2020-2024 Strategic Plan

Statistical Institute for Asia and the Pacific

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Foreword

The Statistical Institute for Asia and the Pacific, setup in 1970, has gone through a long journey of 50 years providing its services to personnel engaged in statistical activities in the region. The Institute has been evolving itself to meet the challenges faced by the statistics community during the years and has been supporting them to meet these challenges in production of high-quality statistics for its effective use in policy and planning and hence improving the lives of citizens.

The 2020-2024 Strategic Plan of the Institute has been developed in a transparent manner through a consultative process where all the countries in the region, statistical training institutions, sub-regional organizations and international organizations have contributed to its formulation.

Statistical landscape is fast changing with the emerging technologies and availability of data from various sources including administrative data, big data, geospatial data and citizen generated data. There is a deluge of data demand on National Statistical Systems (NSS) specially so in the context of large number of indicators required to assess progress on Sustainable Development Goals (SDGs). These challenges require substantial change in the manner NSS are organized. There is also changing demand on the personnel in NSS with increasing requirement of having understanding and skills of a data scientist.

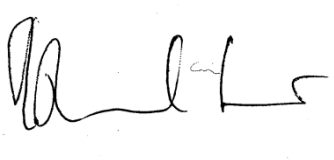
NSS are also to reorient their data dissemination systems so that the data produced is increasingly and fully used in policy-and decision making to meet the expectation of evidence-based policy making. Under the principle of “Leaving No one Behind” under the Agenda 2030, there is increasing pressure on NSS to produce disaggregated indicators by different population groups and geographic areas using appropriate technology and robust statistical methodologies. One of the most challenging area is to bring about organizational change in the context of fast changing technology. To handle this challenge, NSS are not only required to update domain knowledge of its personnel but also to develop managerial skills of its senior level managers.

The Institute has to assist the NSS to deal with the challenge of technological change and its impact on the statistical systems. It has already taken a lead in developing and reorienting its training programmes so that the personnel of NSS not only learn to compile new set of indicators but also develop capabilities to deal with various sources of data and develop skills to process such a data. The Institute has been imparting leadership training to heads of national statistical systems, but it has to further expand its scope to impart managerial skills including communication skills to senior managers in NSS.

The 2020-2024 Strategic Plan of the Institute has addressed most of the new requirements of NSS. I am sure the Institute would achieve objectives set out in the plan and would continue to provide best possible and innovative services to the members and associate members of the Economic and Social Commission for Asia and the Pacific (ESCAP).

I would like to take this opportunity to thank the Government of Japan, the host country of the Institute, for its support to the activities of the Institute. I am also thankful to all the member countries

and associate members of the ESCAP for their support. I highly value and acknowledge the support provided by corporations, universities, research institutes, and international agencies at all the level of sub-region, region and the globe, in contributing to and actively supporting the activities of the Institute.



Ashish Kumar

Director

Statistical Institute for Asia and the Pacific

I. Introduction

A. Background

1. The first year of the period covered by the 2020-2024 Strategic Plan[1] coincides with the 50th anniversary of the establishment of the Statistical Institute for Asia and the Pacific (SIAP), a regional institution of the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP). The Institute was established in 1970 by 20 countries in the Asia-Pacific region, the United Nations and the United Nations Development Programme on the initiative of the Government of Japan and accorded the status of subsidiary body of ESCAP in 1995. Over the last half century, SIAP has become the premier training institution for official statistics in the region in pursuit of its mandate "… to strengthen, through practically oriented training of official statisticians, the capability of the developing members and associate members and economies in transition of the region to collect, analyze and disseminate statistics as well as to produce timely and high-quality statistics that can be utilized for economic and social development planning, and to assist those developing members and associate members and economies in transition in establishing or strengthening their statistical training capability and other related activities."[2]

2. ESCAP member states have relied on SIAP to be effective, efficient and dynamic in providing, leading and coordinating statistical training in the region. The Commission, at its 72nd session in May 2016, "highlighted the important role of reliable, timely, accurate and high-quality data and statistics for successful implementation of the 2030 Agenda, in particular for monitoring progress, and as evidence in support of the formulation of effective policies and the appropriate use of public resources."[3] In this context, the Commission "underlined the need for training on computation for Sustainable Development Goal (SDG) indicators". The Commission appreciated the important role and contributions of SIAP in strengthening national statistical systems through its training programmes.[4]

B. Rationale for the 2020-2024 Strategic Plan

3. In the last five years, the fundamental role that official statistics play in development has been increasingly recognized due to the data demands for monitoring progress towards the achievement of the SDGs set out under the Agenda 2030 of the United Nations. SIAP responded by increasing the focus of its training courses on the statistical requirements of the globally agreed SDG indicators.

4. There is no doubt to the point that the main challenge facing statistical systems in developing countries of Asia and the Pacific over the next decade will be the demands for better and new non-traditional sources of data and quicker and more efficient ways to produce and disseminate statistics, in light of the 2030 Agenda. At the same time, there continues to be lack of capacity to produce even some of the most basic data for a wide range of core economic, agricultural, social and environment statistics in many developing statistical systems. Considering that major focus of the members states of

[1] SIAP has been preparing the five-year plan from its inception for effective strategic and operational management and coordination of its activities. The plan is revised based on training needs every fifth year since 1970. This Strategic Plan started getting its approval from the Governing Council from the plan 2005-2009.
[2] http://www.un.org/en/ecosoc/docs/2005/resolution%202005-36.pdf.
[3] E/ESCAP/72/34, para. 142.
[4] E/ESCAP/72/34, para. 146.

the region during the next five years would be to regularly produce SDG related indicators, this strategic plan for the period 2020-2024 has been developed as SDG focused plan.

5. As the premier regional statistical training institution, SIAP faces the challenge of transforming the nature, content, focus and effectiveness of statistical training in the region to better support capacity building of statistical systems to provide data for informed policy- and decision making.

6. In view of increasing demand on statistical systems in the region and lack of capacity of many countries to meet this demand due to lack of technical capacity of the personnel in the system, SIAP has to provide strong, effective and dynamic leadership in statistical training in the region. This 2020–2024 Strategic Plan has been formulated to serve as a forward-looking document to address the training needs of the member countries. The Plan will be the basis for its annual programming starting in 2020.

7. The following outcomes will be achieved by 2024.

- Government officials introduce measures to improve the availability and quality of official statistics for SDG monitoring
- National statistical training institutes have expanded coverage and quality of their training programmes
- Statistical training institutions conduct statistical training/ events collaboratively with other partners
- ESCAP member and associate members and partners increased their contribution to SIAP and SIAP delivered training using improved IT infrastructure and service

II. Lessons from Implementation of the 2015-2019 Strategic Plan

A. Review of the Actions taken in 2015-2019

8. The 2015-2019 Strategic Plan of SIAP was approved at the 10th session of the Governing Council in 2015. Following this plan, the Institute held 109 training courses, workshops and seminars during 1 January 2015 to 31 December 2019. These were attended by 6,224 participants from 97 countries and territories. Except for e-learning courses, all courses were delivered in collaboration with national or international organizations, research institutes or universities. After the adoption of the 2030 Agenda for Sustainable Development by the United Nations General Assembly in September 2015 and the subsequent entrusting of responsibility for the monitoring of SDGs and targets to national statistical systems, the focus of statistical training changed towards compilation of the globally-agreed SDG indicators.

9. Training programmes organized by SIAP covered basic and advanced technical subjects in social, economic, agricultural and environment statistics as well as on statistical methods and data collection. Courses also focused on tools and methods for building statistical registers for improving use of administrative data to produce official statistics. New courses, for example, on Computer Assisted Personal Interviewing (CAPI), on big data, and on climate-change statistics were introduced.

