

Statistical Commission
Fiftieth session
5 – 8 March 2019
Item 4(e) of the provisional agenda
Items for information: Big data for official statistics

Background document
Available in English only

UN Global Platform Business Model Options

Prepared by the UN Global Working Group on Big Data for Official Statistics

UN Global Platform High Level Overview
March 2019

Table of Contents

Executive summary	3
UN Global Platform business model background	5
Platform business model	5
Blended business model	6
UNGP endorsement	6
UNGP business model selection	6
UN Global Platform Business Model Overview	7
Governance and oversight	7
UNGP Organization	7
Benefits to NSI's	7
Regional Research Hubs	8
Figure 1: UN Global Platform Business Model	9
UN Global Platform Governance Mode	9
UN Global Platform Organization	10
UNGP Organization options criteria	11
Options considered for UNGP Organization	12
Shortlisted Options	12
Option 1 - Partnership between the UNSD/DESA and a new charitable organization set up by NSIs and/or private parties	13
Option 2 - Partnership between the UNSD and an established charity organization	14
Option 3 - Public ownership by the UN	15
Recommendation	16
Regional Research Hubs	16
Option A - No Regional Research Hubs	16
Option B - Regional Research Hubs	17
Recommendation	18
<i>Option 2.A</i>	18
<i>Option 2.B</i>	18
Annex A – The Global Working Group for Big Data in Official Statistics (GWG)	19
Annex B – UN Global Platform – High Level Overview	20
Annex C – UN Global Platform Stakeholder Groups: expected contributions and benefits	33

UN Global Platform High Level Overview March 2019

Executive summary

The United Nations Statistical Commission (UNSC) created the Global Working Group on Big Data for Official Statistics (GWG) at its 45th session in 2014. The GWG provides strategic vision, direction and the coordination of a global program on Big Data for official statistics, including for compilation of the SDG indicators for the 2030 Agenda for Sustainable Development.

The work of the GWG is carried out by task teams (Annex A). The task team on the Global Platform is led by the Office for National Statistics, UK (ONS).

The UN Global Platform (UNGP) is a global digital platform which has a marketplace capability to enable collaboration and the exchange of trusted data, trusted methods, and trusted learning between trusted partners. The other capabilities within the UNGP roadmap are digital services to support the development, sharing and publishing of trusted data, trusted methods and trusted learning by trusted partners.

Development and maintenance of the UNGP is performed under the auspices and guidance of the Statistical Commission, in support of the national statistical systems of developed and developing countries.

The agreed recommendations from the Statistical Commission based on the Report on the 49th session (6–9 March 2018)¹ included:

..... that the proof of concept phase for the global platform of the Working Group should run from now until March 2020, reiterated the need to present the business case for the platform, and requested that work on the legal, ethical and funding considerations be initiated during this phase and that steps be taken to enable access by small island developing States to big data

This background report presents the main aspects of the business model for the UN Global Platform as a basis for further development of the full business case – focusing on the legal entity, operational entity, governance and ethics.

The Statistical Commission is invited to participate in the UNSC side-event on 6 March 2019 at 8:15 AM in Conference Room 4 and to:

¹ [1] <https://unstats.un.org/unsd/statcom/49th-session/documents/Report-on-the-49th-session-E.pdf>

UN Global Platform High Level Overview

March 2019

Reflect on the proposed UN Global Platform Business Model presented within this report, in particular:

- I. The proposal for a blended business model which will allow multiple stakeholders to participate in the UN Global Platform ecosystem in different ways [Annex C];
- II. The UN Global Platform Business Model at high level [Figure 1];
- III. The criteria used to assess the best option for the UNGP Organization [Pages 10-11];
- IV. The recommended options to take forward for further development of the UNGP Organization (Option 1 and Option 2);
- V. The recommended option to include, within the further development of the business model, a series of Regional Research Hubs (Option 2);

As more work is underway to develop these proposals in preparation for the 51st session of the Statistical Commission the GWG would appreciate feedback from members of the UNSC by 19th April 2019. Comments can be submitted to the GWG on Big Data at bigdata@un.org.

Next steps:

The GWG will further develop the business model, based on the comments and views received. A preferred platform business model will be presented to the UNSC in 2020 for endorsement.

UN Global Platform High Level Overview

March 2019

UN Global Platform business model background

Platform business model

The UNGP task team within the UK has been developing a digital platform which has a marketplace capability to enable collaboration and the exchange of trusted data, trusted methods, and trusted learning between trusted partners. The other capabilities within the UNGP roadmap are digital services to support the development, sharing and publishing of trusted data, trusted methods and trusted learning by trusted partners.

The UNGP supports an ecosystem of trusted partners. These partners can set up data collaboratives to drive innovation in the creation of new official statistics methods, particularly in the use of Big Data. This collaboration among partners with an emphasis on sharing data, methods and learning across the system reduces the cost and time necessary to develop new methods. Sharing data sources and new methods will develop a network of fellow statisticians, data scientists and other researchers, and increase harmonization in the use of new data sources, particularly Big Data sources, across the statistical system.

The UNGP Organization proposed in this paper adopts elements of a platform business model. A platform business model is a fundamentally different approach to more traditional 'pipeline' business models, facilitating sharing between trusted partners who may be both consumers and producers.

Platform organizations are one of the best organizational structures for enabling rapid evolution. The appeal of platform organizations is their potential to generate more and different forms of value, at lower total cost.

The UNGP Organization, as the owner/orchestrator of the UNGP, will not typically own trusted data, trusted methods, and trusted learning but instead the means of connection (bringing trusted partners together).

The platform organization is driven by understanding the behavior of its partners within the platform. The platform business model is self-learning, meaning that the UNGP can use analytics and machine learning from the UNGP usage to evolve in response to demand from partners to deliver well understood data, methods, and learning as standard products and services. The more activity the platform orchestrates the more it can learn and the better it can evolve.

For the UNGP, the rate of innovation is not dependent upon the physical size of the platform but the size of the ecosystem of consumers; National Statistics Systems (NSSs), and their partners. All members of the ecosystem can provide information on improvement, quality control, reliability and price sensitivity. In other words, for a platform organization,

UN Global Platform High Level Overview

March 2019

the bigger the network of users becomes the more innovative, efficient and customer focused it can become.

Blended business model

The UNGP blends the aims of the UNSC to support the 2030 Agenda and its Sustainable Development Goals (SDGs), 'leaving no one behind'.

The blended business model is based on the triple bottom line: people, planet, prosperity (UNEP, Our Planet, 2015). Different classes of trusted partners are defined within the blended model based on the principle of 'ability to contribute' to realize partner benefits. Thus, each class of partner will contribute something to the UNGP to derive its partner benefits from the UNGP. The UNGP business model will ensure that trusted data, methods, learning, services and software applications are exchanged in a way that contributes to better understanding of the global economy and society, the delivery of the SDGs and the modernization of the statistical system whilst also supporting sustainable profits for commercial partners.

The UNGP business model is underpinned by partners working in collaboration. Entities from across the public, private, third and academic sectors will work together for mutual benefit. The benefits will accrue to different types of partners in different ways and will include access to data, methods and learning and financial reward.

UNGP endorsement

Resources for the initial development of the UNGP are being provided by the UK Office for National Statistics (ONS), partner NSIs and the UNSD, collaborating via the GWG. Some of the technical partners working with the UNGP have also directly contributed resources to assist, for example; free access to data and tools, and free credits for cloud services.

Alongside the endorsement of the UNSC in March 2018, the UNGP has received early informal expressions of interest from public sector/NGOs, leading technology suppliers and other potential partners, each identifying ways to contribute and/or consume data, methods and other services from the UNGP.

The blended model approach is seen as attractive to all potential participants.

