















REPORT

Inter-regional expert meeting on the measurement of South-South cooperation

4-6 June 2024

Doha, Qatar

All Speakers' presentations can be found here.

Tuesday, 4 June, afternoon

High-level segment

Opening

The Master of ceremony was **Ms. Amandine Rushenguziminega**, UN Trade and Development (UNCTAD). The meeting was opened by **Mr. Shaheen Ali Al Kaabi**, Assistant Director of the Department of International Cooperation at the Ministry of Foreign Affairs, Qatar, and **Mr. Pedro Manuel Moreno**, Deputy Secretary-General of UNCTAD (video).

- The remarks referenced the Doha Action Plan and the 2005 South-South Cooperation (SSC) summit, underscoring their historical importance in guiding SSC efforts.
- Noted that only 17% of SDGs have been achieved, indicating a need for accelerated efforts and renewed commitment.
- Welcomed by all UN member states in 2022, the SSC conceptual framework provides a structured approach to measuring SSC.
- The overarching objective is to amplify the voices of the Global South, ensuring their perspectives and contributions are adequately represented.
- Highlighted the significance of robust institutional arrangements and the critical need for accurate SSC data to inform policy and practice.
- Mentioned that UNCTAD is the co-custodian of SDG indicator 17.3.1.
- South-South cooperation is a form of cooperation that benefits all. And this is thanks to its most basic premise, which is that no country is ever too poor to teach, nor too rich to learn.

Session 1: Strengthening the voice of the global South and the role of data

The session was moderated by Ms. Wafa Aboul Hosn, Chief of Economic Statistics, Economic and Social Commission for Western Asia (ESCWA). Presentations were made by His Excellency Mr. Mohammed Abdul Aziz Al Nuaimi, Assistant President of the Planning and Statistics Authority of Qatar, Mr. Alex Shimuafeni, Statistician-General & CEO, Namibia Statistics Agency, Ms. Cristina Xalma, Chief Expert, Ibero-American General Secretariat (SEGIB), Mr. Salah AlMuzahmi, Director of Research and Development Indicators Department, GCC-Stat, and Mr. Sameh Hussein, Lead Technical Cooperation Specialist, Islamic Development Bank (ISDB).

Highlights from the discussion:

- The discussion highlighted the importance of measuring SSC in light of the new SSC conceptual framework.
- It underscored the need for robust data management, policy alignment, and collaborative efforts to strengthen SSC's impact and visibility on the global stage.
- Data plays a crucial role in shaping public policy decisions, highlighting the importance of producing high-quality, comparable data.
- Policy was recognized as a critical instrument for fostering development, underscoring the



















- Participants discussed the benefits of establishing a common SSC measurement system to create a unified narrative, adopt internationally acceptable strategies and methodologies for measuring SSC and facilitate harmonized data collection to avoid duplication.
- Ensuring organized, transparent, and accessible data collection processes emerged as crucial for enhancing accountability and decision-making.
- Challenges in collecting SSC data and reporting include lack of easy access, consistency and coordination.
- There was a call for systematic systematization and dissemination of data on the contributions, outcomes and impact of SSC.
- The IsDB was highlighted for its role as a South-South Cooperation bank and knowledge producer, including its initiative with the online South-South Academy.
- Namibia shared insights from a statistics office perspective, highlighting the importance of
 effective resource allocation, as well as the identification of capacity needs/technical
 assistance.
- Better data informs evidence-based decision making, open data access promotes transparency, and optimal resource allocation requires the right policies at the right time.
- To ensure the framework is adaptive and inclusive, it should align with national priorities and include all stakeholders, including the private sector and NGOs, considering national particularities.
- Five key points to ensure data collection and generation process is inclusive: 1) collective effort in the decision-making process, 2) common denominators to systematize data, focusing on unifying elements, 3) consensus process, 4) articulate the political and technical work, 5) continuous training.

Conclusions and follow-up:

- Participants expressed their commitment to testing the SSC conceptual framework for reliability and consistency. They acknowledged that data collection is a dynamic process, anticipating that new requirements may emerge as the framework is applied.
- Emphasized the importance of identifying synergies and fostering inclusive partnerships with like-minded nations to leverage comparative advantages.
- Highlighted the importance of effective resource allocation, identifying capacity needs, and providing technical assistance.
- Highlighted the importance of localized adaptation, customized tools and indicators, and a feedback mechanism to achieve inclusivity. It is a dynamic process, including new requirements, needs, data, and framework that need to be refined accordingly.
- Discussed the importance of linking SDG 17.3.1 with other SDGs.
- Advocacy efforts should involve engaging front-runner countries.

