERNANCE OBJECTIVE

We will shape how data is governed, ensuring it is accountable to those whom the data is intended to serve.

Challenge	Effective data governance is key to unlocking the benefits of new data sources and technologies that have data at their heart, in ways that benefit people and protect them from harm. How can we govern data fairly and safely?
Why this is important	We believe in accountability in data governance. This means participatory mechanisms that hold decision-makers accountable and enable people to take an active part in informing how decisions are made and the production, management, and use of data.

Building blocks

Our experience and those of our partners over the last eight years have taught us that achieving these objectives will require a set of common building blocks. Time and again, we see that success lies in three key areas. At both the national and global levels, political commitment, technical capacities, and relevant partnerships are essential for progress.

- Political commitment and leadership are essential if governments are to build the data and digital systems that can underpin progress on the SDGs and realize the opportunities of new technologies. Decisions about how investments are made, how data is governed, and whether policymaking is based on sound evidence all depend on political commitment to data. Building the coalitions to drive that commitment is one key role for our network.
- Even with political commitment, lack of technical capacities can be a barrier to progress. As the use of new digital and AI technologies that run on data grows, the need for the skills and capabilities to manage and use both new and existing data sources and technologies will only increase. Our network helps to strengthen and democratize data skills, bringing new opportunities within reach for all.
- As the data and technology landscape becomes more complex, the need for and potential of partnerships only grow. Our network helps all organizations to find each other, align interests, and solve problems together, realizing the potential of data and data technologies to accelerate progress on the SDGs.

What is needed?

INCLUSIVE DATA

We will make inclusion the norm, putting people at the center of data production, sharing, and use so that their experiences are visible, and the power of data can be used to fight inequality.

Political and institutional commitments	Global standards need to be adopted that embed individual and community agency in data production and use. Governments need to commit to revisit statistical processes, concepts, and indicators in consultation with historically marginalized groups to uncover biases in the design and approach to data collection, analysis, interpretation, and communication.
Capacities	Institutions need the capacity to disaggregate data and adopt intersectional approaches to identify inequalities and uncover how data and measurement may be exacerbating power imbalances. Policymakers need the capacity to collect and incorporate citizen-generated data into their decision-making.
Partnerships	Collaboration is needed between governments and civil society and community groups to understand their perspectives; collect data that reflects their needs, views, and experiences; and establish participatory mechanisms to review processes, methods, and tools. Investment is needed to strengthen national data systems holistically, to support the development of new methods and approaches to make data more inclusive.

TIMELY DATA

We will strengthen national data systems that harness and use data and technology from across the public and private sectors for timely decision-making.

Political and institutional commitments	Commitments are needed within governments to invest in data and technology, and to drive institutional change across government to support strong data systems, statistics capacity, and digital transformation, including from key ministries such as health, environment, and education.
Capacities	Public officials need the skills to use data critically and effectively at leadership and technical levels. These skills include an understanding of basic statistics and data science, foundational data systems, and how to use administrative data and earth observation data.
Partnerships	Collaboration is needed to connect existing technical solutions to unique challenges faced in each country.

ACCOUNTABLE DATA GOVERNANCE

We will shape how data is governed, ensuring it is accountable to those whom the data is intended to serve.

Political and institutional commitments	Mechanisms for public engagement in data governance need to be established and maintained to build public trust and accountability. Frameworks need to be adopted to protect civic space online and offline so that dissenting voices can be heard. Companies need to commit to increase transparency around business practices, how their technology works, and the implications for data collection, management, and use to increase their accountability to society.
Capacities	People need to feel confident in their ability to engage with and think critically about data to hold decision-makers accountable, through investment in education systems, high-quality communications, and information intermediaries. Governments need to understand how they can govern data more ethically.
Partnerships	Access to resources and best practices is needed to support experimentation on participatory data governance. Coordination is needed across agencies and organizations to align data governance practices and minimize confusion, duplication, and divergence. Partnerships are needed between data producers and users to create mechanisms for data subjects to shape how their data will be used in new products and services.

HOW WE WILL MAKE THIS HAPPEN

We are a network, and we will convene the community to deliver these changes together.

We play three critical roles in the ecosystem to complement and maximize the work of others.