To assure continuation in the long term, the UNGP needs to be put onto a sustainable footing, through a business model which offers the opportunity to secure external funding.

UNGP business model selection

The high level organizational structure of possible business models for the UNGP is considered in this paper. These blended business models draw on the recommendations of

UN Global Platform High Level Overview

March 2019

the Report of the 49th session of the Statistical Commission and the core premise that the UNGP should 'leave no one behind'.

The ways in which various partners and stakeholders can participate in the UNGP, how different stakeholder groups will be expected to contribute, and the value and benefits they can expect to derive by being part of the UNGP ecosystem are set out in Annex C. As was recommended in the Statistical Commission Report, the UNGP will develop mechanisms so it has the flexibility to operate as a federated network of IT systems. NSI data centres could operate with the UNGP as Data Collaboratives, as shown in Figure 1.

The areas which need to be agreed to allow for further development of the UNGP and deliver a mechanism to enable sustainable long-term footing for the work carried out to-date are:

1. UNGP Governance
2. UNGP Operating Model
3. UNGP Funding

The options for the UNGP Operating Model (2) and opportunities for UNGP Funding (3) are tightly coupled.

UN Global Platform Business Model Overview

The underlying form of the proposed business model for the UNGP is shown in Figure 1.

Governance and oversight

UN mechanisms, led by the GWG, will define and ensure the overall governance for a UNGP Organization which will develop trusted partner relationships and design and operate the Global Platform. Options for the structure of the UNGP Organization are considered later in this paper.

UNGP Organization

The UNGP Organization will be a separate legal entity, able to accept funding from a variety of potential sources, enter into contractual arrangements and employ its own staff. Options for the structure of the UNGP Organization are considered later in this paper.

Benefits to NSI's

The UNGP will enable the international network of NSIs to collaborate better and work together more effectively within the global official statistics ecosystem, particularly in the

UN Global Platform High Level Overview March 2019

use of newly available data sources, including Big Data, for statistical production; including collaboration in the development of SDGs indicators.

The UNGP Business Model proposes to deliver an ecosystem which recognizes that to make the best use of new data sources, in a timely fashion, the global statistics system can no longer operate in isolation. The urgent need to deliver statistics and insight useful in the information age requires NSIs to reshape how they work. They need to gain access to emerging data sources and develop capabilities to use the new data analysis tools and techniques rapidly emerging from private companies across the technology sector. Some NSIs are more advanced than others in this space. The UNGP will help raise capability and capacity across the statistical system, enabling NSIs to partner with each other more readily to share learning and also to partner with organizations across different sectors more readily. It will provide friction-free access to new big data sources and technologies, to further innovation in statistical production.

NSIs will be able to increase their capabilities, especially in new areas such as data science, through shared learning. By collaborating with one another to minimize duplicative efforts NSIs can move forward together, leveraging local resources to reduce individual resourcing pressures.

The ability to apply innovation to statistics production in this way should deliver a more holistic statistical modernization to increase the quality of official statistics with reduced costs to individual NSIs and at a reduced total global cost to the NSI community.

Regional Research Hubs

The legal issues around data sharing were an important driver behind the Bogota Declaration. A wide variety of legal and regulatory frameworks are in place across different geographies. Also, social and cultural attitudes to data vary enormously across the world.

Maintaining public trust is essential to statistical production. Data providers and individual data owners need reassurance about where their data is stored and who is accessing it for what purposes. The regional hub option is proposed as a solution to solve some of these local issues.

For these reasons, and also to support and enable the expansion of the UNGP in different geographies and across different topic areas it is envisaged that there will be a number of regional research hubs in place as part of the overall UNGP structure. Regional hubs will be able to operate on the Global Platform. The definition and responsibilities of these hubs are considered later in this paper. Examples of the types of bodies which might wish to work with the UNGP as regional research hubs are shown in Figure 1 and described in more detail in Annex C.

**UN Global Platform High Level Overview
March 2019**

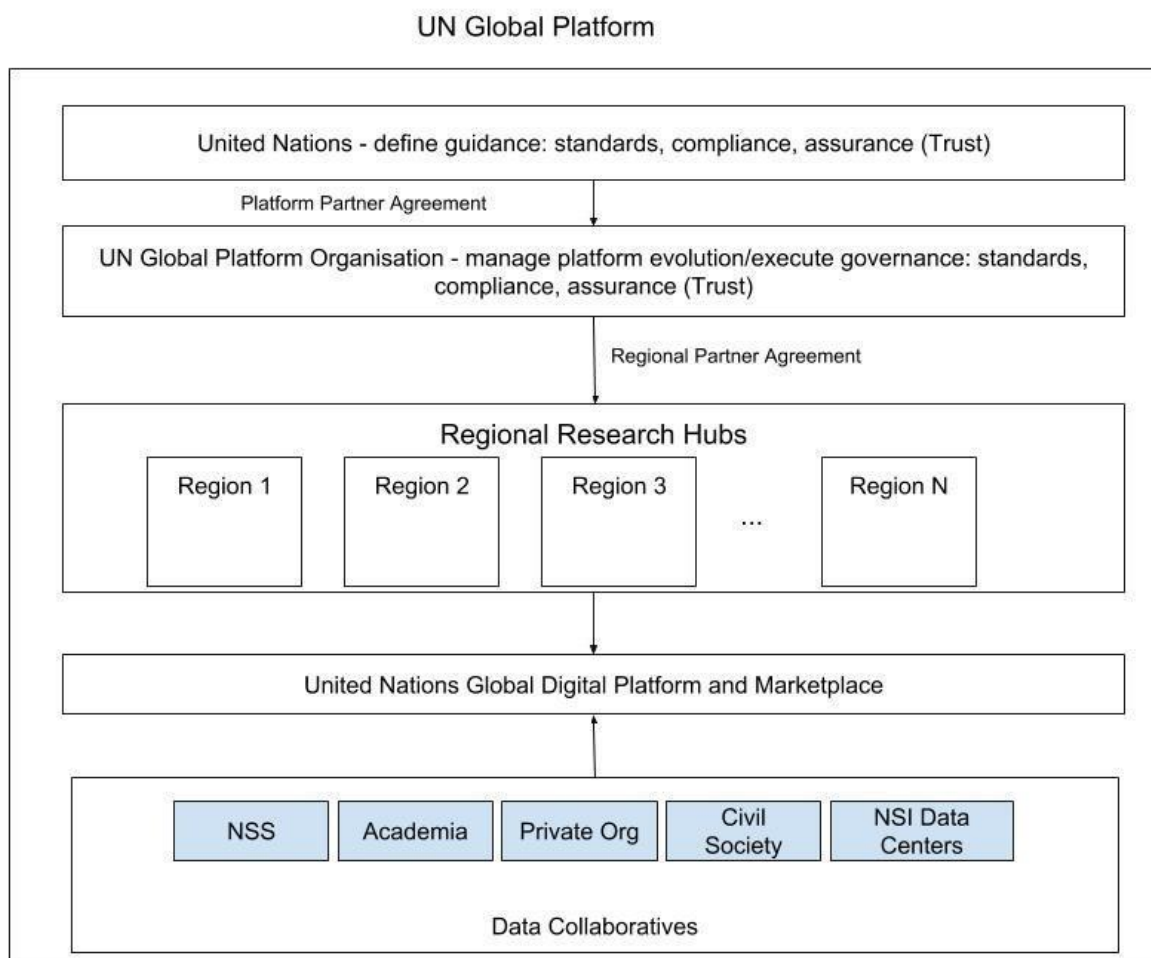


Figure 1: UN Global Platform Business Model

UN Global Platform Governance Mode

The governance of the United Nations Global Platform (UNGP) will remain under the auspices of the United Nations.