10. The training programmes were delivered with the help of stakeholders and partners (Annexes Table 1 and Table 2). Stakeholder analysis carried out during 2015-2019 Strategic Plan still remains useful and hence should be useful for development of training programmes. There has been increase in number of courses and number of participants of the training programmes during 2015-2019. The Institute maintained over all positive gender ratio at 1.41. This had been increasing from 1.03 in 2015 to 1.55 in 2018 but decreased to 1.51 in 2019. (Table 3a) Trends in number of courses and participants, and gender ratio by broad subject area and by training modality from 2015 to 2019 are presented in Annexed Tables 3a and 3b.

Sub-regional and country courses

11. During five years from 2015 to 2019, the Institute conducted a few sub-regional courses and within-country courses but conducted large number of regional courses. The sub-regional and within-country courses were well received, and demand was high, especially in Central Asia. However, the 2015-2019 Strategic Plan had prioritized regional training courses and therefore, this demand could not be met.

Funding support received during 2015-2019

12. During the period 2015-2019, SIAP received cash contributions from 32 of 58 ESCAP member states and associate members in Asia and the Pacific. Annual contributions during this period were $2.3 million per year including the contribution from the host country, Japan ($1.8 million per year).

Technical Cooperation

13. During the course of the 2015-2019 Plan, SIAP received funding from Food and Agriculture Organization (FAO) to implement training component of the Regional Action Plan for the Global Strategy to Improve Agricultural and Rural Statistics (RAP). This activity delivered an additional investment of $1.7 million to SIAP and resulted in conduct of 30 training programmes to 715 participants from 43 countries. The RAP project was completed in 2018.

Network for the Coordination of Statistical Training

14. National statistical training institutions which are members of the Network for the Coordination of Statistical Training in Asia and the Pacific serve as collaborators for the training delivered by SIAP through those institutions. Over the course of the 2015-2019 Plan, SIAP organized three meetings of the Network. A fourth meeting is scheduled in December 2019. The Network has established three subgroups to support the training activities. These are - the subgroup on training for agricultural and rural statistics, subgroup on gender statistics training and the subgroup on training activities on economic statistics. The activities of the Network and its subgroups have also guided the annual workplan of the statistical training institutions in the region and support required from SIAP.

Database on training programmes, materials and resource persons

15. Database on training programmes, materials and resource persons have been created in collaboration with the Government of Japan and developed during the period of the 2015-2019 Strategic Plan. Nevertheless, their contents and usability leave room for further development.

Results of course evaluation

16. As a whole, most performance indicators in the 2015-2019 Strategic Plan exceeded the baselines and reached the targets. Number of face-to-face courses exceeded expected number every year. (Table 4a) Development of new e-learning courses exceeded the target in 2018 while it was lower than the target in 2019. (Table 4b) Number of participants exceeded the target in 2019. (Table 4c) Percentage of participants who evaluate the course as very useful for their work and much improved confidence in applying training received in their job exceeded the target in 2019. (Table 4d)

17. Nevertheless, the number of indicators of achievement for which data were available for monitoring was limited, and largely confined to just one of the institutional goals, namely Excellence in Providing Training. It has been felt that methodology for evaluation of the courses need to be made sufficiently robust and should be more comprehensive.

B. Independent Evaluation

18. An independent evaluation was commissioned by ESCAP in 2019 to review performance of SIAP during the 2015-2019 Strategic Plan period, including the substantive relevance and financial viability of the Institute. The evaluation has made recommendations so that critical points emerging from the evaluation may be taken into account in formulation of 2020-2024 Strategic Plan of the SIAP. The recommendations made in the evaluation report are reproduced below.

Strategic Issues

1) For SIAP to work on a variety of approaches to bring statistical capacity development to focus more at the organizational level and to bring results to scale through adopting innovative roles in relation to statistical capacity development in the region

2) For SIAP to further develop the approach to e-learning, making the e-learning courses more attractive to users and providing enhanced opportunities for interaction across participants and sharing of information

3) For SIAP to stay informed on the developments of the SDG indicators of Tiers 2 and 3 and follow up on methodologies agreed, providing practical training to support their assessment for countries in the region, in close collaboration with UN agencies that are the custodians of specific SDG indicators

Management Issues

4) For SIAP Governing Council, in close consultation with ESCAP, to decide on the human resource setup of SIAP in the coming strategic plan period in order to align human resources with the requirements of the programmatic contents of the strategic plan

5) For SIAP to enhance the use of results-based management in the strategic plan as well as in all of its initiatives, identifying clear results and providing monitoring and evaluation at the level of reaction, knowledge, behavioural change and at organization level, identifying when to use which level of assessment, with limited use of the latter level

6) For SIAP, with support from ESCAP Strategy and Programme Management Division (SPMD), to develop a resource mobilization strategy that includes, but also goes beyond requesting member states to enhance their contributions to SIAP

19. These recommendations have been taken into account for development of the 2020-2024 Strategic Plan. Actions relating to these recommendations have been specifically incorporated in broad strategic directions; affecting changes; outcomes, outputs and activities in the strategic plan period of 2020-2024.

III. Procedure Adopted for Formulation of the Plan

20. The Governing Council of SIAP in its 13th session held in December 2017 endorsed the proposal of the Institute to review the current Strategic Plan and initiate the development of its five-year plan. The Council created a "Friends of the Chair" group (FOC) composed of eight experts from China, India, Pakistan, Russian Federation, Japan, Philippines and Vanuatu to assist SIAP for formulation of the Plan.

21. Accordingly, a report on the stocktaking of the progress made on implementation of the 2015-2019 Strategic Plan for the period 2015 to 2017 was prepared by the Institute and circulated to all the members of FOC on 2 February 2018[5] for comments/suggestions.

22. The report of the progress made in implementation of Strategic Plan 2015-2019 was presented before the Governing Council in its 14th session held in November 2018. In addition to considering the report of the implementation of the 2015-2019 Plan, the Council provided advice on the development of the 2020-2024 Plan. In particular, the Council recommended that the drafting of the 2020–2024 Strategic Plan take the following into consideration: improving course effectiveness; impact of e-learning; supply and demand analysis; use of country expertise; mobilizing necessary resources to meet short-term demands; flexibility in delivery modalities and mobilization of expertise in highly specialized areas; better targeting and multiplier effect; and delivery through partnerships with national training institutions and other development partners. Based on this recommendation, the report of the implementation of the 2015-2019 Plan was updated, adding data from 1 October to 31 December 2018 and carried out further analysis of participants' evaluation. The Council also agreed in its 14th session to establish a small working group of Council members to craft a first draft of the 2020–2024 Strategic Plan, with a view to further consultation with the Council and possibly the membership of the Network for the Coordination of Statistical Training in Asia and the Pacific, sub-regional organizations and other important stakeholders.

23. In January 2019, considering that 2020-2024 Strategic Plan of SIAP was to be prepared in 2019, the Council agreed that the evaluation of the Institute may be carried out in 2019 which would provide important input in formulation of the strategic plan. The evaluation of the Institute was carried out by an independent evaluator: Mr Frank Noij, an expert in evaluation. Mr Jonathan Palmer, a statistics expert, provided technical support to the evaluator in an advisory role. Evaluation report was submitted by the evaluators in October 2019.

24. In the meantime, draft 2020-2024 strategic plan was prepared by SIAP based on the suggestions made by the small working group on the earlier draft developed by SIAP in accordance with the guidelines given by the Council during its 14th session. Later, this draft was revised by SIAP to account for the recommendations contained in the evaluation report. The draft was considered and endorsed in the 15th session of the Council on 9 December and the meeting of the Network for the Coordination of Statistical Training on 10 December 2019. As advised by the Council, the draft was circulated to three subregional organizations—Association of Southeast Asian Nations (ASEAN), South

[5] E/ESCAP/SIAP/FOC/1: "Report of the Director of the Statistical Institute for Asia and the Pacific for 2015-2017"

Asian Association for Regional Cooperation (SAARC) and Secretariat of the Pacific Community (SPC). The comments received from these organizations have been incorporated in preparation of final version. The revised version with minor changes based on suggestions and update of data was submitted for the approval of the Council members. This process was done through electronic consultation. This version is finally approved version of the 2020-2024 Strategic Plan.