OUR ROLES

Some organizations focus on the technical issues around data, implementing country-level methodologies and supporting statistics offices. Others take a sector perspective, collecting, analyzing, and advocating for data to support single objectives. Still others focus specifically on technology innovations and the products and ecosystems required to ensure that all can benefit from new technologies, while managing risks. We increase the impact of all those organizations by aligning the strategies at national, regional, and global levels of the international architecture, advocating for data ecosystems consistent with our network values, and brokering partnerships around the world to ensure the systems are in place for data and data-driven technologies to benefit all. Our network will continue to grow and change, welcoming all organizations who align with our values and want to work together to drive change.

We play three critical roles in the ecosystem, corresponding to the building blocks that are key to creating change, and enabling our partners to work together and be as effective and efficient as possible.

Building block	Role we will play
Political commitments	**Coalition builder** We will build sustained political coalitions to support stronger values-based data and technology systems.
Capacities	**Learning convenor** We will mobilize the power of the network to deliver practical skills and new knowledge to thousands of people around the world.
Partnerships	**Solutions broker** We will deliver change through fostering national and regional data and technology partnerships across our network to increase the accountable use of inclusive and timely data and technology across sectors.

Coalition builder

We will work within multilateral processes and forge new alliances to create well-funded, well-governed, and modern data and technology ecosystems. Through joint events, focused political strategies, communications, and outreach to high-level advocacy partners, we will leverage the power of the network to shift the data and technology landscape.

Partners value our ability to bridge the technical and political, to set and communicate agendas, and to bring them together to tackle challenges in the wider policy and institutional data ecosystem. Our recent independent evaluation by the global consultancy Itad identified policy advocacy as a route to scale our impact, and our ability to build and move consensus as a real strength of our growing network. This role will grow in importance over the next strategy period.

What will this look like? Some examples include:

- On September 17 2023, a collection of data leaders launched the High Impact Initiative on the Power of Data. The group, led by the Global Partnership, UN agencies, and the World Bank, working with the Bern Network, aims to unlock the data dividend to drive progress on the SDGs. The kick-off of the Initiative saw new funding commitments for data and the launch of cutting-edge national data partnerships, announced by an initial group of 15 countries across Africa, Latin America, and Europe. These partnerships will bring together governments, tech companies, civil society, donors, and others to use data ethically to revolutionize decision making, accelerate digital transformation, and drive new economic opportunities for a more equal and sustainable world. By 2030, the Initiative aims to have established 50 national data partnerships and further build the coalition on data.
- The Data Values campaign is a global movement made up of hundreds of people from more than 60 countries working to create a fairer data future. The movement is united by the #DataValues Manifesto, which was developed through a year-long open consultation drawing on the knowledge, research, and experimentation of the network. It calls for change in how we design, collect, fund, manage, and use data and serves as a common basis for advocacy at global, regional, national, and local levels. We will mobilize

Data Values Advocates to bring about changes in data governance and use in their communities.

To play these roles, we will nurture and manage a highly engaged, relevant, broad, and inspired network for change. In everything we do, we will catalyze new relationships for advocacy, action, learning, and experimentation to demonstrate what is possible, replicate what is successful, and expand the scope of what is imaginable.

Learning convenor

We will facilitate learning across our network, to encourage and enable participation in data and technology systems and deliver the innovations and practical implementation that will drive growth and change, inspiring the data and technology world we want across governments and organizations and through individual action.

Partners have consistently cited the opportunity to learn as a key motivation for joining the network, and over time we have evolved a number of different learning offers: peer exchanges, workshop-style convenings and trainings, publications based on learning with our partners, online training offers from our partner network, and an in-depth fellowship program. A mid-term evaluation of our last strategy pointed toward the value in our scaling this learning offer to reach more partners, and that is increasingly a focus of our work.

What will this look like? Some examples include:

- Working with the Wellcome Trust and data.org, the Climate and Health Capacity Accelerator Network will partner with local and international universities and other social impact and public-sector organizations to roll out a curriculum, resources, and experiential learning programs to equip emerging data professionals with the interdisciplinary skills needed to work at the intersection of climate and health. We prioritize working with organizations from the same country or region as the people being trained, to help strengthen local systems and build communities of practice. Training will be followed by data fellowships to ensure that skills are put into practice to solve immediate challenges and build relationships across institutions.