It is proposed that UNGP oversight will be provided through the United Nations Statistical Commission (UNSC)². The UNGP business model will align with the Statistical Commission’s

² <https://unstats.un.org/unsd/statcom/>

The United Nations Statistical Commission, established in 1947, is the highest body of the global statistical system. It brings together the Chief Statisticians from member states from around the world. It is the highest decision-making body for international statistical activities especially the setting of statistical standards, the development of concepts and methods and their implementation at the national and international level.

The Statistical Commission oversees the work of the [United Nations Statistics Division \(UNSD\)](#), and is a [Functional Commission](#) of the [UN Economic and Social Council](#).

UN Global Platform High Level Overview

March 2019

responsibilities to comply with United Nations goals, values and ethical standards. The key principle to 'leave no one behind' will drive UNGP policies, principles and procedures.

The United Nations GWG will provide the overarching guidance by defining the UNGP standards and principles, including ethical standards, and setting up the compliance and assurance framework necessary to ensure the UNGP is a reputable, inclusive, trusted endeavor operating at the highest level of standards and values, in an open and transparent manner inviting contribution from a wide range of stakeholders.

In any option for the UNGP Business Model there would be a management board which would consist of employees from UNSD/DESA, National Statistical Institutes (NSIs) and a number of independent board members. The management board would own the data policies, ethics, security and assurance policies and principles.

The UN GWG board will be accountable for operating in an open and transparent way to ensure that the execution of data policies, ethics, security and assurance policies and principles creates the highest levels of trust in data, methods and learning on the UNGP.

UNSD/DESA would create a partnership agreement with the UNGP Organization to develop and guide the execution of data policies, ethics, security and assurance policies and principles.

UNSD/DESA would report openly and transparently on the activities of the UNGP Organization, including regular reports to the Statistical Commission.

UN Global Platform Organization

An independent UNGP Organization will need to be established in order to deliver the UNGP. The organization must be able to generate and accept funding, plan and deliver the UNGP as it evolves and undertake operation and commercial activities such as hiring staff, contract negotiation and UNGP Platform evolution. A number of options have been considered by the UNGP task team. These are set out later in this paper. The options have been considered against the criteria below.

In any option for the UNGP Business Model, there would be a management board which would consist of employees from UNSD/DESA, NSIs and a number of independent board members. The management board would own the data policies, ethics, security and assurance policies and principles.

UN Global Platform High Level Overview

March 2019

UNGP Organization options criteria

This set of criteria have been used to ensure that the preferred options for the UNGP Organization meet the requirements of the UNSC, UNSD and NSIs and that the UNGP Organization will be set up in a way which will enable it to meet its objectives.

The set of options criteria are:

- Public Purpose – the option must demonstrate that platform activities are carried out for the public good
- SDG's – the option must demonstrate how SDG's will be supported through the UN Global Platform
- UN Oversight – the option must be able to operate under the guidance of, alongside, and in partnership with the UN
- National Statistics System (NSS) participation – the option must demonstrate how members of NSS's, including NSIs, will be involved in the partnership and partnership entities
- Trusted – the option must describe how trust in the UN Global Platform will be established
- Global collaboration – the option must show that it is possible for trusted partners to collaborate globally through the structure that the option will establish
- Reach across all nations – the option must show that the UN Global Platform can operate to support all regions within a global network
- Flexibility to extend – the option must demonstrate the ease with which the UN Global Platform ecosystem can be expanded to support increased numbers of trusted partners and data collaboratives
- Data access – the option must show that there can be access to trusted data and trusted methods within the UN Global Platform for sharing and collaboration, whilst complying with platform governance, data privacy and legislation
- Organizational flexibility – the option must show that it has the organizational flexibility necessary to permit and drive innovation
- Funding – the option must be able to attract the necessary funding, including the possibility of philanthropic funding, to commence operations and the wherewithal to build a sustainable funding model for the future
- Co-funding/project funding – the option must be able to manage and support partner entities as and when they need to attract funding for particular activities
- Non-commercial purpose – the option must not generate funding directly through platform activities
- Ability to operate legal contracts – the option must be able to enter into commercial arrangements with partners and suppliers
- Staffing – the option must be able to employ its own staff

UN Global Platform High Level Overview

March 2019

- Access to expertise – the option must be able to attract the capabilities needed to manage the UN Global Platform and govern the ecosystem
- UN brand visibility – the option must be able to promote the United Nations and its values as a partner in the operation of underlying entities

Options considered for UNGP Organization

A number of different structures have been considered for the UNGP Organization. These are listed below:

1. Partnership between the UNSD/DESA and a new charitable organization set up by NSIs and/or private parties
2. Partnership between the UNSD/DESA and an established charity organization
3. Public ownership by the UN
4. Public ownership by an NSI
5. Wholly owned by NSIs
6. Government owned Company (GovCo)

Shortlisted Options

As set out earlier in this paper the options for the UNGP Operating Model and opportunities to establish sustainable funding for the UNGP are tightly coupled. The view of the GWG UNGP task team is that publicly owned organizations would find it difficult to attract philanthropic sources of funding. The fundamental principle that the UNGP has a public purpose, working for global public good, especially for less developed nations, means that the operating entity set up as the UNGP Organization should not make profit from its platform or other activities, because this undermines the fundamental public purpose of the platform, and restricts the opportunity for philanthropic funding.

Organizational flexibility is also an important requirement to drive innovation. Innovation will be achieved more easily in a UNGP Organization that can adapt quickly in response to changing requirements from NSIs and their trusted partners for example in line with changes in big data sources and technology advancements. A private organization can be set up with a flatter more modular structure and is therefore more likely to be able to respond in this way to support the rapid evolution of the platform.

We also think that neutrality from any individual government may help improve the UNGP to access to commercial data sources whose owners may be concerned about national government access to some of these data.

UN Global Platform High Level Overview

March 2019

Taking these, and other matters, into consideration we have ruled out options 4, 5 and 6 above and for this reason will only take the first three charity options forward for more detailed consideration here.

Option 1 - Partnership between the UNSD/DESA and a new charitable organization set up by NSIs and/or private parties

Under this option a new UNGP Organization would be established specifically to support the UNGP. As a separate legal entity set up for the exclusive purpose of supporting the UNGP the organization would be fully designed to deliver against the values of the UN, the GWG and in the interests of NSIs and their trusted partners. The organization would be unencumbered by any pre-existing commitments.

The UNSD/DESA would create a (global) Platform Partner Agreement with the new UNGP Organization. This single agreement would reduce the overall governance and management overhead for the UNSD.

The UNGP Organization would run as a separate entity operating in partnership with the UNSD. It would carry out the development, delivery and management of the UNGP executing and enforcing the standards and policies set out by the UNSD in its guidance role.

The UNGP Organization would be singly responsible for compliance with UNSD guidance and for the evolution of the UN Global Platform.

For the UNGP Organization to access to charitable or philanthropic donations, the organization would need to be a private charity. This would provide shares to stakeholders. To function as a non-public organization the majority of shares would need to be in non-public hands.

The legal entity would be free of public sector constraints, which would allow a flat and flexible organization able to deliver at pace and to encourage innovation.

To overcome resource constraints the charity may need access to NSI data management resources. Success may depend on how NSIs are able to contribute.

Regional Research Hubs could operate with the UNGP Organization via Regional Partner Agreements.

This arrangement would satisfy all the options criteria set out for the UNGP Organization.