IV. SIAP's Commitments

A. Mission

25. SIAP's institutional mission[6] reflects the fundamental basis for its existence.

- to strengthen, through practically oriented training of official statisticians, the capability of the developing members and associate members and economies in transition of the region to collect, analyze and disseminate statistics as well as to produce timely and high-quality statistics that can be utilized for economic and social development planning, and
- to assist those developing members and associate members and economies in transition in establishing or strengthening their statistical training capability and other related activities

26. Since its establishment, the Institute's continued existence is firmly dependent on the enduring trust and belief of ESCAP member states and associate members, that SIAP addresses the capacity building needs of national statistical systems to carry out their core mandates of making available quality official statistics. The continued relevance of SIAP to governments, capacity development partners and other stakeholders in the region is founded on the recognition that the training provided and coordinated by SIAP strongly supports and adds value to their own efforts in building statistical capacity.

B. Core Values

27. As a United Nations institution, SIAP embraces the core values of professionalism, integrity and respect for diversity. SIAP integrates the principles and qualities embodied in these values in its programmes, activities and practices.

- **Professionalism.** Instill professional competence and mastery of both statistics and training. Meet commitments and achieve planned results.
- **Integrity.** Promote the *Fundamental Principles of Official Statistics*[7]. Be guided by the *Principles Governing International Statistical Activities*[8].
- **Respect for Diversity.** Work effectively with people from all backgrounds. Promote gender equality. Respond to the diverse training needs and priorities of member states and associate members.

[6] http://www.unsiap.or.jp/about/index.html
[7] https://unstats.un.org/unsd/dnss/gp/fundprinciples.aspx
[8] https://unstats.un.org/unsd/accsub-public/principles_stat_activities.htm

C. SIAP's Aspiration

28. SIAP has long history of being a premier regional training institution. It aspires to be globally recognized as a top-class centre of excellence in training on official statistics and a model institution for relevant, practical and results-oriented statistical training, especially in the present context when the 2030 Agenda has put immense responsibility on official statistical systems.

29. The Institute has following four institutional aspirations:

- Excellence in Providing Training
- Excellence in Training Resources
- Strengthened Engagement with Stakeholders
- Excellence in organizational management and development

These have been the principles that have guided the work of SIAP.

30. Excellence in providing training means to provide training that is relevant, innovative, distinctive and is of the highest quality. Relevance means that training content and modality matches the needs of target groups. Innovative training means addressing gaps in training, developing cost-effective ways of delivering training and developing models for instructional design for face-to-face, blended and e-learning modalities. Distinctive means training products that are recognized as SIAP products. Quality means training is delivered by expert trainers based on quality-certified training materials and that the training is objectively evaluated as meeting the learning objectives.

31. Excellence in training resources means training is designed and delivered by a pool of trainers with the right combination of expertise in the subject matter and effectiveness as a trainer for face-to-face and e-learning courses. Training materials apply appropriate learning models, core skills frameworks, and results of training needs assessments and evaluations in designing and preparing training materials for different modalities. Excellence in training resources also means *quality certified* resources. Excellence also refers to having standardized materials that facilitates well-organized and coordinated training by the Network members.

32. Strengthened Engagement with Stakeholders means leveraging stakeholder interests in statistical training to advocate for support for statistics development such as through the Network and other development partners. It means building on existing relationships and building on new initiatives that institutionalize partnerships and create specific mechanisms for collaboration and coordination.

33. Excellence in organizational management and development means the responsible planning and management of resources. This requires processes and structures for managing, allocating and monitoring resources—staff, financial resources and infrastructure. Excellence in this regard means enough resources are generated, expenditure decisions reflect cost-effectiveness, decision-making is transparent and collaborative, and accountability is monitored.

V. The Evolving Landscape for Statistical Development

34. Since the adoption of the 2015-2019 Strategic Plan by the Governing Council at its 10th session in 2014, several decisions by members of the United Nations at the global and regional levels have positioned official statistics at the centre of policy formulation and evaluation for and monitoring SDGs adopted by the United Nations General Assembly.

At the global level

35. **The 2030 Agenda for Sustainable Development**, together with a set of 17 Goals and 169 targets was adopted by the United Nations General Assembly in September 2015. This was followed by the formulation of a set of 232 **global SDG indicators** by the Inter-agency and Expert Group on Sustainable Development Goal Indicators (IAEG-SDGs), agreed to and subsequently refined through decisions by the United Nations Statistical Commission at its 2016-2019 sessions.[9]

36. The pledge that **no one will be left behind** is a key element of the 2030 Agenda. In terms of demand for official statistics this translates into the need to track the progress of identifiable, vulnerable subpopulations towards the targets. Target 17.18 addresses this need: "By 2020, enhance capacity-building support to developing countries ... to **increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts**". Moreover, the formulation of many of the individual SDG indicators in the global set identifies additional subpopulations as dimensions and categories for disaggregation.[10]

37. In response to the increased demand for more detailed, including disaggregated, and timelier data emanating from the 2030 Agenda and the SDGs, the global official statistics community, through the Statistical Commission, has developed a **transformative agenda for official statistics** with a view to having **modernized national statistical systems** in place that produce official statistics more efficiently, more cost-effectively and in a sustainable, integrated and internationally coordinated way, based on an inclusive partnership.

38. Cape Town Global Action Plan for Sustainable Development Data[11] was prepared by the High-level Group for Partnership, Coordination and Capacity-building for Statistics for the 2030 Agenda for Sustainable Development in UN World Data Forum on 15th January 2017. The Global Action Plan for Sustainable Development Data proposed six strategic area, each associated with several objectives and related implementation actions. This plan identified innovation and modernization of national statistical systems as a strategic area and set an objective to achieve "Modernized governance and institutional frameworks to allow national statistical systems to meet the demands and opportunities of constantly evolving data ecosystems". The action plan also recognized the need to mobilize resources and coordinate efforts for statistical capacity building.

[9] https://unstats.un.org/sdgs/indicators/indicators-list

[10] For example, indicator 1.3.1: Proportion of population covered by social protection floors/systems, by *sex*, distinguishing *children*, *unemployed persons*, *older persons*, *persons with disabilities*, *pregnant women*, *newborns*, *work-injury victims* and *the poor* and *the vulnerable*.

[11] https://unstats.un.org/sdgs/hlg/cape-town-global-action-plan/

At the regional level

39. The 2030 Agenda has been translated into a regional plan for action, endorsed by 4th Asia-Pacific Forum on Sustainable Development and via ESCAP resolution 73/9, of a "**Regional Road Map for Implementing the 2030 Agenda for Sustainable Development in Asia and the Pacific**".[12] The Regional Road Map identifies investing in responsive national statistical systems; formulating and implementing strategies for the development of statistics; providing and promoting capacity-building support; modernizing business processes and tools; and building skills of national statistical systems staff and management as opportunities for regional cooperation in data and statistics.

40. The **collective vision and framework for action by the Asia-Pacific statistical community**,[13] endorsed by the ESCAP Committee on Statistics at its 5th session in 2016, sets out a vision that "… by 2030, national statistical systems are enabled and empowered to lead development of and to deliver innovative, trusted and timely products and services for urgently needed and evolving statistical requirements of Agenda 2030", to be achieved through taking collective action in the areas of engaging users and investing in statistics; assuring quality and instilling trust in statistics; integrated statistics for integrated analysis; modernizing statistical business processes; and having requisite skills sets.