In surrounding communities, dozens of social-impact and public-sector organizations will reap the benefits, hosting paid data fellows who graduate from the program.

- As part of the evolution of the Inclusive Data Charter, we will produce an Inclusive Data Playbook that will help organizations to navigate the huge space that is inclusive data. It will provide steps and tools for how to turn a commitment to inclusive data practices into reality, based on what we've learned works across diverse contexts.

Solutions broker

This is a key route through which we have been bringing partners together for impact, working across government institutions and bringing in the consortia of partners that can offer the combination of capacity development, infrastructure support, and access to data and technology that can unlock progress and build sustainable data and technology ecosystems at national and local levels.

Our partners say that our matchmaking across the network and ability to broker lasting partnerships has been key to solving some of their most pressing development challenges. This will remain a core role that we will expand, including through more systematic engagement of the private sector, and taking lessons from our current partner countries into new geographical areas.

What will this look like? Some examples include:

- Our Data for Environment and Climate Action initiative will continue to match providers of data, infrastructure, and training to those countries facing the biggest environmental threats. So far, we have worked in Somalia, Togo, Guinea, Mali, Paraguay, Suriname, and Botswana on flood and drought early warning with the United Nations Environment Program–DHI Centre, environmental mapping with Humanitarian Open StreetMap, climate change projections with earth observation platforms with eoStrategy and Digital Earth Africa, and monitoring CO2 with Space4Climate.
- We will expand our work supporting safe public-private data sharing, which so far has seen mobile network operator companies in Botswana and

Uruguay collaborate with government departments to increase access to granular and timely information on spatial and temporal population characteristics, such as population density.

- We will work with the United AI Alliance, a network of partners providing AI-powered hardware and software solutions, to get AI infrastructure and skills embedded in countries across Africa and LAC. In partnership with companies such as NVIDIA, Future Tech and HP, so far 8 countries have received new hardware and training on using AI for development priorities.

How we work at different levels

Our collaboration with the Bill and Melinda Gates Foundation to improve the governance of agriculture data demonstrates how our work intersects at the national and international levels.

Using messaging informed by realities on the ground in our food insecure partner countries including Botswana and Ghana, we engage with the Food and Agriculture Organization of the United Nations and Rome-based Member State representatives to increase awareness on the agriculture data gap and the value of investing in data.

Our calls for more comprehensive data governance and increased data financing with the Committee on World Food Security's (CFS) data workstream have led to new language in the CFS policy guidelines on data governance.

Big impact from a network approach

Paraguay is a landlocked country with enormous water resources, from the Itaipu hydroelectric power plant, which generates more electricity than any other dam in the world, to the world's largest freshwater aquifer, shared with Brazil and Bolivia. But persistent problems in managing these resources have resulted in lost economic opportunities for the country and unmet water and sanitation needs for Paraguayans.

As part of our Data for Now initiative, the Global Partnership responded to this challenge by working with the National Institute of Statistics of Paraguay (INE Paraguay) and the country's water-related institutions to launch a digital platform to manage national water resources. The Water Information System is designed to make data and information about water quality, water access, and sanitation levels a public good.