UN Global Platform High Level Overview March 2019

Funding

Funding for this option could be provided from the following sources:

- Philanthropic donations
- Foreign aid grants
- Grants from the public sector, civil society, academia and private sector organizations to fund projects carried out by the UN Global Platform organization
- Donations (including donations in kind) from trusted partners and other stakeholders

Option 2 - Partnership between the UNSD and an established charity organization

Under this option the UNSD would create a (global) Platform Partner Agreement with an existing private charity to manage the UNGP. This single agreement would reduce the overall guidance and management overhead for the UNSD.

The existing private charity organization would, alongside its current remit, carry out the development, delivery and management of the UNGP executing and enforcing the standards and policies set out by the UNSD in its guidance role.

The charity board would become responsible for compliance with UNSD guidance and for the evolution of the UN Global Platform.

The advantages of approaching an existing charity organization with objectives that align with the UN goals, policies and values are the organization may already have expertise and capability in attracting a philanthropic funding, and would potentially have the ability to operate a global network.

The existing charity would need to demonstrate that it could offer the same flexibility as a new, bespoke, charitable organization, especially since existing charities are likely to be structured based on existing philanthropic activities and unlikely to be able to dedicate 100% of their focus to UNGP activities.

Existing charities will each have an established brand which could dilute the brand of the UN/UNGP

An existing charity would also need to prove its ability to operate in the technology space and/or recruit the resources necessary to do so. Many charities have limited capability and expertise in this space and many tend to specialize in specific areas, therefore they may not be able to meet all the research and data management requirements.

UN Global Platform High Level Overview March 2019

To overcome resource constraints the charity may need access to NSI data management resources. Success may depend on how NSIs are able to contribute.

Regional Research Hubs could operate with the UNGP Organization via Regional Partner Agreements.

This arrangement could satisfy all the options criteria set out for the UNGP Organization.

Funding

Funding for this option could be provided from the following sources:

- Philanthropic donations
- Foreign aid grants
- Grants from the public sector, civil society, academia and private sector organizations to fund projects carried out by the UN Global Platform organization
- Donations (including donations in kind) from trusted partners and other stakeholders

Option 3 - Public ownership by the UN

In this option the UN/UNSC would wholly own and operate the UN Global Platform. The UN Global Platform Organization would not exist as a separate entity. The UNSD might operate the UNGP via a global regional network without a central resource, developing Regional Partner Agreements directly with Regional Research Hubs.

UNSD would need to attract sources of funding itself at a time when access to philanthropic sources of funding may be limited for a public organization like the UNSD (see reasons for ruling out options 4, 5, and 6 above).

UNSD/DESA would also need to attract and retain the necessary technical and commercial capability to take this option forward.

In theory, the UNSD/DESA could generate funding and recruit its own team to take the UNGP forward. However, this would be perceived as a very strong change in direction for Statistical Commission members most of whom view the UNSC as a convening, rather than a delivery body. This option would result in a high risk that the support for the UNGP from across the official statistics community would be severely diluted.

Funding

Funding for this option could be provided from the following sources:

UN Global Platform High Level Overview March 2019

- Philanthropic donations
- Foreign aid grants
- Grants from the public sector, civil society, academia and private sector organizations to fund projects carried out by the UN Global Platform organization
- Donations (including donations in kind) from trusted partners and other stakeholders

Recommendation

The GWG, through the work carried out to-date to assess the options for the UNGP Organization, strongly favors a combination of a private charity, working under the guidance of and in partnership with the UNSD. (I.e. Option 1 or Option 2)

Regional Research Hubs

Regional Research Hubs could much to the breadth and depth of the UNGP ecosystem, bringing in additional data, methods and skills. However, they are not essential to the UNGP so two options are considered here.

Option A - No Regional Research Hubs

The UN Global Platform organization would operate all its functions centrally without setting up partnerships with Regional Research Hubs (RRH). Regionality would come through individual global data collaboratives of trusted partners from specific regions, determined by the UNGP marketplace.

This model would make setting up the UNGP simpler and less resource intensive.

However, without RRHs of some description it would be more difficult to collaborate across time zones that are far apart.

Also, there is a lack of regional knowledge and expertise in some regions. Many potential trusted partners will need local support to engage in data collaboratives and grow the broad landscape of capability and capacity the UNGP in intended to enable. It may be difficult to create a thriving network of trusted partners at a regional level without regional understanding.

Ultimately there is a high risk of not achieving the goal to 'leave no-one behind' without UNGP representation and support in each region.

UN Global Platform High Level Overview March 2019

Option B - Regional Research Hubs

Regional Research Hubs (RRH) are regional data labs for the analysis, specialist research, and production of official statistics. They can be drawn from across the public sector, civil society, academic institutes and private organizations, such as the UN Global Pulse, who have experience of managing big data sets or the WCMC, who operate a global partnership with the UNEP.

RRHs would comply with UNSD governance and UNGP policies as set out in a Regional Partner Agreement. There would be an obligation for RRHs to dedicate staff and resources to the UNGP.

RRHs would typically operate on the UN Global Platform, although there may be options for hubs to federate their own systems to the core UNGP.

RRHs will create official statistics and new methods to share across the UNGP. RRH research outputs would become available for use by trusted users of the platform.

There may be options for funding RRHs via UNGP core funding sources.

The UNGP Organization would create and manage partnership agreements with the RRHs to ensure and enforce the trusted partnership agreement, data policies, ethics, quality and compliance. This would generally include an exclusive agreement to use the digital platform services for official statistics production.

The UNGP Organization carries out management of the digital global platform and executes governance and enforcement of standards and policies set out by the United Nations Statistics Division.

This option would allow the flexibility to create a truly regional network in line with the Bogota Declaration 8 to 10 November 2017:

The global network operates as a federated network of platforms at the national, regional and global levels, which ensures interoperability and information-sharing among the platforms in the network through agreed and defined interfaces.

UNSD has access to multiple specialist researcher organizations all complying with the same governance model.

Capability, particularly scarce and costly data science capability could be acquired through the regional hubs.

**UN Global Platform High Level Overview
March 2019**

Increased resources needed from the UNSD to manage multiple regional agreements and ensure that regions were complying with global governance and standards.

Increased resources from the UN Global Platform organization to manage regional hubs.

Recommendation

Regional and National NSI's would be able to collaborate between themselves as well as with participants from the public, civil, academic and private sectors by establishing Regional Research Hubs.

The GWG recommends Option 2 - including Regional Research Hubs (RRH) as the preferred long-term option.

To make progress toward this goal the further recommendations are that:

Option 2.A

The UNGP starts working to deliver a few pilot RRHs to help develop and test business and operational models between the UNGP and pilot RRHs, with a view to building a wider network of RRHs over time.

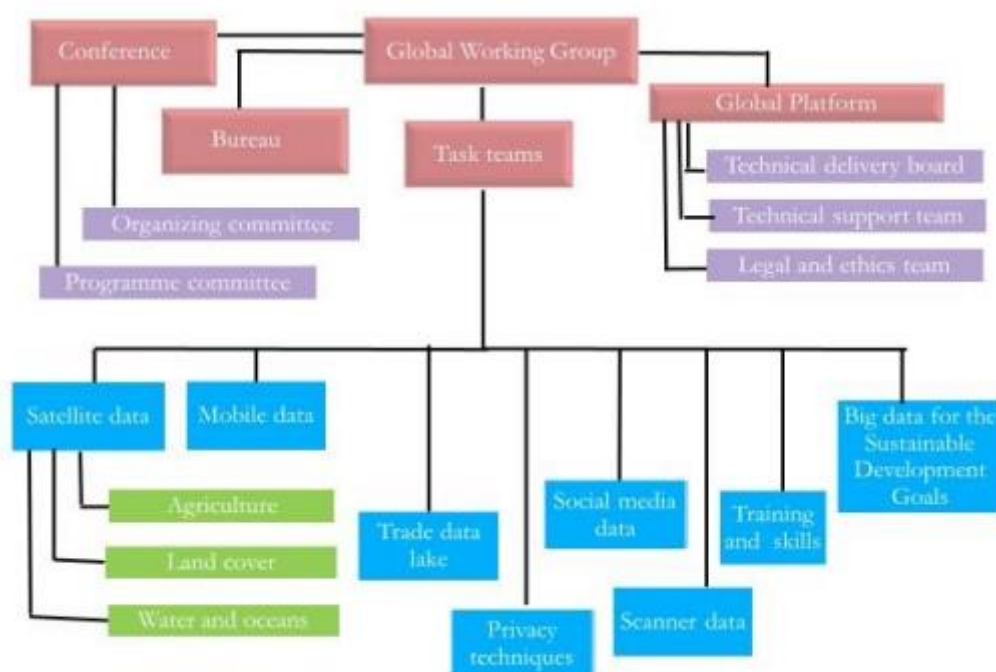
Option 2.B

The GWG and UNGP work to define the onboarding policy for Regional Research Hubs. The onboarding process is then executed by the UNGP.