Session 2: Shaping the global effort to measure South-South cooperation

The session was moderated by Ms. Anu Peltola, Director of Statistics, UNCTAD. Presentations were made by Mr. José Guillermo Ordorica Robles, Ambassador, Embassy of Mexico in Qatar, Mr. Márcio Lopes Corrêa, General Coordinator for Multilateral Technical Cooperation, Brazilian Cooperation Agency (ABC), Mr. Denis Nkala, Chief, Intergovernmental and UN Systems Affairs, United Nations Office for South-South Cooperation (UNOSSC), Ms. Reem Ismail Mohamed Elsybaey, Head of the Sustainable Development Unit, Central Agency for Public Mobilization and Statistics (CAPMAS), Egypt, Mr. Stefan Schweinfest, Director, United Nations Statistics Division (UNSD) (remote) and Mr. Matthias Reister, Chief.

















Highlights from the discussion:

- The session focused on addressing country-level capacity needs and scaling up SSC measurement mechanisms.
- There was a call for UNCTAD to support country reporting on SSC and utilizing SSC data strategically for policy planning. With data referred to as the new water, requiring it to be clean and transparent, methodological work in setting the compilation and reporting standards, as well as its consistent use across the board is central to building communities of practice, peer learning and creating new partnerships to address challenges including data flow issues and governance gaps.
- Emphasis was given on securing adequate funding and resourcing to UNCTAD to deliver on the mandate, requiring commitment and support of countries. Joint investment rather than individual and separate steps was identified as effective multifaceted approaches, including financing, robust partnerships and tailored processes.
- Efforts in capacity building, advocacy, and fostering partnerships across various levels were also emphasized to internalize SSC measurement into national agendas.
- The session underscored the role of international and regional stakeholders. UNOSSC's role is to assist member States and a strong UN interagency coordination on SSC mechanism to support country efforts is needed, while regional development banks/MDBs and organizations have been identified as longstanding partners, highlighted the importance of robust institutional frameworks, including standards, regulations, IT tools, and open data practices.

Conclusions and follow-up:

- International cooperation and regional efforts are vital to help brand the Framework and encourage countries to join.
- Capacity building and training initiatives, including the establishment of knowledge repositories, workshops, and e-learning programs, should be promoted to bridge the gap between countries.
- Mechanisms for reviewing processes and data must be established to ensure accuracy and relevance, utilizing IT systems and technology.
- A shared commitment is essential to deliver accurate and meaningful data, extracting the full potential of the Framework, supported by ongoing and persistent advocacy and engagement efforts.

















Wednesday, 5 June

Training workshop

Session 3: Concepts and Framework to measure South-South cooperation

The Session was moderated by **Ms. Norzanita Muhamad Mukhtar**, Ministry of Economy, Malaysia. Presentations were made by **Mr. Bojan Nastav**, UNCTAD, **Ms. Nada Tawfik**, UNCTAD, **Ms. Manuela Vivas**, Presidential Agency for International Cooperation (APC), Colombia, and **Mr. Sergio Rodríguez**, Ministry of Foreign Affairs, Colombia.

Highlights from the discussion:

- The Framework for the SSC builds on distinguishing financial and non-financial modalities of the SSC flows, further allowing for reporting non-financial aspects to be reported either in physical units or monetized. While acknowledging the need and practicality of using monetized values, non-monetized non-financial SSC flows are deemed to be of significant value to countries of the South, hence allowed to be reported separately in the Framework. Their representation is deemed as a complementary information to monetized values (where available), drawing parallels to reporting trade data (value and quantity).
- Discussion dwelled on conceptual elements of defining and placing triangular cooperation visà-vis SSC, and on identifying value of specific SSC flows identified within the Framework and how these could also be represented using outputs. Furthermore, future planned work was confirmed to, once matured, consider validating the flows from the recipient's perspective.
- Compilation of SSC data in Colombia lies under the responsibility of the cooperation agency, following the Framework and considering their placement within the SSC debates globally.
 Publishing the report on SSC data to UNCTAD is channelled through the National Statistical Office (NSO).