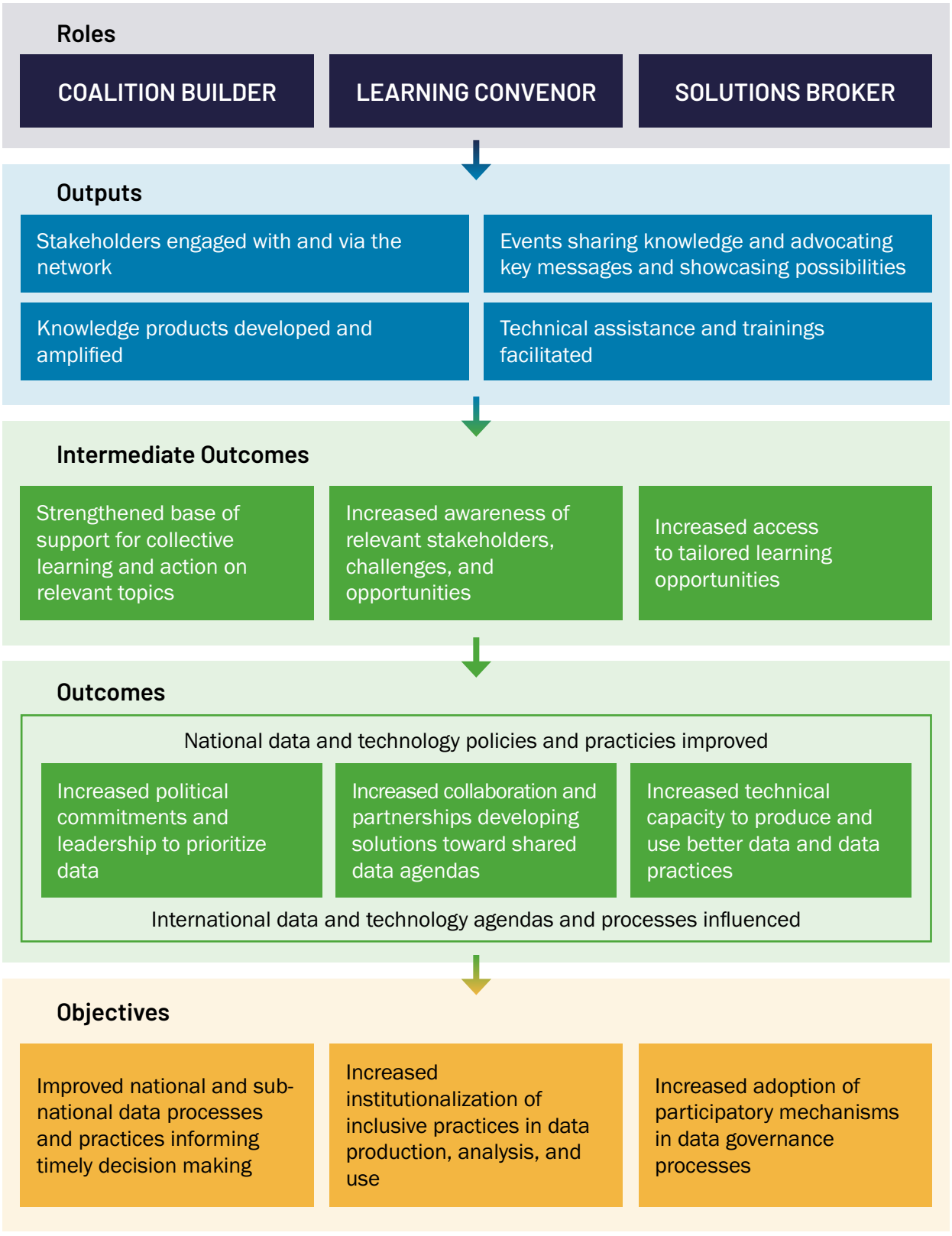
In its first phase, the system will house data collected by institutions such as the Regulatory Entity of Sanitation Services, the Directorate of Drinking Water and Sanitation of the Ministry of Public Works and Communications, the Binational Entity Yacyreta, the Binational Entity Itaipu, and the Directorate of Hydrology and Meteorology of the National Directorate of Civil Aeronautics.

The Global Partnership contributed $62,000 toward meetings, consultants, and staff time to broker partnerships across the country. The result is a well-governed data platform that will help all sectors make better decisions the first time around, and a user base that understands and trusts the process, as its members have been involved in its creation. INE Paraguay says this work is invaluable to disease prevention, access to potable water, and environmental protection, and that it will also allow government and private companies to maximize economic opportunities from their hydroelectric power.

"With the Paraguay Water Information System, we are laying the foundations for efficient, coordinated and online information management, which will translate into public policies with a greater impact on the well-being of current and future generations, because data has the power to be an engine of positive change in people's lives."

—INE PARAGUAY NATIONAL DIRECTOR IVÁN OJEDA

Our Theory of Change



Who will we work with?

Our purpose is to bring organizations together to work toward our common aims. In the increasingly complex realm of data, technology, and statistics, achieving our vision of a world where data and technology are driving sustainable equity will require us to mobilize the full range of players.

We directly partner with governments, in particular national statistics offices, ministries of information and communication technology, and regulators, to bring about changes in their national data ecosystems. We provide public officials with training and technical assistance, and connect them to learn together in peer exchanges. We provide international forums in which to share and amplify their best practices and connect them with other like-minded institutions to create coalitions calling for improvements in the international data and technology architecture and resourcing.