Annex A – The Global Working Group for Big Data in Official Statistics (GWG)

The structure of the Global Working Group for Big Data in Official Statistics is shown below.

The work of the GWG is split into two areas: the task teams on the uses of Big Data and the task team on the Global Platform.



Task teams each include members drawn from a variety of National Statistical Services (NSS) and other invited partners with expertise in specific topics. Task teams work to develop expertise in the different areas, to be shared across the GWG and the wider statistical system.

Task teams looking into the use of Big Data sources researching methods, and generating learning materials include those on: Big Data and the SDG's, Mobile Phone Data, Satellite Imagery and Geospatial Data, Scanner Data and Social Media Data.

The task team on the Global Platform, based in the Office for National Statistics (ONS) in the United Kingdom, develops and operates the United Nations Global Platform (UNGP) and its business model.

<https://unstats.un.org/bigdata/bureau/>

Annex B – UN Global Platform – High Level Overview

The need for a collaborative environment for global statistics

The so-called “fourth industrial revolution” is accelerating technological advancement in many areas from the “Internet of things”, automation and robotics, and artificial intelligence (AI), to nanotechnology and biotechnology.

Big data sources can reveal important insights and patterns of human experiences with significant implications for sustainable development processes. Big data can also improve the timeliness and granularity of data for policy making, which is especially relevant to reach those most in need. So new sources of big data have, by their emergence, created new opportunities and new demands in the creation of official statistics. New data sources, such as satellite, mobile phone, social media and scanner data, can all be used in the production of official statistics.

Consuming new data sources and generating the insights they can provide requires access to these data through modern digital infrastructure, and new skills and expertise to work with these data and develop new analytical methods.

The Global Working Group on Big Data for Official Statistics (GWG) 2018 report to the Statistical Commission reported on the ‘Data Revolution for Sustainable Development’ and stated that the UNGP will gradually incorporate the use of multisource data for statistical production, including the production of indicators for the Sustainable Development Goals (SDGs).

However, this is easier said than done. The members of National Statistics Systems (NSS), such as NSI’s and official statistics authorities, generally have limited resources and find it difficult to develop new capabilities quickly enough to keep up with changes in the data landscape.

Globally, the official statistics community could develop the new capabilities needed to work with big data sources independently across different nations. However, this would lead to a duplication in efforts across the global community, causing delays to statistical modernization and making it difficult to develop and share expertise in new techniques for official statistics production.

If the global official statistics community can come together and share innovation and knowledge this will strengthen the entire official statistics community, by reducing the hurdles to innovating with new data sources, particularly big data. Making this a global endeavor with a focus on the SDGs will help ensure that ‘no one is left behind’ in the process.

The wider official statistics community can be regarded as including organizations from across the public, civil society, academic and commercial sectors. Recognizing that the official statistics community could be stronger working together rather than attempting to innovate individually, the GWG identified the need for a platform on which researchers could share ideas and work together on projects; where GWG members could collaboratively develop trusted data, trusted methods and trusted learning in trusted partnerships with the other government agencies, academia, civil society

UN Global Platform High Level Overview March 2019

and other stakeholders. This requirement drove the setup of the Task Team on the Global Platform and the development of the UN Global Platform.

GWG Task Teams investigating the uses of big data including for example, mobile phone data and Scanner Data sit alongside the Task Team on the Global Platform, under the umbrella of the GWG. These task teams are looking at possible improvements and innovation for statistical production and are developing new ways of compiling SDG indicators.

Such collaboration will encourage best practice across public and private data initiatives. The exchange of ideas will drive innovation in compiling official statistics including transparent global data sets and peer-tested methods and algorithms.

Mandate of the Global Working Group on Big Data for Official Statistics

The Global Working Group on Big Data for Official Statistics (GWG) was established by the United Nations Statistical Commission in March 2014. The GWG is an intergovernmental body consisting of 28-member states and 16 international organizations and is currently co-chaired by the UK and Denmark. The GWG was mandated to provide strategic vision, direction and coordination of a global program using new data sources and new technologies for official statistics, including indicators for the 2030 Agenda for Sustainable Development.

The GWG aims to keep official statistics relevant in a fast-moving data landscape by making them timelier, more granular and more frequent; and strives to find world class data solutions for the compilation of statistics and SDG indicators by connecting people, global data, new methods and algorithms, and the latest cloud and software technology services. The ultimate goal is to better support evidence-based decision making at local, national and global levels for the sustainable development of the economy, environment and society. The GWG is committed to serve governments, business, academia, media and other data users.

The GWG envisions making an impact and providing people with better data for a better life; the UN Global Platform is seen as the vehicle to achieve this vision.

UN Global Platform – Vision and mission

The vision for the UN Global Platform (UNGP) is:

'A global collaboration to harness the power of data for better lives. We strive to enable data driven transformation for better decision making and seek to improve our world by providing access to trusted data for use at local, national and global levels.'

The mission is grounded in the Fundamental Principles of Official Statistics. The mission will deliver a collaborative network of people and organizations, collectively building an ecosystem for trusted data, methods, services and applications.

UN Global Platform High Level Overview

March 2019

The Bogota Declaration (Nov 2017) further developed this vision by proposing that a global network of federated platforms be developed to foster collaboration and drive innovation and the modernization of national statistics systems. The UNGP would provide governance and leadership, coordinating collaboration across governments, the private sector, civil society and academia. This network of data innovations would leverage individual resources and help the wider statistical system share data, data analysis and data research.

The UNGP is therefore under development as a collaborative environment for the creation of official statistics. Each NSS gains from working together by reducing the investment needed in innovation whilst increasing the standards of official statistics production. NSSs reduce duplication in creating new practices in the production of official statistics - no one needs to invent the wheel by themselves.

However, collaboration needs to be beyond the official statistics community. Innovation takes place in other walks of life: in universities, in government, and in the private sector. Harnessing innovation from these other sectors through collaborative partnerships that benefit everyone is important.

This will unlock emerging expertise such as data science from across the world and ensure that everyone benefits from advances in big data and data science.

There is the potential to re-establish national statistics offices as the drivers of trusted data technology within a new collaborative environment and build trust in the use of data for public good.

UN Global Platform – Delivery goals

The ready availability of cost-effective compute and storage resources through the adoption of Cloud infrastructure, together with increase in the volume and quality of available data sources has significantly reduced the costs of big data analytics and therefore the costs of production of sophisticated products derived from data. This makes the development of new statistical products for global consumption achievable in a way which was impossible just a few years ago.