41. The declaration on navigating policy with data to leave no one behind endorsed by the ESCAP Committee on Statistics at its 6th session in 2018 reiterated its commitment to implementation of collective vision and framework for action with collaborative and integrated efforts between policy makers and statistics producers through the integration of statistics development with national development policies and plans; develop national monitoring framework integrating it with planning and budgeting processes; establish high level advisory body comprising of various stakeholders both in government policy making and private users including media; improve coordination and cooperation among statistical units in government at all levels; empower heads of national statistical offices to take lead role in national statistical system; strengthen statistical systems to take full advantage of new, innovative and frontier technologies; improve communication with regard to statistics for evidence-based policy making including organizing awareness programmes; and revisiting national policies and strategies to enable implementation. This was later endorsed by the ESCAP commission in its 75th session in 2019. [14]

42. UN Statistical Commission in its 50th session held in March 2019, while reviewing the work of the regional statistical development, commended the significant work undertaken by Asia-Pacific countries, regional institutions and other development partners supporting statistical coordination and development in the region. The Statistical Commission noted the work of Statistical Institute for Asia and the Pacific in providing statistical training to strengthen regional statistical capacity development. The Statistical Commission supported the call by the Asia-Pacific countries for development partners to develop, strengthen and modernize international statistical standards and related skills, and continue to provide technical assistance and training for their implementation.

[12] See https://www.unescap.org/publications/regional-road-map-implementing-2030-agenda-sustainable-development-asia-and-pacific.
[13] E/ESCAP/CST(5)/1.
[14] https://www.unescap.org/sites/default/files/ESCAP_CST_2018_7_Declaration.pdf

Need for capacity development relating to SDG monitoring Indicators at regional level

43. The adoption of 2030 Agenda for Sustainable Development has resulted in quantum jump in the need for statistics since the number of indicators required for tracking the progress increased from just 60 in MDG era to 232. This fourfold increase in demand for indicators and hence related statistics, though not achieved even by developed countries, has led to increased demand on national statistical systems. With increase of use of administrative data in addition to official statistics generated from censuses and surveys has resulted in increasing demand for capacity development of statistics both in national statistics offices and line ministries. Further, field of statistics has considerably changed with the emergence of new kinds of data, including "big data", geospatial data mapped on traditional data and data collected through use of mobiles and scanners. This increased demand for statistics could not be met by the countries due to severe budgetary cuts on statistical activities. While there is increased demand for statistics for evidence-based decision-making, there is usually not enough trained statisticians and there is lack of financial resources for the purpose. There is increasing need for capacity development in diverse areas of statistics.[15]

VI. Broad Strategic Directions

44. To respond to the challenges in the Plan period, SIAP will follow two broad directions: better targeting and greater multiplier effect.

Better targeting

45. In terms of rationalizing priority areas, SIAP will be guided by:

- Data requirements for monitoring the implementation of the 2030 Agenda and tracking progress towards the SDGs
- The associated requirements for the modernization of business processes of national statistical systems
- Priorities of work expressed by ESCAP member states through the Committee on Statistics that have a well-defined training component

46. A focus on the data requirements for the 2030 Agenda and the SDGs and the modernization of statistical business processes implies the need to design and deliver training at an intermediate to advanced level.

47. SIAP will continue to play a key role in designing and delivering short term training in priority areas of work identified by the ESCAP Committee on Statistics. Such priorities might include the regional-, sub-regional- and country-level implementation of global strategies and programmes and be

[15] This has been based on needs assessment surveys on agricultural and rural statistics carried out by SIAP and on gender statistics carried out by UN Women; generic training needs assessment survey carried out by PARIS21 (Response to the joint survey on New approaches to Capacity Development and Future priorities, Draft Report for the United Nations Statistical Commission 2018) and by GIST (Key messages from training needs assessments, summary of needs assessment exercise, https://unstats.un.org/gist/resources/Outputs-from-Task-Teams/2018/).

accompanied with dedicated resources for implementation.

48. Asia and the Pacific is a vast and diverse region, with national statistical systems facing distinct challenges and are at different levels of development. The consequent statistical training needs are thus most effectively addressed at the country and sub-regional levels. SIAP should increase its focus on training of personnel through sub-regional and in-country programme. These training courses should be taken up based on proposals from countries and sub-regional training institutes every year when annual work plan will be finalized. A sub-regional approach could be particularly useful in Central Asia, for reasons of common history and language, and the Pacific, due to geography and the lack of national training capacity. To increase efficiency and sustainability, new collaboration should be cultivated and developed such as ASEAN Community Statistical System (ACSS), SAARC and SPC.

Improving course effectiveness and impact of e-learning programmes

49. SIAP has been delivering three types of training programmes with different objectives. The training courses delivered by the Institute can be classified into long term training programmes, short term training programmes and e-learning programmes. Brief objective and other details are given below:

(i) Long term training programmes:

These programmes are of duration from one and half month to three and a half months. Basic objective of the programmes is to build capacity of national statistical systems on long term basis. Training focused on statistics and indicators related to SDGs yet focuses on building capacity of the system which would be of use in overall development. These programmes are organized in collaboration with the Japan International Cooperation Agency (JICA).

(ii) Short term training programmes (duration of one week or less):

These programmes have specific subject/ SDG indicator(s) focus with participation from the officials presently dealing with the subject matter. Some of these programmes are in the domain of use of big data for official statistics. Purpose of these programmes is to impart knowledge and skills to the participants on their current work.

(iii) E-learning programmes:

These programmes relating to statistical business processes or SDG Indicator compilations are developed with an effort to reach larger audience to provide information and skill development for all persons dealing with issues relating to official statistics. Different participants of these programmes have different objectives in pursuing these programmes.

50. SIAP will develop content of each of these programmes keeping in view the objectives of the targeted participants and hence will address the requirement of the member states in the present context.

51. SIAP will further develop the approach to e-learning, making the e-learning courses more attractive to users and will provide enhanced opportunities for interaction across participants and

sharing of information.

Greater multiplier effect

52. The designing of the courses, development of training material and delivery of courses will shift to a further enhanced collaborative approach with relevant partners. Main approaches are the followings.

(1) In the context of orienting the curriculum towards the 2030 Agenda and the SDGs, considerable progress has been made over the last four years or so to deliver training on specific SDG indicators, integrated into long term courses and through dedicated short term courses, in collaboration with international organizations such as the Food and Agricultural Organization of the United Nations (FAO), International Labour Organization (ILO), United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), United Nations Educational, Scientific and Cultural Organization (UNESCO) and its Institute for Statistics (UIS) and World Health Organization (WHO). This approach would be further expanded to collaborate with other custodian agencies of SDG indicators.

(2) SIAP will develop collaboration with Statistics Division of ESCAP for undertaking training of trainers. SIAP can take lead in organizing such training programmes which fits into the mandate of SIAP.

(3) SIAP has been collaborating in the area of modernizing statistical business processes with organizations such as the United States Census Bureau, on National Strategies for the Development of Statistics (NSDS) with Partnership in Statistics for Development in the 21st Century (PARIS21), and on electronic data capture and big data for statistical purposes with the World Bank. For improvement of quality of official statistics, there has been a collaboration with UNSD of Department of Economic and Social Affairs and International Monetary Fund (IMF). Such collaboration will be further expanded in new and emerging areas of statistics.

(4) SIAP will develop collaboration with other divisions of ESCAP in delivering training to address their data and statistics requirement. This can be on various social statistics, especially, on statistics relating to disability with Social Development Division, on Geographic Information System (GIS) with Disaster Risk Reduction Division, etc. SIAP will also consider collaborating with the regional institutions for delivery of training in the areas of their interest of work. This would include data–driven governance with Asian and Pacific Training Centre for Information and Communication Technology for Development (APCICT), statistics relating to agriculture machinery usage with Centre for Sustainable Agriculture Mechanization (CSAM) and on disaster statistics and related indicators with Asian and Pacific Centre for the Development of Disaster Information Management (APDIM).

Mobilization of expertise in highly specialized areas

53. The Institute has been hiring experts from various academic institutions for imparting training on topics where such expertise is not available within the Institute especially in the areas relating to developing estimates using small area estimation technique to pursue the objective of estimation of

SDG indicators for subpopulations and small geographic areas. Such approach will be further pursued for delivery of training in other advanced statistical techniques. The Institute will also use the expertise available in countries' statistical system for delivery of training at regional, sub-regional and country level.