Private-sector companies are often the providers of the data, technology, infrastructure, and skill sets to national data systems, and we connect companies that want to support the SDGs with governments and others who can benefit from the data and technology they bring. We also share learning objectives with the private sector and will often partner with companies on joint research. For example, we worked with Google.org to produce a Cookbook of ingredients and recipes of successful data sharing initiatives. Companies are also critical influencers of international policy and practice around data and technology, and we bring them into political coalitions to move the agenda forward. We work with companies with a global footprint as well as national companies, which are critical actors in the strong national data and technology systems that are the bedrock for progress.

Civil society organizations and the communities they represent have critical knowledge of realities on the ground and therefore are key contributors to the knowledge products and campaigns we develop. They are often leaders in developing new methods and collecting new data on marginalized communities, which then influence the practices of government and multilateral agencies. Sometimes we work closely with gateway organizations – nongovernmental organizations that represent networks of affinity groups – to ensure we reach

a wide range of diverse voices. We have supported Data Values Advocates from some of these groups to lead community advocacy activities. Civil society organizations at global, national, and local levels are key advocacy partners, bringing knowledge and expertise that can help to drive change to data and technology systems.

Donors and multilateral organizations are often both the partners in and targets of our policy advocacy. We work closely with the UN and World Bank, in particular through their role as co-convenors of our Board, amplifying their normative and operational leadership on data and technology. While we solicit donors to invest more in data and technology systems, we also work with them to share learning and strengthen practice. For example, we will work with funding institutions that are committed to the data values transformation, and that will be thinking through the practical pathways for donors to put people at the center of their data and technology investments. Multilateral rule-making and standard-setting bodies are also key partners in scaling up our work. For example, our learning collaborative on data interoperability produced guidelines that were incorporated into the work of the UN Statistics Commission and UN Member States.

And we prioritize bringing these groups together and increasing coordination. All these groups inform the priorities of the network through Partner Town Halls, surveys, and consultation with our Board.

Institutionalizing artificial intelligence in Africa

One reason the Global Partnership is effective is that we are able to cut through tech bluster and hype and get to the heart of what is relevant to practitioners in global, regional, and local contexts.

The Kenya AI Practitioners' Guide is an actionable guidance framework to give concrete practical guidance to those involved in AI-based development and use and also help in shaping upcoming efforts undertaken by Kenyan regulators.

The Guide was created by the Global Partnership in collaboration with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), under the umbrella of the Digital Transformation Centre Kenya. The Global Partnership convened an AI practitioners' group, or Community of Practice, composed of relevant stakeholders representing a diverse range of sectors (government, civil society, academia, and the private sector) and a broad spectrum of technical expertise and specialties.

The Community of Practice worked together over a series of workshops, peer-to-peer capacity-building sessions, and trainings to develop the necessary shared knowledge and subsequently co-created this Guide, covering topics including the building blocks and applications of AI; best practices in ethical deployment of AI innovations across major industries; and key legislative, legal, and regulatory considerations. The diversity of members in the Community of Practice ensured that various challenges, perspectives, and experiences surrounding AI's use for good were represented. The AI Practitioners' Guide represents a valuable tool in guiding the development and deployment of AI in Kenya.

As part of our commitment to scale through learning and replication, plans are underway to undertake similar processes in three other African countries and to support the production of a regional roadmap.

What have we learned?

What has been critical to our success as a network?

In its findings on impact, our independent evaluation pointed to three keys to the Global Partnership's success:

- Our capacity to work, create, and sustain meaningful relationships across geographies and silos, and to transfer lessons between these boundaries, illustrated by our capacity to connect traditional actors, such as governments and national statistics offices, with emerging actors, such as telecom operators and civil society organizations involved in citizen-generated data collection efforts.
- Our approach to technical development, grounded in advocacy and attention to real user needs and political change.
- Our values and priorities of collaboration and co-creation.

Not all our initiatives have succeeded, an inevitability for an organization focused on innovation. In some cases, problems have been solved and we have learned valuable lessons about how we use resources, the time and commitment it takes to support effective partnerships and matching our actions to the needs of the network. In other cases, we have discontinued projects where the drain on our resources threatens to undermine other work. These experiences have taught us about the absolute imperative to ensure that audiences exist for new projects and platforms. Our least successful work has suffered from a fallacy common in our sector, that if you build it (whether it is a new platform, a new product, or a new dataset), they will come. We learned from experience that this is not the case and have used this insight to guide subsequent decisions.