The UNGP seeks to leverage modern technologies and new data sources through global collaboration to develop new statistics and insights in the public interest. The goals of the UNGP have been developed to help drive towards delivering its vision and mission. These are:

1. Facilitate many different types of data for sharing by building a world class collaborative global cloud platform of trusted data, services and applications.
2. Make it easy for all nations to gain value by participating in the global network.
3. Bring about the sharing and productive use of many different types of data.

UN Global Platform High Level Overview

March 2019

4. Deliver a business model and a flexible, cloud-based technology infrastructure to allow data, services and applications to be shared as a public good.
5. Embed the ethical use of data (especially personal data) and data security into operating principles, partnership agreements and technologies.
6. Develop transparent partnership agreements with private and public-sector organizations so that network partners contribute and derive value in a way which is individually sustainable for all stakeholders.
7. Facilitate international cooperation and drive capacity building to help better statistics and better analysis drive better decisions.
8. Provide access to trusted data, services and applications for analysis so that all countries, including developing nations, can understand their societies and economies better.

The UNGP will adhere to the UN Fundamental Principles for Official Statistics, which are agreed upon by the global community and therefore cover the principles of both individual countries and international organizations. The Fundamental Principles for Official Statistics are:

1. Making impact and being accountable: We value excellence and results. We set and hold ourselves accountable to the highest policy principles and data and technology standards.
2. Respecting integrity and diversity: We listen to and learn from our users, partners, funders, and one another. We value diverse perspectives and strive to incorporate them in our work.
3. Empowering people: We believe in the power of sharing knowledge, data and technology and their capacity to mobilize people to create better data for better lives.
4. Winning through partnership and collaboration: We work together within the United Nations Global Working Group, our partners and data users. We share knowledge, data and technology and we are aligned in our dedication to the Fundamental Principles of Official Statistics and related standards.
5. Focusing on innovation and communication: We focus on innovation to achieve our goals, taking advantage of creative digital communication channels in our outreach.
6. Having passion for data: We are committed to transforming the world through access to and the use of high quality and trusted data for decision making at local, national and global levels for a better world.

UN Global Platform – Data Collaboratives

UN Global Platform High Level Overview

March 2019

Data Collaboratives are groups drawn from across the statistical system, each led by an NSI that wishes to work together to innovate with data. Data collaboratives may consume UNGP services by adhering to the governance arrangements and the legal terms and conditions of the UNGP including data policies, ethics, quality and compliance. Data collaboratives will need to engage to use the digital platform services for official statistics production via an exclusive agreement. Outputs from the data collaborative are expected to be made available for use by UNGP trusted partners.

UN Global Platform – Trusted data, trusted methods and trusted learning

Trusted data, trusted methods and trusted learning are the pillars of the UNGP and will be incorporated into the tools: data, methods, software applications and services. A core set of trusted data, trusted methods, trusted software applications and trusted services will be made available to trusted partners. Trusted partners will build on UNGP tools to provide innovation within the statistical community from the commoditization of common trusted data sets, trusted methods, trusted learning, trusted software applications and trusted services.

Together, data, methods, software applications and services form the set of trusted platform assets:

Trusted data

The intention of the UNGP is to make data as consumable and reusable as possible. Initially the platform will focus on Open Data to provide as much data to as many partners as possible as soon as is possible.

For more sensitive data sets where there are privacy and security concerns standards and processes will be deployed to the UNGP to enable secure restricted access under the control of the data provider. For these data UNGP data sharing services will facilitate data sharing opportunities, which can be agreed between individual partners or groups of partners. The goal will always be to protect data deploying a standard risk-based approach in a way which will enable the maximum consumption by partners.

Typical big data sets on the UNGP will include geospatial data, mobile data, scanner data, retail data. It is envisaged that the UNGP will be able to negotiate single supply agreements across the statistical system for global data sets. These should offer official statistics data at a higher level of disaggregation than is typically offered to individual NSI's.

Data sets from public, private, academic and third sector organizations will all be considered as sources of trusted data.

Trusted methods

Trusted methods are the analysis models, algorithms, techniques and review of statistical analysis.

Methods provide statistical insight and answers from big data. Data scientists, and other statistical researchers, experiment with new forms of data sources, such as geospatial data and satellite data, to derive new algorithms. The algorithms enable new insight that benefits everyone.

UN Global Platform High Level Overview

March 2019

New methods become trusted through peer review by data scientists from NSI's, NGO's, academic institutions and commercial organisations across the global official statistics community. This collaborative approach increases usage and drives innovation.

Once methods are accepted as trusted by the official statistics community they can be reused as commoditised statistical utilities. This ability to reuse trusted methods increases the quality of methods whilst reducing the cost of official statistics production.

Trusted learning

Capacity building in official statistics is a key driver for the UNGP. There are many difference between the current capabilities of different NSIs across the world. Where statistical modernization is taking place, resources are usually scarce so individual NSIs tend to focus in specific areas leading to pockets of specific knowledge and expertise which could be shared. The GWG Task Teams on Big Data are a good example - each focus on a specific type of big data – but the techniques and methods they are developing can be shared by all. There is also a need to spread new skills associated with advances in big data, machine learning and other data science competencies across the community, so to help grow official statistics capability globally the UNGP supports access to training materials and training services.

Trusted Partners

Defining the trusted partners of the Platform

The official statistical community is drawn from trusted partners across the public, private and third sectors as well as academia and commercial research from activities such as marketing, research and Development (R&D) and corporate strategic policy development.

The UNGP stakeholder community is divided into five distinct groups:

- Public sector, consisting of National Statistical Systems (NSSs), ministries, other government agencies and international organizations.
- Civil society, including research arms of foundations for public and social good, public interest groups and other non-governmental (not-for-profit) organizations.
- Academia consisting of universities and associate research institutes and centers of excellence.
- Private sector including national and multinational companies, as well as for-profit research institutes.
- Donor community, which is made up of foundations and agencies for development cooperation and could contribute funds to the UN Global Platform and its capacity

UN Global Platform High Level Overview March 2019

development activities. Foundations are often the philanthropic arm of large companies, whereas agencies for development cooperation are mostly hosted in government entities.

How does the UNGP work across different stakeholder groups? Will there be winners and losers?

The UNGP will enable data collaboratives between partners to be co-creators and gain innovation through co-developing assets with trusted partners. Organizations may fall into more than one stakeholder group. For example, an IT application provider may also be a provider of open data. Commercial technology infrastructure partner organizations may also have a philanthropic arm.

All partners will be expected to contribute assets to the platform to, in return, derive benefits from it. The blended business model should allow each partner to contribute what it is able to contribute. For example, a developing nation may have little in the way of big data methods but the UNGP will expect it to contribute something in the wider public interest – maybe a local open data set. A private sector partner will be expected to deliver data and or services in a cost-effective way, whilst still making a profit. A philanthropist may be asked to simply provide funds in the global public interest.

The rewards for collaboration on the UNGP will increase as the number of overall participants within the network increases. This network effect means that as the platform use grows each member of the network gains. Increased collaboration from all trusted partners will strengthen the benefits of the network for participants from all sectors.

Partner contributions

Stakeholders will contribute a combination of platform assets: trusted data, trusted methods, trusted learning, technical infrastructure, services, APIs as well as direct funding. (The funding mechanism is yet to be developed.)

All stakeholder groups are expected to contribute to one or more of the platform assets. An overview of contributions and benefits of the stakeholder groups on UNGP is provided in Annex C.

NSS partners are expected to contribute core services to develop, administer and oversee the activities on the UN Global Platform. Core services include management of the (trusted) partners, supplier management, service development and transaction management. Core services also include administration of trusted methods, trusted data and trusted software applications. Other government partners and international agencies can contribute to the core services both through human resources and through direct funding. Public sector can also contribute data sets, develop and test methods and algorithms, and develop and test learning materials. The public sector basically contributes to all assets.