Conclusions and follow-up:

Several conceptual elements have been identified to be addressed and refined in the proposed draft Manual to be used in pilot testing of the Framework in measuring SSC, such as the identification and measurement (reporting) of monetized and non-monetized SSC modalities, how to consider the measurement of output (in addition to values) of SSC activities.

Session 4: Global effort and progress in piloting the Framework

The session was moderated by Mr. Juan Manuel Escalante, Ministry of Foreign Affairs and Human Mobility, Ecuador. Presentations were made by Ms. Amandine Rushenguziminega, UNCTAD, Ms. Jenny Cueva, Ministry of Foreign Affairs and Human Mobility, Ecuador, Mr. Luis Calle Rosasco, National Institute of Statistics and Informatics, Peru, and Mr. Wilfredo Loredo Huaman, Peruvian Agency for International Cooperation, Ms. Anastasia Johannes, Namibia Statistics Agency, Mr. Ode Simon, National Bureau of Statistics, Nigeria, Mr. Anas Abu Ghunmi, Ministry of Planning and International Cooperation, Jordan, Ms. Norzanita Binti Muhamad Muhktar, Ministry of Economy, Malaysia, and Ms. Nur Atikah Binti Abdul Aziz, Department of Statistics, Malaysia.

Highlights from the discussion:

 UNCTAD presented the United Nations Development Account project to pilot test the Framework, including progress of activities and countries engaged.

A round table on progress of pilots was led by all project pilot countries:

Peru explained their SSC reporting structure, which involves the Ministry of Foreign Affairs,

















the Peruvian Agency for International Cooperation (APCI), and the National Institute of Statistics and Informatics. Data is collected through an annual declaration on an online platform managed by APCI, with requests made at the end of each year. Challenges include coordination issues and delays in data release, whereas opportunities exist in Peru's reporting to SEGIB and leveraging administrative records (such as the ones lying with the Central Bank and Ministry of Finance).

- Ecuador reported several challenges in their SSC reporting framework, including limited human resources, high administrative costs, an incomplete system for registering SSC activities, and the need for improvements in the registration process and methodology. Despite these limitations, Ecuador successfully registers data at a granular level. The country reports to both TOSSD and SEGIB, with 2024 marking their second report to TOSSD.
- Namibia shared details of their SSC institutional set-up, which includes the Namibia Statistics Agency, the Prime Minister's Office (including the National Planning Commission and the Ministry of International Relations), the Ministry of Finance, the Ministry of Immigration, and the Bank of Namibia. The legal basis for Namibia's SSC activities includes the National Development Plan, acts of parliament, bilateral and multilateral agreements, the Buenos Aires Plan of Action (BAPA), and Vision 2030. The data ecosystem in Namibia designates the Ministry of International Relations as the SSC depository, with the Namibia Statistics Agency responsible for reporting SSC data. Challenges include capacity constraints, lack of standardization, and the absence of data-sharing arrangements. Data validation is carried out through stakeholder workshops, with systematic data collection at the project or activity level. Currently, SSC data is analysed for administrative purposes and integrated into the SDG indicator framework to ensure transparency and accountability.
- Nigeria's institutional set-up includes Ministry of Budget and National Planning, MoFA, and Ministries of Education and Defense. The SSC activity can be either a bill initiated by the Executive and subsequently approved by the legislature, or an executive order issued by the President. Until recently, there was no systematic data collection and reporting on SSC in Nigeria. It is a statutory obligation of the National Bureau of Statistics (NBS) to gather, compile, and disseminate official statistics within the country. A review of data availability and gaps related to SSC has been conducted, drawing on discussions with relevant stakeholders following the meeting in Brazil in 2023. While reporting on SSC was not previously undertaken, Nigeria now aims to gather such data through institutional collaborations, as information related to SSC exists within other agencies. To achieve this, the formation of a Technical Working Group (TWG) dedicated to measuring SSC is being considered. This TWG would bring together stakeholders to validate and consolidate data, resolving any discrepancies that may arise. Similar projects have successfully leveraged stakeholder collaboration to achieve validation and consolidation of data.
- Jordan presented the status of measuring SSC flows in their country, noting vast availability of initiatives and related data, yet underlying remaining challenges in consistently and comprehensively reporting SSC flows. In Jordan, the Ministry of Planning and International Cooperation is the link between all ministries, governmental and private institutions, and between sources of external funding from other countries. As such, four phases have been identified to take place in any external funding, notably 1) Preparation and negotiation, 2) Contracting, 3) Disbursement and implementation, and 4) Monitoring that help them collect and execute various SSC projects effectively. Jordan is also active in the SSC sphere, ever since its participation at the 1955 Bandung Conference, but also actively in multilateral and bilateral committees, notably in the Arab region.
- Malaysia explained that they map stakeholders based on the mandate. At the national level, Department of Statistics, Malaysia (DOSM) acts as a focal point in the development of indicators and members for each committee, including the National SDG Council chaired by Prime Minister, Steering Committee chaired by the Honourable Minister of Economy, and the Technical Committee chaired by Director General of Ministry of Economy. Challenges include having different sources of data, different versions of the same project data, legal, IT and data

