How do we learn?

The Global Partnership has always allocated resources and time to understanding what impact we are having and how it is achieved, to improve what we can offer to our partners and the impact we can have on the world. Below are five mechanisms we established to assess our work that led to significant changes.

This strategy is based on an analysis of relevant trends in the sector. However, it is possible, even probable, that new trends in technology, attitudes, and politics will emerge during the strategy period, requiring us to adapt. We will remain attuned to the experiences of our partners around the world, monitoring patterns and shocks and stresses through our regular conversations, surveys, and future scanning workshops. We will also assess progress at the midpoint of the strategy and determine if our theory of change needs to be amended.

How we have applied lessons learned

2018: Latin America and Caribbean roadmap research

This research highlighted demand and possible partners in the data for development ecosystem, which led us to expand in the region, including with the recruitment of new staff and formation of new partnerships.

2019–21: Independent evaluation

The evaluation by the international consultancy Itad pointed toward learning and policy advocacy as routes to scale the impact in our country-level work. This led us to increase our investment in these functions in the Secretariat, developing learning and policy advocacy strategies, and designing new campaigns and knowledge products.

2022: Private-sector engagement research

This paper highlighted the need for us to make requests more systematically to companies based on their motivations, leading to the development of a Private Sector Board Committee, a Needs Map, and our two private partnership models.

Annual: Partner Survey

Our 2021 Partner Survey saw the network demand a clearer vision on a fairer data future. We responded with the development of the Data Values manifesto. The survey has also consistently highlighted the value partners get from sharing learning with each other, and we are investing more in this area of our work.

Project close-out after-action reviews

After each project or activity, we conduct learning reviews that have in the past led to revisions in project management guidance and the establishment of models for our learning, advocacy, and country engagement approaches.

How have we evolved?

The point of learning is to change our practice. As a relatively young organization, we have been continuously evolving, growing our understanding of our role and where we can be most effective. There are three key areas where we have seen the most change, and which are setting the direction of the network for the next strategy period:

Becoming the entry point into the data community

One big change has been in who the network is. The nucleus of around 50 organizations who set up the partnership, many of whom knew each other and had been working together for many years, has grown to a looser network of around 700 organizations, with varying degrees and types of engagement with the network. Every two years we bring the network together in a Data Festival organized together with one of our partner countries. Our first Festival, in 2018, involved 239 organizations from 80 countries taking part in 50 dynamic sessions. Our 2023 Festival involved more than 350 organizations from 82 countries and over 80 co-created sessions.

This growth has made us a more useful partner to key players in the multilateral system and in political forums like the G20, where the Global Partnership is increasingly seen as the main entry point to engage the data, technology, and statistics community. It has also meant that as we transition from a smaller, tighter group, we have had to set a clearer framework around the norms and expectations for what it means to be part of the network.

The huge demand for the services we offer our partners is more than we can meet with current resources. As we continue to grow, we are increasingly confident of our role as an umbrella organization that helps its vast membership base find and speak with a common voice on key issues and assist partners to navigate around the data community. We have learned how we can best leverage our position as a network to add value to our partners' work, and how we can help to deliver sustainability and scale.

Putting values first

The original identity of the network was quite neutral – a forum to broker data and technology partnerships to accelerate progress on the SDGs. However, for both the Secretariat and partners, that neutrality quickly became unsatisfactory. Values matter – not only the values embedded in the SDGs, but also values and norms underpinning

how data and technology itself are owned, governed, analyzed, and used. Increasingly, we confronted questions from our Board and partners about the normative approach grounding the Global Partnership's work, as questions about data and technology, power, and politics surrounded us in our everyday lives and in the work we do. Initiatives like the Inclusive Data Charter began to frame the Global Partnership's work in explicitly normative terms.

This philosophy evolved into a much more comprehensive, collaborative and overarching Data Values Manifesto, developed out of inputs from 350 people based in 63 countries. The Manifesto marks the transition of the Global Partnership network from one that is neutral on how data and technology are governed to one that has a view on what kind of data and technology systems we are collectively working toward.