Civil society institutes can contribute, for example, data scientists to develop and test algorithms, crowd-sourced data or other data sources, ground-truthing via crowdsourcing, and hack-a-thons.

UN Global Platform High Level Overview March 2019

Academic researchers can contribute by developing and testing methods and algorithms, and underpinning these methods with quality assurance frameworks. Academics could lead on AI and machine learning and potentially could contribute data as well via crowdsourced platforms.

Private sector stakeholders could provide cloud services and the latest IT technology and could develop APIs by incorporating trusted methods and trusted data into solutions. Multi-national or national companies can offer data sources, such as satellite data, mobile phone or social media data, or transactional and product data. They can also provide additional services, such as jointly processing of algorithms, data aggregation and other data management functions.

Donors obviously provide the financial backing of the platform. Some donors would match funding received from other parties. For example, DFID, UK, will fund match for up to 50 percent in addition to funds previously raised. Funding partners may wish to target specific platform capabilities, initiatives or trusted data sources aligned with institutional objectives.

Partner benefits

Types of benefits

Benefits from collaboration on the platform are described in the table below and are based on the quality and trust of the produced outputs. Benefits can be institutional, financial or reputational. Institutional and financial benefits could be in obtaining a better cost-benefit relation between investment in R&D and improvement of capabilities and outputs; some financial benefits are obtained directly from the supply of good and services. Reputational benefit could be gained by all partners of the platform through working on trust and quality under the UN umbrella. Benefits must adhere to the principle to 'leave no one behind'.

Data Access	Access to trusted data sets, including global data sets
Analytic Capabilities	Access to analytics processing capabilities
Collaboration	Collaboration with trusted partners on innovative data projects.
Lowering the costs of development	Access to platform catalogues. Lowering the costs of innovation through collaboration will lead to an increase in the rate and quality of product development
Trusted partner status	Reputational value for commercial organizations that will translate into positive messages for organizational promotion. In addition, for competitors who participate in the UN Global Platform, there may be an organizational risk from a lack of participation

UN Global Platform High Level Overview
March 2019

Reduced cost of data integration for data providers	Suppliers of global or other large data sets gain benefits in a variety of ways, including a possible reduction in cost of integration of proprietary and sensitive data sets with other trusted data
Better insight	Bringing data sets together from new data sources will enable more insight in the production of official statistics to support the SDG's.
Reduced costs bringing data together	Collaboration in the platform will reduce the cost and effort needed to integrate data sets.
Data Integration	Big data sets of sensitive mobile, retail and geospatial data can be integrated with other trusted data and incorporated into new products offering additional utility as part of commercial activity

Benefits by stakeholder group

Benefits differ for different stakeholder groups.

Not-for-profit institutes for public and social good could gain reputation and trust by collaborating on the platform. Platform products will carry a stamp of quality, trust and approval, which civil society organizations can use to better support the goals they are striving for.

Academic researchers will have the opportunity to access global big data and interact on the latest IT developments and analytics processing capabilities with experts from public and private sector. Collaborating on the platform will reduce the cost of research through increasing access to (sensitive) Big Data sets, cloud server technologies and high-end computing.

Collaboration on the platform will give multinational companies opportunities to test their products and services in a global community and gain access to potential governments and other customers. Lowering the costs of innovation through collaboration will lead to an increase in the rate and quality of product development. Commoditization of products on the platform will gain from quality and trust of the platform and from access to platform partners in this global marketplace. Trusted partner status will have reputational value for commercial organizations that will translate into positive messages for company and product promotion. Commercial data providers could reduce the cost of integration of proprietary and sensitive data sets with other data sets. Sharing data across a trusted platform means that an expanded user base of trusted users can be rapidly grown at a reduced cost. For example, sensitive mobile, retail or geospatial data can be integrated with official statistics and incorporated into new products offering additional utility.

NSS

NSS's will receive the benefit of capability building through access to new data sources, new technologies and new expertise through the network of trusted partners. They will benefit from reduction in cost of development of methods and datasets. Under the UN umbrella, NSS could

UN Global Platform High Level Overview March 2019

collaborate together towards commoditization and standardization of platform products, which will improve their capability while enabling resources to be focused on innovative and customized statistics.

NSS's will gain an increased access to global data sources, including non-open data sources and the ability to aggregate new data sources in order to include new big data sources within official statistics.

Standardization of methods leads to a reduction in the cost of method development and greater collaboration amongst NSS's will lead to an increase in the quality of methods produced without a proportionate increase in the cost and effort in method creation.

The NSS network would further be strengthened by access to trusted partners from private and academic sectors providing innovation in statistical production and data management.

Proposed partner rules of engagement

The way that stakeholders interact with the UN Global Platform relates to the organization sector and contribution to trusted data, trusted methods, trusted application software and trusted methods that the stakeholder makes. For example, providers of commercially sensitive data, such as will need to be engaged with in a manner appropriate to their contribution, to ensure that they receive benefits appropriate to the contribution to the platform. The participation rules adhere to the principle that everyone should contribute something to gain benefits from the UN Global Platform. This includes NSI's and NSI's from developing countries.

The following table shows the participation rules across each sector:

Public Sector	NSSs are expected to contribute to trusted data, methods and learning through data and knowledge sharing, human resources and direct funding. All NSSs will gain from peer tested data and methods.
Civil Society	Civil society can share expertise and bring crowd-sourced data or other data sources; it will gain from collaboration towards shared goals around SDG monitoring. Collaboration will bring access to trusted partners and Big Data capability at reduced cost.
Academia	Academia similarly can share expertise and data; they could be helpful on developing training courses as well. Their contributions may be packaged as research initiatives for collaboration. Access to data and methods is through data collaboratives.
Private sector	Private sector can contribute data, IT technology, expertise on AI and machine learning, and could help package outcomes into APIs. They can gain brand recognition in terms of corporate social responsibility

**UN Global Platform High Level Overview
March 2019**

	<p>and working with trusted partners. Access to collaboration can also mean product improvements and access to a global customer market. Commercial open data providers must make data widely available.</p> <p>Geospatial data providers will get global recognition and acquire trust through collaboration with trusted partners. Sensitive data sets will be used through high-quality data privacy protection solutions.</p>
Donors	Funding partners will gain brand recognition in terms of corporate social responsibility and working with trusted partners.

UN Global Platform – Infrastructure and service development

The UN Global Platform (UNGP) is a collaborative research and development environment for the global statistical community. It offers technology infrastructure for data innovation across the community of official statistics.

The UNGP currently contains a number of alpha services, including Cloud services such as Alibaba Cloud, Amazon Web Services, Google Cloud Platform and Microsoft’s Azure Cloud. These Cloud services, which individual data collaboratives can choose between according to their needs host or connect to data sources including earth observation and location data and are, variously³, combined with a number of other services for code collaboration, methods publishing.

UNGP users can search, build, deploy and consume algorithms and statistical methods. They can also develop new methods, working with others in their Data Collaborative to design and test these. The UNGP supports a number of different programming languages and tools. More can be added over time according to user demand.

Market Place

The UNGP digital marketplace is part of the UNGP where trusted partners can access trusted data, statistical methods, partners learning, applications and services. Trusted partners will be able to search for and exchange contribution from the Official Statistics ecosystem.

The marketplace underpins collaboration within the digital platform by enabling trusted partners to connect with each other and with ideas and initiatives to work together to drive innovation.

³ Not all services are available on all Cloud providers

UN Global Platform High Level Overview

March 2019

Global Billing

A global billing system ensures that platform donors have visibility of where funding is being allocated, assuring that 'no one is left behind'.

Global billing enables sustainable commercial profit for private organisation who have the opportunity to value from the UNGP, whilst making participation free for everyone.