Partnership with national statistical training institutions and other agencies

54. The Network, with SIAP as secretariat, will continue to facilitate information sharing and promoting coordination among national statistical training institutions, regional and international statistical training providers, and donor agencies providing funding for statistical training in the Asia-Pacific region.

55. SIAP has also contributed to the global network on statistical training. Global Network of Institutions for Statistical Training (GIST) is a network of international and regional training institutions, working together to build sustainable statistical capacities through efficient, effective, and harmonized delivery of training. SIAP as a member of GIST has participated in its meetings and task teams and shared information. SIAP has also participated in UN Statistical Commission's Global Working Group on Big Data for Official Statistics. The Institute shall continue to contribute to the GIST, the Global Working Group on Big Data and other such forums created for development of statistical capacities through statistical training.

Meeting short term demands

56. SIAP will have flexibility to meet short term training demands of the member states even if such a programme could not be included at the time of preparation of work plan for the year, if such a demand can be met without compromising already approved work programme. The flexibility will be in mobilizing necessary resources through collaboration with other international agencies and national training institutions for delivery of such programmes.

VII. Affecting Change

57. The broad strategic directions delineated above suggest that SIAP needs to take the following steps:

Change in mix of activities

58. SIAP has been presently focused on delivery of training programmes in its campus and with its collaborating national statistical training institutions at their campuses. In addition to delivery of training, it has also been performing role of coordination as secretariat of the Network for the Coordination of Statistical Training. This will be further strengthened over the years to deliver training on SDG related indicators and will also take other roles in capacity building in the following manner:

a. At the regional level expand the work with UN organizations in the further development of training materials on data gathering and analysis of SDG related to Tier I indicators and expand cooperation with custodian agencies including UN agencies for development of training materials and delivery of training on data collection on the SDG indicators;

b. Network amongst national statistical offices in the region and identify and facilitate opportunities for South-South and triangular cooperation on specific statistical training issues, facilitating support in particular for countries with special needs in this respect;

c. Expand the focus of individual level capacity development to mid- and higher-level staff positions in NSO and other relevant statistical Government agencies as these staff have substantial opportunities to inform and enhance institutional statistical systems and to adapt statistical business processes;

d. Enhance SIAP's own capabilities in terms of engaging with the development of capacities of training institutes, including the development of an approach to such engagement in the Asia and Pacific region and partnerships concerned. This would require preparation and implementation of capacity development plan for staff members of the institute; and

e. Continue to play a role in regional level statistical capacity development in terms of the leadership and management seminars conducted, and link the contents of the seminars with the capacity development initiatives that occur at the sub-regional level, providing a platform to enhance the debate on statistical capacity development in the Asia and Pacific region.

Developing a sub-regional footprint

59. The ESCAP region is home to several national statistical training institutes that are qualified – also because of prior experience – to deliver training at the sub-regional level; SIAP has over recent years worked with most of these institutes.

60. SIAP, in partnership with the ESCAP Statistics Division, is in the process of initiating tailored training in official statistics for the countries of Central Asia with financial support of the Government of the Russian Federation and in cooperation with its Federal State Statistics Service (Rosstat) and Higher School of Economics. ESCAP has secured a second tranche of funding which will be available till

2021-22. This work will be pursued in collaboration with ESCAP Statistics Division.

61. SIAP, ESCAP Statistics Division and Subregional Office for the Pacific have over recent years jointly undertaken several activities including to meet the training demand of Pacific countries, in particular, in the area of environment statistics (System of Environmental-Economic Accounting (SEEA) and climate change-related statistics). To institutionalize this work, as well as to develop a sustainable approach for meeting the demand on principles and practices of official statistics in the subregion, ESCAP, including SIAP, is in the process of working through options with the University of the South Pacific and the Pacific Financial Technical Assistance Centre (PFTAC).

62. SIAP will provide support to statistical training institutions in various subregions to enhance the capacities on technical as well as leadership, managerial and coordination aspects, including through peer learning and with special attention to adaptation of training to the specific needs of Least Developed Countries (LDCs), Land Locked Developing Countries (LLDCs) and Small Island Developing States (SIDS) .

Making e-learning effective

63. Overall, SIAP's distance e-learning courses have been successful in reaching large numbers of participants. There are, however, two major issues.

i. SIAP has been struggling to establish a modern, effective and visually attractive e-learning platform.

ii. It has also been noticed that participants from countries with large number of participants of these courses enrolled in the same course to circumvent individual testing by sharing and submitting the same answers irrespective of questions asked.

64. Although delivering training remotely is perhaps inherently more challenging than face-to-face, SIAP will rethink its approach. This will involve:

(i) Development of a range of e-learning modalities geared towards different ways of learning, including moderated and non-moderated forms of learning, making use of a diverse set of ways to transfer information;

(ii) Expanding e-learning beyond technical statistical topics, to include governance and management issues of national statistical offices as well as communication, coordination and negotiation skills needed for statisticians to successfully work with other parts of government and with non-governmental stakeholders in data gathering, dissemination and use;

(iii) Further development of blended courses, including use of e-learning to ensure that trainees will be sharing similar knowledge and skill levels and can be expected from the start to have the required motivation to follow-up on training, using their enhanced knowledge and skills in the practice of their work;

(iv) Balancing the use of e-learning with face-to-face interaction within training courses as

well as across all SIAP supported training;

(v) Increasing use of on-line forum for trainees as well as alumni to interact, share experiences and learnings and become part of an online community of statistics practitioners;

(vi) Making stand-alone e-learning continuously available online so that statisticians and others interested in the topic concerned can take the course at their own speed and timing; make support available through online communication, e-mail or other means and provide opportunities for peer support;

(vii) The adoption and continuously updating of a modern learning management system and related infrastructure for e-learning;

(viii) Reviewing and further developing the current distance learning content, together where feasible with partners that embody relevant expertise;

(ix) Examine how at the beneficiaries end the apparent current culture of compliance can be changed into one of active learning;

(x) Introduction of system of conducting webinars during the course of delivery of an e-learning programme.

Tracking developments on Tier 2 and 3 SDG indicators to meet training needs

65. SIAP has been providing training on SDG indicators for which international methodologies have been developed. These are both for Tier 1 and Tier 2 indicators. These training programmes are mostly delivered with the assistance and collaboration with the relevant custodian agencies. Tier 3 of SDG indicators are gradually being classified to Tier 2 after their methodologies are developed and pilot testing for the suitability is done by the countries. For SIAP to stay informed on the developments of methodology of compilation of Tier 2 and 3 indicators, it will have to actively participate in the meetings of Inter Agency Expert Group on SDG Indicators (IAEG-SDGs). The Institute will also have to develop close interaction and better coordination with custodian agencies of these indicators for delivery of training on compilation of these indicators and also for development of training material.

VIII. Goals, Outcomes, Outputs and Activities for 2020-2024

66. Overall institutional mission, core values, institutional aspirations, broad strategic directions, affecting change, objectives of this plan, focus of the plan and goals of the plan are summarized in the Table 1 below.