Policy advocacy and learning as a route to scale

Our independent evaluation concluded that convening partners around policy and learning is the most effective route to scaling our impact. This insight has been key for our planning since 2021 and is embedded in this new strategy. The success of our work in this area so far can be seen in the UN's request for the Global Partnership to lead on the Power of Data Initiative, a key part of the UN SDG summit to mark the midpoint of the SDGs in 2023.

As a network, the Global Partnership has a unique approach to policy engagement that draws on the breadth and diversity of its partners, and the collective power of their experience and expertise. There are three main pillars of our policy engagement:

- **Agenda setting.** This involves understanding or defining the issue and aggregating available evidence, often from multiple perspectives, to challenge narratives, establish the parameters for dialogue, and build consensus.
- **Coalition building.** This involves identifying the actors who have a stake in the issue or can influence it, building relationships, and bringing together partners who may not otherwise collaborate or be exposed to each other's perspectives.
- **Sharing knowledge from local to global and back again.** The breadth and diversity of our partners allow us to test new approaches and aggregate experience and knowledge to shape global norms, values, and principles, and to channel global norms back into advocacy and practice at regional, national, and local levels.

Learning is integrated into all that we do—it is a key element of how we deliver our country-focused work as well as our policy advocacy and is how we scale the impact of both of those portfolios. Since 2020, we've served 1,500 learners through 62 learning events (trainings, peer exchanges, expert clinics, fellowships). Over 700 of those learners have participated in technical training representing 222 institutions from 38 countries. To effectively serve our breadth of partners across a range of national, regional, and global data-related objectives, we foster learning using three distinct but interrelated models:

1 Experiential learning (capacity development)

This focuses on learners increasing their own skills and knowledge through hands-on, practical activities and learning experiences. Learners are able to increase their skills through capacity development training and apply what they have learned through a use case or participate in a fellowship for more on-the-job application.

2 Transformational learning (knowledge sharing)

This focuses on learners reframing their own knowledge and understanding through social interaction and collaboration. We do this by convening actors aligned to specific topics, to build consensus, develop actionable knowledge products, and, thus, grow the knowledge base. Additionally, through networking, knowledge-sharing events, and collaboratives, learners exchange more tacit and less tangible knowledge such as around leadership, innovation, and creativity, that serves to shift or adapt their own viewpoints.

3 Self-directed learning (knowledge products)

This focuses on learners accessing and using content at their own convenience and pace. We help learners do this by coordinating and communicating relevant content produced by the Global Partnership as well as partners. Through our website, listserv, and brokering (person-to-person interactions), we connect learners to the growing landscape of data for development of digital learning resources that can help them improve skills and gain knowledge to achieve a range of objectives, from advocacy to production of technical outputs.

Our approach to policy advocacy in practice: advancing citizen-generated data

In 2017, there was very little robust understanding of citizen-generated data (CGD) as a legitimate data source, and official statisticians were suspicious of it. However, several of our civil society partners saw a need to build greater understanding of CGD among official statisticians as a pathway to promote the Leave No One Behind agenda.

We established a partner task team as the core of a future coalition. Its first task was to produce a typology of CGD approaches and examine their strengths and weaknesses. This set the agenda for future CGD discussions with the official statistics community and other data producers.

We carried out two country-level projects with partners to operationalize the guide. These and other partner projects contributed to building and moving the consensus on CGD toward a more accepted and legitimate data source for capturing the needs and experiences of marginalized groups. The projects and events also allowed us to disseminate the principles of the CGD guide so that government and civil society partners could ladder them down into their own work. They also allowed us to ladder up the learning from country work on CGD to a global audience and foster peer exchange across government and civil society partners.

We are taking part in talks that will help shape the normative agenda on CGD at the global level through the UN Statistical Commission, where the discussion has shifted from debating whether to interact with CGD to debating how to work with civil society and trying new methods. Further, our advocacy has contributed to the inclusion of CGD in the G20 2023 Action Plan to Accelerate Progress on the SDGs, as a legitimate source worthy of further investment and support.