Organizations may wish to use their existing data centres to connect with the UNGP platform by adhering to the set of interoperability technical principles and policies as set out by the UNSD/UNGP. The data centers would not be subject to UNSD governance, but they would need to agree to the legal terms and conditions of using UNGP services which may be developed on a case by case basis. As with other stakeholders third party data centres will be expected to contribute to the UNGP ecosystem.

UN Global Platform – Support model

Development Support

For development purposes, the community of trusted partners is expected to provide a high degree of development support to one-another via open themed chatrooms and other social media channels. Trusted partners are expected to support one another willingly across the ecosystem in the spirit of openness, transparency and to help leave no-one behind.

Technical Support

A support model will be put in place to provide global support for the UN Global Platform, seven days a week, and twenty-four hours a day.

The support model will cater for levels of support from those that are frequent and ubiquitous, which can be delivered digitally, through to more specialist enquiries that will be catered by global networks of teams tracking the sun.

In the first instance support will come from the statistical community, digital assistance and from frequently asked questions.

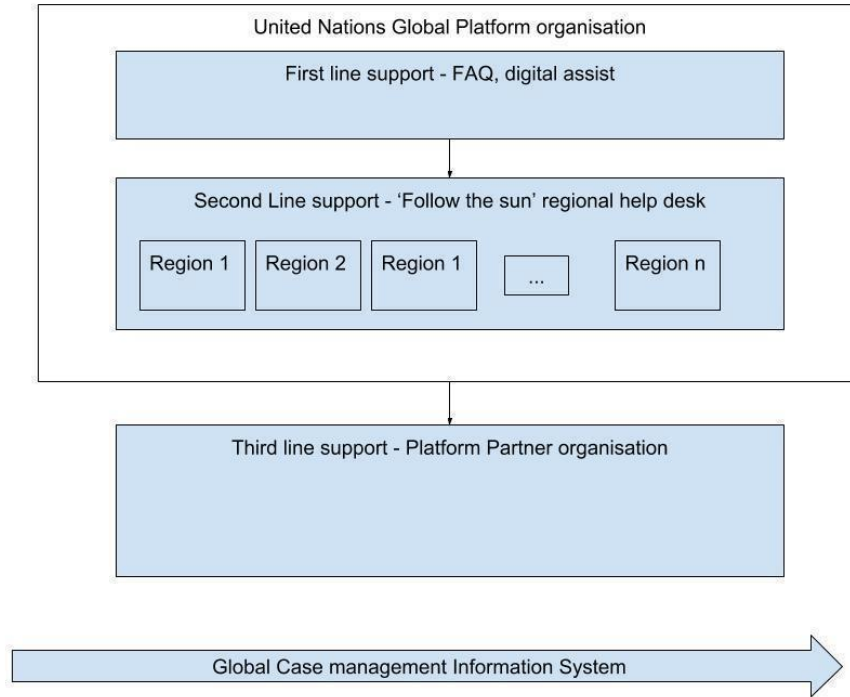
Second line support will come from helpdesk support who can answer more complex technical questions supporting usage of core platform services such as account and payment management, platform channels, libraries and catalogs.

Helpdesks will be operated at regional level to track the sun and provide 24/7 support.

Technical enquiries and defective issues with core products will be passed to third line support. Technical support of non-core products are the responsibility of their providers and subject to agreements made between participants.

UN Global Platform High Level Overview March 2019

Support cases will be managed by a global case management capability. The global case management system will enable calls to be started in one regional hub and move on to the next regional hub to continue investigation.



UN Global Platform Business Model Options
March 2019

Annex C – UN Global Platform Stakeholder Groups: expected contributions and benefits

Stakeholder Group	Definition / composition	Stakeholder Contributions	Stakeholder Benefits
Public Sector	The National Statistical Systems (NSSs) are the principal stakeholders of the platform. Other stakeholders include ministries, other government agencies and international organizations.	The NSS partners are expected to contribute core services to develop, administer and oversee the activities on the UN Global Platform. Core services include management of the (trusted) partners, supplier management, service development and transaction management. Core services also include administration of trusted methods, trusted data and trusted software applications. Other government partners and international agencies can contribute to the core services both through human resources and through direct funding. The public sector can also contribute data sets, develop and test methods and algorithms, and develop and test learning materials. The public sector basically contributes to all assets.	NSSs will receive the benefit of capability building through access to new data sources, new technologies and new expertise through the network of trusted partners. They will benefit from reduction in cost of development of methods and datasets. Under the UN umbrella, NSS could collaborate towards commoditization and standardization of platform products, which will improve their capability while enabling resources to be focused on innovative and customized statistics.
Civil Society	This group includes the research arms of foundations for public and social good, public interest groups and other non-governmental (not-for-profit) organizations.	Civil society institutes can contribute, for example, data scientists to develop and test algorithms, crowd-sourced data or other data sources, ground-truthing via crowd-sourcing, and hack-a-thons.	Not-for-profit institutes for public and social good will gain reputation and trust by collaborating on the platform. Platform products will carry a stamp of quality, trust and approval, which civil society organization can use to better support the goals they are striving for.
Academia	The academic sector consists of universities and associate research institutes and centers of excellence.	Academic researchers can contribute by developing and testing methods and algorithms, and underpinning these methods with quality assurance frameworks. Academics could lead on AI and machine learning and potentially could contribute data as well via crowd-sourced platforms.	Academic researchers will have the opportunity to access global Big Data and interact on the latest IT developments and analytics processing capabilities with experts from public and private sector. Collaborating on the platform will reduce the cost of research through increasing access to (sensitive) Big Data sets, Cloud server technologies and high-end computing.

UN Global Platform Business Model Options
March 2019

Stakeholder Group	Definition / composition	Stakeholder Contributions	Stakeholder Benefits
Private sector	<p>The private sector includes national and multi-national companies, as well as for-profit research institutes.</p>	<p>Private sector stakeholders could provide cloud services and the latest IT technology and could develop APIs by incorporating trusted methods and trusted data into solutions.</p> <p>Multi-national or national companies can offer data sources, such as satellite data, mobile phone or social media data, or transactional and product data. They can also provide additional services, such as jointly processing of algorithms, data aggregation and other data management functions.</p>	<p>Collaboration on the platform will give multi-national companies opportunities to test their products and services in a global community and gain access to potential government and other customers. Lowering the costs of innovation through collaboration will lead to an increase in the rate and quality of product development. Commoditization of products on the platform will gain from quality and trust of the platform and from access to platform partners in this global marketplace.</p> <p>Trusted partner status will have reputational value for commercial organizations that will translate into positive messages for company and product promotion.</p> <p>Commercial data providers could reduce cost of integration of proprietary and sensitive data sets with other data sets. Sharing data across a trusted platform means that an expanded user base of trusted users can be rapidly grown at a reduced cost. For example, sensitive mobile, retail or geospatial data can be integrated with official statistics and incorporated into new products offering additional utility.</p>
Donors	<p>Foundations and agencies for development cooperation could contribute funding to the UN Global Platform and its capacity development activities. Foundations are often the philanthropic arm of large companies, whereas agencies for development cooperation are mostly hosted in government entities.</p>	<p>Some donors could fund match. For example, DFID, UK, will fund match for up to 50 percent in addition to funds previously raised. Funding partners may wish to target specific platform capabilities, initiatives or trusted data sources aligned with institutional objectives.</p>	<p>UN-GP is based on Cloud server technology and could help leap frog NSSs of least developed countries in their access and use of new data sources and the latest technologies. This perspective is very attractive for the donor community. Donors would also be able to reach many countries at the same time, and methods and outcomes would be automatically peer reviewed by the trusted partners of the platform.</p>