Table 1. Summary of Focus, Goals, and Outcomes for 2020-2024

<table>
<tr><th colspan="4">Institutional Mission</th></tr>
<tr><td colspan="4">SIAP's institutional mission[16] reflects the fundamental basis for its existence:
• to strengthen, through practically oriented training of official statisticians, the capability of the developing members and associate members and economies in transition of the region to collect, analyze and disseminate statistics as well as to produce timely and high-quality statistics that can be utilized for economic and social development planning, and
• to assist those developing members and associate members and economies in transition in establishing or strengthening their statistical training capability and other related activities</td></tr>
<tr><th colspan="4">Core Values</th></tr>
<tr><td colspan="4">Professionalism. Instill professional competence and mastery of both statistics and training. Meet commitments and achieve planned results.
Integrity. Promote the Fundamental Principles of Official Statistics[17]. Be guided by the Principles Governing International Statistical Activities.
Respect for Diversity. Work effectively with people from all backgrounds. Promote gender equality. Respond to the diverse training needs and priorities of member states and associate members.</td></tr>
<tr><th colspan="4">Institutional Aspirations</th></tr>
<tr><td>Excellence in Providing Training</td><td>Excellence in Training Resources</td><td>Strengthened Engagement with Stakeholder</td><td>Excellence in organizational management and development</td></tr>
<tr><th colspan="4">Broad Strategic Directions</th></tr>
<tr><td colspan="4">Better targeting
Improving course effectiveness and impact of e-learning programmes
Greater multiplier effect
Mobilization of expertise in highly specialized areas
Partnership with national statistical training institutions and other agencies
Meeting short term demands</td></tr>
<tr><th colspan="4">Affecting Change</th></tr>
<tr><td colspan="4">Change in mix of activities
Developing a sub-regional footprint
Making e-learning effective
Tracking developments on Tier 2 and 3 SDG indicators to meet training needs</td></tr>
<tr><th colspan="4">Focus for 2020-2024</th></tr>
<tr><td colspan="4">Monitoring of SDGs through global and national indicators for supporting decision- and policy-making to achieve the goals</td></tr>
<tr><th colspan="4">Goals for 2020-2024</th></tr>
<tr><td>Goal 1: Improved availability and quality of official statistics for SDG monitoring in ESCAP members and associate members</td><td>Goal 2: Improved coverage and quality of national statistical systems to deliver training</td><td>Goal 3: Improved coverage and quality of statistical training through enhanced partnership and innovation</td><td>Goal 4: Sustained increase in financial and human resources, and improved statistical training and other services provided and coordinated by SIAP</td></tr>
<tr><th colspan="4">Outcomes 2020-2024</th></tr>
<tr><td>Government officials introduce measures to improve the availability and quality of official statistics for SDG monitoring</td><td>National statistical training institutes have expanded coverage and quality of their training programmes</td><td>Statistical training institutions conduct statistical training/ events collaboratively with other partners</td><td>ESCAP member and associate members and partners increased their contribution to SIAP and SIAP delivered training using improved IT infrastructure and service</td></tr>
</table>

A. Goals, Outcomes, Outputs and Key Activities

67. The four goals of the Institute in 2020-2024 will have the following outcomes, outputs and

[16] http://www.unsiap.or.jp/about/index.html
[17] https://unstats.un.org/unsd/dnss/gp/fundprinciples.aspx

key activities.

Goal 1: Improved availability and quality of official statistics for SDG monitoring in ESCAP members and associate members

Outcome: Government officials introduce measures to improve the availability and quality of official statistics for SDG monitoring

Output: Enhanced knowledge and skills of government officials to produce, process, analyse and manage quality official statistics for SDG monitoring

Key activities:

Develop and deliver training programmes and workshops that focus on production of data for compilation of Tier 1 and Tier 2 global indicators for monitoring of SDGs. This activity will be undertaken through conduct of the following training programmes every year:

a. Statistics related training programmes

(1) Long term programmes (2 or 3 programmes)

(2) Short term programmes:

   a. regional (8)

   b. sub-regional (10)

   c. in-country (6)

(3) Delivery of e-learning programmes including development of new programmes

   a. moderated and non-moderated (8)

   b. blended programmes (6)

   c. Development of new programmes (3)

(4) Training programmes in Russian language for Central Asian countries (3 courses included in (3a) above)

(5) Training programmes for countries in Pacific region (3 courses included in (2b) above)

(6) Training of trainers (1)

(7) Research-based training (1)

b. Management related training programmes

(1) Statistical quality workshops for senior-level managers (1)

(2) Leadership training (1)

(3) Conduct of training programme on management and governance for middle level personnel in national statistical systems (1)

(4) Management seminar for heads of national statistical offices (1)

Priority topics for statistical and management training

Priority subjects/ topics are given below:

- **Principles and practices of official statistics**: Compilation of indicators for monitoring of SDGs, United Nations Fundamental Principles of Official Statistics, legal framework, statistical methodologies, data collection, processing, statistical analysis, dissemination of data and result of analysis.
- Specific domains for delivery of training are:
    - **Population and social statistics**: principles, international standards and recommendations for population censuses; analysis and use of census data; time use surveys; regional core set of social and population statistics; labour statistics including labour mobility, measurement of decent work and informality in employment as well as labour accounts; conduct of victimization surveys and compilation of crime statistics and statistics related to criminal justice; and measuring sustainable tourism and tourism accounts
    - **Gender statistics**: regional core set of gender statistics and indicators
    - **National Accounts and economic statistics**: National Accounts in the framework of System of National Accounts 2008 (2008 SNA); advanced topics in National Accounts; regional core set of economic statistics; statistical business registers; International Comparison Programme/ Purchasing Power Parity (PPP); government finance statistics; and industrial statistics including banking, airline and wholesale; Supply and Use Tables serve as the basis for compiling a range of accounts such as regional accounts, environmental accounts, labour accounts, tourism accounts as well as National Accounts including computation of effect of globalization, digitization and sustainable development including wellbeing.
    - **Agricultural and rural statistics**: SDG indicators related to agriculture sector including fishery statistics
    - **Environment statistics:** Framework for development of environment statistics (FDES), SEEA central framework and compilation of physical flow accounts; disaster-related statistics; compilation of ocean accounts; SDG indicators related to environment and disaster; and indicators related to climate change
    - **Advanced statistical methodologies and IT applications**: standards and frameworks for statistical data production; Goal specific monitoring of SDGs under the 2030 Agenda, generation of official statistics from administrative registers and other reporting systems; official statistics from non-conventional sources of data such as big data including satellite data, citizen generated data and scanner data; computer assisted data collection such as CAPI and computer assisted coding; small-area estimation techniques; analysis of complex survey data; data revolution; and

geospatial statistics

- **Training-of-Trainers for Statistics Training Programme**: training in designing, developing and delivering of statistical training programmes, training to certify trainers in specific statistical areas (Indicative areas: basic statistical methods; administrative statistics; sampling methodologies; gender statistics; National Accounts; SEEA; agricultural statistics; and IT applications in statistics)
- **Research-based training programme:** thematic topics on developing methodologies and analyzing data relevant to immediate concerns of countries
- **Management and Governance related training programmes**: Governance and management of national statistical organizations; communication, coordination and negotiation skills for statisticians; and communication skills for advancing statistical literacy of stakeholders
- **Leading, Managing and Modernizing for Quality Statistics**: high-level management seminars/ workshops for discussing and debating leadership and management issues related to national statistical systems; senior-level workshops on quality assurance frameworks and their implementation; and modernizing statistical information systems

Goal 2: Improved coverage and quality of national statistical systems to deliver training

Outcome: National statistical training institutes have expanded coverage and quality of their training programmes

Output: Strengthened capacity of national statistical systems to provide statistical training for monitoring SDGs

Key Activities:

1. Support conduct of sub-regional training programmes by the national training institutes in collaboration with FAO on agricultural statistics, with ESCAP Statistics Division on economic statistics, with UN Women on gender statistics and with other custodian agencies on related SDG Indicators
2. Coordinate development of training materials for delivery of training programmes with FAO, ESCAP Statistics Division, UN Women and other international organizations
3. Develop database of experts classified by statistical domains and other relevant areas
4. Conduct of training needs assessment survey

Goal 3: Improved coverage and quality of statistical training through enhanced partnership and innovation

Outcome: Statistical training institutions conduct statistical training/ events collaboratively with other partners

Output: Enhanced partnership and coordination among statistical training institutions in the region, international organizations and civil society organizations

Key Activities:

1. Provide secretariat support to the Network for the Coordination of Statistical Training in Asia and the Pacific
2. Organize the meetings/ discussions on the subgroups of the Network
3. Develop capacity development plan for national statistical training institutions
4. Establish partnership with academic institutions to collaborate on research-based training programmes
5. Participate in and contribute to international, regional and national events on official statistics
6. Develop partnership with private sector including civil society organizations