Our approach to learning in practice: Data Science Fellowships

The Global Partnership and the African Institute for Mathematical Sciences (AIMS) partnered with national statistics offices and ministries across sub-Saharan Africa to run the Data Science Fellowships. The fellowships aimed to strengthen the skills and capacity of institutions to use data science tools and analytics to enhance data and statistical processes and outcomes. The program ran during the spring and summer of 2021 and was structured around the following stages:

Training: AIMS delivered a modular-type comprehensive training that covered basic and advanced data science topics.

Project scoping: Participants from each host institution were asked to select a key project problem from their unit for data science application.

Solution and process co-creation: Students became fellows embedded in partner institutions to support in developing and deepening data science skills and collaborating on a specific project.

Mentorship: After the initial project phase, fellows continued supporting their host institution through mentoring.

The fellowships have led to a new automated platform for monitoring price and exchange rate change in Ethiopia, the creation of a model to predict deforestation in Senegal, pioneering a census data dashboard in Ghana, and scaling up a child protection information system in Malawi.

LET'S WORK TOGETHER

The last eight years have shown us how our network can be mobilized to use its power for good, demonstrating our impact on building the data and technology systems we want and need to set societies on track for sustainable and equitable growth. The next phase of our work will see us scaling up to match the challenges and opportunities ahead as our network, ouwr ambition, and our impact grow in scale. To rise to the challenge and opportunity of the moment, we need a louder, more active, and more engaged movement to both demand and create the world we want to see.

We hope you will accompany us on that journey.

To governments

Your policies and programs have the power to drive progress and protect people and the planet. But having the right information available, at the right time, can be challenging, especially with increasingly complex and urgent crises such as famines and disease outbreaks. We can find solutions from across the data and technology world and add skills to your toolkit for future challenges.

You are at the frontline of where innovation is being used for social good. We can get your successes heard around the world so they can be scaled in more countries and share emerging lessons in fast-moving areas like artificial intelligence.

You lead in policymaking and rule setting on the issues that will establish the parameters for data and technology production, governance, and use in the coming decades. We can bring together the coalitions and partnerships to learn, experiment, and ultimately drive policy and investments to ensure that data, and the technologies with data at their heart, are used for good.

To the private sector

Your data and technology solutions are critical to solving global development challenges such as climate change, health crises, conflict, and worsening inequality. But with contexts changing so quickly, it can be difficult to identify where these solutions can help most. We can help you to understand how your products can meet needs in different contexts, and what is missing from the market.

With data agendas becoming more complex and challenging, your company needs to understand what is at stake, recognize the opportunities, and design the solutions we all need. We can tap into the knowledge of our diverse network to collect and produce lessons to help with your decisions around your products, investments, or markets.

To civil society, academia, and media

Your experience working with diverse populations means you have valuable knowledge about what is needed on the ground to make data and technology work for development. We can get your findings, stories, and best methods heard in guides and wide-reaching campaigns so that they lead to lasting change.

As your own organizations work to adapt in the evolving data and technology landscape, it can be hard to identify how to maximize innovation while keeping people safe. We can work with you to establish inclusive and accountable data and technology practices that support your organizations' goals.

To funding institutions

Your data and technology and leadership allow countries and organizations to strengthen foundational systems and trial new approaches. We can collaborate with you to achieve your data and technology for development objectives at scale, helping your resources create a fairer future and stretch further through a networked approach.

Your political influence can strengthen the international data and technology architecture. We can bring together other like-minded institutions to move the agenda forward in impactful campaigns.

There is huge demand for our work among governments, UN agencies, civil society, and the private sector. Our first strategy period has taught us how to be effective, and we are ready to scale up and solve some of the biggest challenges of our time. We hope you will support us.

HOW TO JOIN US

We do not ask our partners for commitments or pledges, and we do not offer a traditional membership.

Instead, our network is a space for:

Information sharing: discovering opportunities to participate in activities and events, including peer learning groups and fundraising proposals.

Skills building: working together to bring the skills and expertise in the network to where they are most needed, including through trainings and fellowships.

Understanding the trends: understanding the actors and latest research and innovation in the data and technology for development space.

Connecting and collaborating: pitching ideas, finding collaborators, asking for support, and amplifying your work to a community of 700+ organizations globally.

Sectoral leadership: receiving invitations to join the Global Partnership's Board and Technical Advisory Group.

Visibility: Amplifying the reach of your work through the Global Partnership's networks and digital channels.

Please contact info@data4sdgs.org to discuss membership.

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