constraints, and inadequate awareness of the importance of the SDGs statistics. They noted strategies to overcome the challenges from three aspects—data quality, awareness and granular data. Regarding data quality, they will continue meetings, discussions and seminars, discuss the SDG metadata and harmonise data from agencies and ministries, and establish partnership with international agency. For awareness, they will promote the concept and importance of SDGs to agencies and localize SDG. Concerning granular data, they will centralize the data, revise the current survey questionnaire and plan new survey. They emphasised the need for a holistic approach, starting with technical workshops and capacity building.

Session 5: Getting started in South-South cooperation measurement

The discussion was moderated by Mr. Bojan Nastav, UNCTAD.

Highlights from the discussion:

- 1. Data: What are the sources? How to collect data and what challenges may be expected?
 - Legal basis is needed, including with creating incentives for data to be correctly reported and collected.
 - Linked to further discussion points below (e.g., institutions), constant efforts for advocacy
 are needed, as well as commitment to transparency, and alignments with the data
 strategy.
 - There is also a need to develop methodologies to determine total contributions
- 2. **Institutions**: Which agencies should be involved? How to establish collaboration and convince partners?
 - Map stakeholders based on mandate
 - Identify focal points and clear roles and responsibilities (validating users, data-entry users etc)
 - Effective interinstitutional communication
 - Develop a series of guidelines
 - Avoid imposing significant workloads on participating officials.
- 3. **Barriers**: What barriers may need to be overcome, like legal, IT, data constraints? What solutions can we think of?
 - Different sources of data, different versions of the same project data are all causing hindrances in inter-operability of datasets.
 - Identifying different levels of validating data proved to be challenging, and especially in light of registration or validation being done by different actors who implemented activities, hence also knowledge transfer is crucial.
 - Use specific frameworks to assess quality of data.
 - Preserving data confidentiality.
 - Key barriers were identified as being lack of understanding and appreciation of all the different segments of collecting/validating/compiling and reporting data. Building on advocacy and awareness raising, using policy briefs, is a crucial element.
- 4. **Launch**: What are the steps to be taken to get started in measuring South-South cooperation? Who? What? Why?
 - Important elements of determining the format for sharing the data (publicly) were identified as important in launching the SSC data and reports.
- 5. **Process**: How to plan the cycle from data collection to reporting? What are the bottle necks and risks?
 - There is a need to work on the process together, to walk through it hand in hand with stakeholders, teach, verify, clarify the steps and the data to ensure their high quality.
 - Coordination has been identified as a key to successful process of reporting on SSC. This
 relates not only to different timings of various reports, but also to various formats on
 similar or related concepts, to avoid confusion, mistakes and enforce synergies.

















- 6. **Support** *(international organizations)*: What are the roles of international and regional organizations in support of country-led work?
 - IsDB has launched an online SSC academy designed to enhance knowledge sharing and capacity building among member countries. This platform offers a range of resources, including training modules and best practice case studies, to support the preparation of policy briefs that serve as effective advocacy and marketing tools for SSC initiatives.
 - UNOSSC developed a comprehensive handbook on integrating South-South and triangular cooperation into VNRs. This handbook is intended to help countries capture detailed data on SSC activities and effectively populate relevant SDG indicators. GCC Stat noted that for implementation of the Framework among their countries, capacity building would lead to harmonization and maximization of data collected.
 - UNCTAD noted that with the intention of building capacity to collect data and report to different purpose of SSC, apart from methodological guidance and material, they could also consider supporting with developing and implementing an information system for data collection, validation, and reporting. This is pending adequate resourcing.