Goal 4: Sustained increase in financial and human resources, and improved statistical training and other services provided and coordinated by SIAP

Outcome: ESCAP member and associate members and partners increased their contribution to SIAP and SIAP delivered training using improved IT infrastructure and service

Output 1: Enhanced awareness of ESCAP members and associate members on the achievements and value of SIAP

Key Activities:

1. Develop an effective resource mobilization strategy with the ESCAP SPMD in 2020
2. Develop communication and advocacy strategy
3. Organize consultation with potential donors for implementation of resource mobilization strategy

Output 2: Improved training facilities and infrastructure and ICT equipment and facilities in SIAP

Key Activities:

1. Review the present system of delivery of e-learning courses in the Institute and suggest improved IT setup by hiring an expert
2. Implement these requirements in collaboration with host government and if necessary, from resources available with the Institute

Output 3: Aligned human resources to the expected outputs

Key Activities:

1. Align human resources to the broad strategy and affecting changes in operations of SIAP for achieving objectives in the plan
2. All the vacancies of the professionals are filled

3. Hire consultants according to requirement of training programmes

The following considerations will be kept for implementing activities under this goal:

(a) Training programmes in the Institute are delivered with the help of its faculty and with the support of consultants hired for the areas in which the faculty does not have adequate expertise. Human resources should be aligned with the requirements of the contents of the Strategic Plan. This is to be done to ensure that long term courses are delivered effectively and there is scope for SIAP to innovate on statistical capacity development and play multiple roles at regional and sub-regional level.

(b) Capability improvement of SIAP: Enhance SIAP's own capabilities in terms of engaging with the development of capacities of training institutes, including the development of an approach to such engagement in the Asia and Pacific region and partnerships concerned. This is to be done based on development of an internal capacity development plan and its implementation.

(c) Human capacities in the Institute are to be improved so that appropriate training facilities and equipments including web-based technologies are available and effectively used. Other requirement would be to maintain SIAP website, development and delivery of e-learning programmes and setting up and maintaining on-line sharing platforms and databases.

B. Result Based Framework

68. SIAP has developed a results framework for the Strategic Plan with its goals, outcomes, outputs and a set of indicators to monitor achievement of results. This has been developed in close collaboration and guidance of the ESCAP SPMD. Outputs, Short-medium term and long term outcome and impact related to the activities undertaken in SIAP are presented in the Annex Chart which indicates the theory of change adopted by the Institute.

69. SIAP shall enhance the use of results-based management in all of its initiatives. This will commence with the use of results-based management for its long term training programmes in the first two years of the implementation of this Strategic Plan. Based on the experience gained, this system will be introduced in other training programmes and other initiatives.

70. The target number of training programmes to be undertaken in each category is based on the average number of training programmes delivered in each category during the preceding five-year period 2015-2019 and the changing focus of the plan to deliver more sub-regional and e-learning programmes.

71. Achievement of the outcome and outputs of the Plan is contingent on the following major assumptions:

- Relevant stakeholders at the national, regional and international levels continue to accord the necessary priority to statistical capacity building through training;
- National statistical institutions and statistical offices in line ministries who are the intended beneficiaries of SIAP training:
    - Consider SIAP training as an integral part of their own human resource development programmes;
    - Integrate e-learning as a modality for training in their own human resource development programmes;
    - Nominate officials with appropriate qualifications for the training programmes;
    - Provide trainees with appropriate opportunities to develop and implement action plans for applying training received;
- National and international training providers are willing to pursue regional cooperation on statistical training, including:
    - Actively contributing to the work of the Network
    - Participate in certification and related processes for establishing satellite training institutions affiliated with the Network and certifying trainers and training materials
- Sufficient human and finance resources are provided to SIAP to implement the Plan. Also, the monitoring and evaluation aspects are included in annual work and financial plans.

- Adequate extra-budgetary resources are mobilized to ensure that the supporting technological requirements are in place and utilized and key activities are undertaken
- Member states and the host government continue to provide sufficient financial and in-kind support to efficiently carry out activities of the Institute under the condition that SIAP/ESCAP conducts trainings in line with needs of member states and appropriate organizational management.

72. The logical framework matrix for the 2020-2024 Plan is presented below. Indicators of achievement have been identified for measuring and monitoring the outcome for each Goal, outputs and activities. Indicators of achievement would be revisited at the end of the planning period to decide next set of indicators and targets.

Logical Framework Matrix

Goal 1	**Improved availability and quality of official statistics for SDG monitoring in ESCAP members and associate members**	
Outcome	Government officials introduce measures to improve the availability and quality of official statistics for SDG monitoring	
Indicator of achievement	Percentage of SIAP trainees who report that SIAP training contributed to improvement in their work	
Output	**Key Activities**	**Indicators**
Enhanced knowledge and skills of government officials to produce, process, analyse and manage quality official statistics for SDG monitoring	1. Conduct of long term training programme • At least one programme on training on official statistics for monitoring of SDGs • At least one programme from the two: (i) Disaggregation of data to meet the objective of agenda 2030 "Leave no one behind" (ii) Application of ICT to improve statistical business processes and use of big data, geospatial data and administrative data	• Number of government officials trained in long term programmes • Percentage of participants who evaluate the programme as *very relevant* for their work • Percentage of participants who report much improved confidence in applying training received in their job
	2. Conduct short term training programmes: regional, sub-regional and in-country training courses Expected number by type: (i) Regional: 8 per year (ii) Sub-regional: 10 per year (iii) In-country: 6 per year	• Number of government officials trained in short term programmes • Percentage of participants who evaluate the progaremme as *very relevant* for their work • Percentage of participants who report much improved confidence in applying training received in their job
	3. Develop and deliver e-learning programmes (i) Deliver e-learning programmes Expected number: 8 per year (ii) Conduct blended-learning programmes Expected number: 6 per year (iii) Develop new e-learning programmes Expected Number: 3 per year	• Number of government officials trained in e-learning programmes • Percentage of participants working in specific area who report much improved confidence in applying e-learning training received in their job
	4. Conduct training programmes in Russian language for Central Asian Countries (included in e-learning programmes (3(i) above) Expected number: 3 per year	• Number of government officials from Central Asian countries trained
	5. Conduct training programmes for countries in Pacific region (included in Sub-regional courses in 2(ii) above) Expected number: 3 per year	• Number of government officials trained from Pacific countries
	6. Conduct Training-of-Trainers programmes on selected areas of official statistics	• Number of statistical trainers trained and certified for delivery of further training

	Expected number: 1 per year	
	7. Conduct research-based training programmes based on priority needs of countries Expected number: 1 every other year	• Number of government officers completed research-based training
	8. Conduct management related training programmes: (i) Conduct statistical quality workshops for senior-level managers Expected number: 1 per year (ii) Conduct leadership training programme Expected number: 1 per year (iii) Conduct of a training programme on management and governance for middle level personnel in national statistical systems Expected number: 1 per year	• Number of government officials trained • Percentage of participants who evaluate the programme as *very relevant* for their work • Percentage of participants who report much improved confidence in applying training received in their job
	9. Conduct management seminar for heads of national statistical offices (material shared on website) Expected number: 1 per year	• Number of participants • Percentage of participants who find the programme useful

Target of indicators

- Target number of government officials is 20 for each face-to-face programme except for the leadership training programme.
- Target number of government officials is 1,000 for all e-learning courses delivered in a year.
- Target percentage of participants who evaluate the programme as *very relevant* for their work and target percentage of participants who report much improved confidence in applying training received in their job are 80% for each programme.
- Target number of participants in the management seminar is 50 for each seminar.
- Target percentage of participants who find the management seminar useful is 80%.