Session 6: Practical tools developed and country applications

The session was moderated by Mr. Isak Neema, Namibia Statistics Agency. Presentations were made by Mr. Bojan Nastav, UNCTAD, Mr. Denis Nkala, UNOSSC, Mr. Christian Castañeda Cuevas, Mexican Agency for International Development Cooperation, Ms. Cristina Toth, Institute for Applied Economic Research (IPEA), Brazil, Ms. Manuela Vivas (APC) Colombia, and Mr. Sergio Rodríguez, Ministry of Foreign Affairs, Colombia.

Highlights from the discussion:

- Practical tools of the Manual include the data collection table aimed at structured and consistent collection and validation of data by national central bodies on SSC.
- Data on South-South cooperation are used for/in Voluntary National Reviews for the SDGs.
- Agency mapping tool and example of involved agencies, roles and collaboration mechanism in Mexico, showcased that the process is not always perfect and requires time to develop. In that sense, when establishing data collection processes, focus should be on systematically and methodologically sound approaches that consider national priorities and ensure quality of data over quantity. Mexico's process is supported by national registry, used for both data entry and validation, with varying levels of users, and institutionalised collaboration mechanism, mandates and incentives Challenges related to the validation being done by different levels of users (compared to data entry users) are overcome by communication and close collaboration.
- Colombia developed a platform (Cíclope)¹ that integrates international cooperation data from various entities to improve the management and effectiveness of development cooperation projects. It collects both financial and technical data. The tool can be adjusted depending on the needs of South-South Cooperation. Colombia publishes annual reports that analyse all types of cooperation, including intra-national projects in so-called Colombia teaches Colombia section.
- Brazil shared its experience with the national report on SSC, including its experience with the data collection process (the institution responsible for collecting and analysing South-South cooperation initiatives is identified and a network of contacts is created. The data collection process begins with invitations and communications to the institutions, requesting their participation. Next, a preliminary analysis of the contributions is carried out to identify any missing or incorrectly filled data. Finally, a review and report preparation are carried out).

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¹ https://www.apccolombia.gov.co/node/1084

















Conclusions and follow-up:

Within the context of the SSC conceptual framework, participants highlighted the importance of developing robust infrastructure for the collection, analysis and dissemination of SSC data between countries. It was suggested that adopting open-source software, such as the REDCap project, could be a valuable approach to achieve this and facilitate interoperability.

Thursday, 6 June

Session 7: Quality assurance and analysis of South-South cooperation data

The session was moderated by Ms. Anne Ibrahim, National Bureau of Statistics, Nigeria. Presentations were made by Mr. Christian Castañeda Cuevas (AMEXCID) Mexico, Ms. Cristina Toth (IPEA) Brazil, Mr. André De Mello (IPEA) Brazil.

Highlights from the discussion:

- Mexico shared insights on how to analyse data and who can benefit from this data. Purposes of analysis include informing national strategies, transparency and public outreach, etc. Insights and descriptive information can also be integrated in reports to identify the nature of contributions and disbursement distribution with the aim to determine whether progress is being made in development (support)
- Brazil added examples of their use of reporting table, including cases on reporting for groups B and C (non-financial support, monetized and not, respectively), and step-by-step process of reporting to South-South cooperation reports (e.g., the national report COBRADI). They noted that the reporting of data to the national report by Brazilian public institutions is voluntary and not legally binding.

Conclusions and follow-up:

- Mexico specifies areas of interest in other countries. Thematic areas include mitigation, science and technology, environmental sustainability.
- They also concluded that the collected information can be used to identify trends, reduce duplicated efforts, and follow SDG support.
- Mexico further noted that South-South cooperation is deemed as an instrument promoting development, hence the idea is not to create a competition in data, rather to focus on actual transfer of solutions, ideas, technologies, resources.
- Brazil echoed South-South cooperation's role as an instrument promoting development. In this sense, hence the collection and dissemination of the data on SSC aims at allowing better knowledge on the actual transfer of solutions, technologies and resources between developing countries, and not with the purpose of ranking SSC providers.

Session 8: Data reporting and dissemination

The session was moderated by Mr. Luis Calle, National Institute of Statistics and Informatics, Peru; Ms. Cristina Xalma (SEGIB), Mr. Wilfredo Loredo Huaman, Peruvian Agency for International Cooperation (APCI) conducted presentations.

















Highlights from the discussion:

- The Ibero-American General Secretariat (SEGIB) utilizes a tool called SIDICSS for managing and informing decision-making related to South-South Cooperation. The tool, accessible at www.informesursur.org, is part of the PIFCSS (Ibero-American Program for the Strengthening of South-South Cooperation) and follows a comprehensive information management cycle. This cycle includes four key stages: registering, sending, and updating information; reviewing and cross-checking data; conducting dialogue through feedback rounds; and final consolidation of the information. SEGIB confirmed that while the decision to gather and analyze, and the act of collecting data on SSC needs to come from the countries, regional and international platforms and solutions can support it, adding also visibility. Their tool supports that actively: the system maintains 25 databases and manages around 10,000 initiatives.
- Peru's APCI platform for budgeting and programming, developed over 4 years, ensures the efficiency and effectiveness of international cooperation projects. It provides supplementary data and includes several key components such as a national registry of interventions for validation, logical framework, and assessment of results

Session 9: Key takeaways and the way forward

The discussion was moderated by Mr. Bojan Nastav, UNCTAD.

Highlights from the discussion:

Next steps in global pilot testing by UN Regional Commissions, IsDB, UNOSSC, UNSD, UN Trade and Development:

- UNCTAD plans on launching the Manual's second version for pilot testing by countries by end of August 2024, building on feedback received during this meeting. This version will be refined after feedback received from pilot testing in the second part of 2024 and finalized by mid-2025. By the end of the project, mid-2026, the Manual with all documentation is planned to be finalized and adopted by the UN Statistical Commission.
- **ESCWA** reiterated that joint work is crucial to ensure effectiveness and overall success of measuring and using SSC data, hence the work on the platform to provide backbone to collaboration is key.
- **ECLAC** identified challenges in the pilot testing phase to include managing small teams, handling fragmented information, establishing legal frameworks, providing necessary training, maintaining historical knowledge, increasing awareness of SDGs, managing staff turnover, and addressing multiple reporting requirements. Next steps in the region will be following the outlined approach to define inter-agency collaboration, technical capacity building and pilot testing the Framework and the Manual, ultimately compiling the SSC data, but also focus on disseminating and sharing results and experiences.
- ECA plans to set up a mechanism of coordination and carry out training.
- ESCAP is preparing the SDG progress report for release in December in Bangkok.
- UNOSSC is intending to provide further support to the initiative, including also through their platform, the so-called South-South Galaxy.
- UNSD reiterated the global monitoring perspective and encouraged countries to report on the SDG indicator 17.3.1.
- **IsDB** shared that advocacy and delivering are crucial in ensuring SSC lives up to its goals. Data on SSC are a mean to improve SSC, not the goals in itself. Their e-learning packages can offer further support in this joint effort to report on SSC systematically and provide support for data-informed decision-making process.
- SEGIB echoed that a common goal is shared by all, believing firmly in the power of SSC.
- Brazil confirmed that advocacy is crucial, but also the time is right to speed and scale up the
 process. Viewing the work on measuring SSC in light of position and strategy, or interaction



















with a broader narrative of development support, SSC is crucial and central also to the coming high-level events (e.g., Summit of the Future, 4th Financing for Development Forum, also the post-2030 Agenda). They called on UNCTAD to create a space to allow communication and sharing to take place. Such a mechanism would enable efficient collaboration. Brazil reaffirmed its willingness to collaborate with pilot countries. ABC also indicated the possibility of disseminating the Manual and other materials through the Observatory of International Development Cooperation (OCID).

- Colombia expressed that the Global South is very diverse, noting that using lessons learnt and continuous improvement is elementary to the work, remembering that no one is working alone, we are all part of a global measuring and together we can have an impact.
- Mexico stressed that the momentum is gaining pace, as these meetings have been a success, increasing from 16 countries in Brasilia the previous year to 66 developing economies now in Doha, with 35 participating in the training workshop. They noted that all the efforts in SSC come from our willingness to cooperate. Moreover, with limited resources, the data collection needs to be narrowed down to reduce burden on technical teams and ensuring data quality, yet achieve, step by step, impact.