Goal 2	**Improved coverage and quality of national statistical systems to deliver training**	
Outcome	National statistical training institutes have expanded coverage and quality of their training programmes	
Indicator of achievement	Number of national statistical training institutes that expanded coverage and quality of training programmes	
Output	**Key Activities**	**Indicators**
Strengthened capacity of national statistical systems to provide statistical training for monitoring SDGs	1. Support conduct of sub-regional training programmes by the national training institutes in collaboration with FAO, ESCAP Statistics Division and UN Women on I. Agriculture statistics II. Economic statistics III. Gender statistics (Topics to be covered shall be diversified depending on availability of partner organization.) 2. Coordinate development of training materials for delivery of training programmes with FAO, ESCAP Statistics Division and UN Women 3. Develop database of experts classified by statistical domains and other relevant areas for delivery of training in areas where expertise not available in countries 4. Conduct of training needs assessment survey with the assistance of members of the Network for the Coordination of Statistical Training at sub-regional level	• Number of sub-regional training programmes conducted by national training institutions • Number of topics on which materials developed by SIAP used for sub-regional training conducted by national training institutes

Goal 3	**Improved coverage and quality of statistical training through enhanced partnership and innovation**	
Outcome	Statistical training institutions conduct statistical training/ events collaboratively with other partners	
Indicator of achievement	Number of training/ events collaboratively developed, organized and delivered	
Outputs	**Key Activities**	**Outputs**
Partnership with Statistical training institutions in the region, international organizations and civil society organizations for joint training activities	1. Provide secretariat support to the Network for the Coordination of Statistical Training in Asia and the Pacific 2. Organize the meetings/ discussions on the subgroups of the Network 3. Develop capacity development plan for national statistical training institutions through the Network for the Coordination of Statistical Training in Asia and the Pacific and support its implementation 4. Establish partnership with academic institutions to collaborate on various training programmes, specially research-based training programmes 5. Participate in and contribute to international, regional and national events on official statistics including IAEG-SDGs meetings/ working groups 5. Develop partnership with private sector including civil society organizations to promote statistical training	• Number of training programmes organized jointly with national statistical training institutions and/ or international organizations • Number of events in which SIAP is represented

Target of indicators

- Target number of training programmes organized jointly with national statistical training institutions and/ or international organizations is 26 per year.
- Target number of events in which SIAP is represented is 24 per year.

Goal 4	**Sustained increase in financial and human resources, and improved statistical training and other services provided and coordinated by SIAP**	
Outcome	ESCAP member and associate members and partners increased their contribution to SIAP and SIAP delivered training using improved IT infrastructure and service	
Indicator of achievement	(i) Amount of contribution (cash and in-kind) received by SIAP (ii) Number of member countries and donors provided resources for SIAP activities	
Outputs	**Key Activities**	**Indicators**
1. Enhanced awareness of ESCAP members and associate members on the achievements and value of SIAP	1. Develop an effective resource mobilization strategy with the support of ESCAP SPMD in 2020 2. Develop communication and advocacy strategy for SIAP 3. Organize consultation with potential donors for implementation of resource mobilization	• Resource mobilization strategy finalized and implemented • Number of resource mobilization activities/ events conducted
2. Improved training facilities and infrastructure and ICT equipment and facilities in SIAP	1. Review the present system of delivery of e-learning programmes in the Institute and suggest improved IT setup by hiring an expert 2. Implement these requirements in collaboration with host government and if necessary, from resources available with the Institute	• Number of e-learning programmes with voice-over delivered • Number of webinars delivered • Number of non-moderated e-Learning programmes delivered
3. Aligned human resources to the expected outputs	1. Align human resources to the broad strategy and affecting changes in operations of SIAP for achieving objectives in the plan 2. All the vacancies of the professionals are filled 3. Hire consultants according to requirement of training programmes	• Number of consultants and experts engaged in delivery of training in highly specialized areas

C. Budget Framework

73. With reference to the United Nations budgetary framework, SIAP is funded fully through extra-budgetary resources. The financial resources of the Institute are generated mainly from (a) voluntary cash contributions provided on an annual basis by ESCAP member states and associate members, (b) technical cooperation project funds and (c) in-kind contributions provided by ESCAP member states and associate members including cost-sharing and co-funding arrangements with national statistical training institutions and regional and international statistics development partners.

74. These resources are utilized to cover expenditures for personnel, travel, training, miscellaneous and programme support cost.

Voluntary Cash Contributions

75. The annual cash contributions from member states and associate members of ESCAP will continue to be the major source of funding for the implementation of this strategic plan. The host government of SIAP, Government of Japan, has provided around 80% of these contributions. For the Strategic Plan period, it is anticipated that Japan will continue to contribute at least at the same level, contingent on its relevant and applicable laws and regulations and in accordance with its budgetary appropriations.

76. During the period 2015-2019, SIAP received cash contributions from 32 of 58 ESCAP member states and associate members in Asia and the Pacific[18]. Annual contributions during this period was $2.3 million per year. With the increased relevance of the training and other activities delivered, stronger support to institutional strengthening and with continuing advocacy for implementing recommendations of the Commission for increasing contributions to SIAP, it is anticipated that an increased number of countries will start to contribute, and current contributors will increase their level of contribution.

Technical Cooperation Project Funds

77. During the period of the 2020-2024 Strategic Plan, SIAP will continue to collaborate in the ESCAP project of Strengthening Requisite Skill Sets for Improved Quality of SDG statistics in Central Asia which has created fund of $0.4 million from the Russian Federation during 2021-2022.

78. In addition, it is imperative that SIAP raises additional resources to support training development activities and operational costs of the Network for the Coordination of Statistical Training in Asia and Pacific, the Training-of-Trainers for statistics programme, Management Seminar[19] and special training programmes in support of capacity-building for population and housing censuses and SDG monitoring indicators.

In-kind Contribution

79. Furthermore, the host government will continue to provide substantial in-kind contributions covering (i) office space, training facilities, LAN-network, equipment and costs of maintenance and office supplies in Chiba, Japan and support services of officials and temporary staff assigned by the Ministry of Internal Affairs and Communication to

[18] Member states and associate members in Asia and the Pacific who could not contribute in 2015-2019 are 26 member states and associate members: Afghanistan, American Samoa, Armenia, Azerbaijan, Cook Islands, Democratic People's Republic of Korea, French Polynesia, Georgia, Guam, Kyrgyz Republic, Lao People's Democratic Republic, Marshall Islands, Micronesia (Federated States of), Nauru, Nepal, New Caledonia, New Zealand, Niue, Northern Mariana Islands, Palau, Papua New Guinea, Solomon Islands, Tajikistan, Turkey, Turkmenistan and Uzbekistan.

[19] Management Seminars were held once in two years but are scheduled to be held every year in the 2020-2024 Strategic Plan.

SIAP and (ii) fellowships for the long residential courses through JICA. These items are estimated as $9.1 million during 2020-2024.

Cost-sharing and Co-funding

80. Support for strengthening national statistical training institutions as focal centres for training in specific areas will be provided through cost-sharing arrangements between SIAP and the national training institutes. This may be supplemented by support from development partners.

81. Co-funding/cost-sharing with member states and international organizations are estimated as $3.3 million dollars during the plan period.

Medium-Term Budget Framework

82. Projected expenditures and financial resources for the five-year period from 1 January 2020 to 31 December 2024 are summarized in Table 2.

Table 2. Medium Term Budget Framework: 2020–2024
(In United States Dollars (thousand dollars))

Projected Expenditures		Projected Financial Resources	
Personnel (Professional staff, general support staff)	9,422	Cash contributions from ESCAP member states and associate members	
Travel	250		
Training	1,419		
Miscellaneous	135		
Programme Support Cost	1,459		
Total	12,685		12,685

- Personnel (Professional staff, general support staff) is the salary costs for staff, estimated based on the structure of staff: 1 D1, 1 P5, 4 P3 and 4 G staff, with which was agreed by the 14th session of the Governing Council.
- Travel is trip costs for business travel by SIAP staff.
- Training consists of participants travel costs including daily subsistence allowances and consultancy fees related training.
- Miscellaneous consists of annual contractual services, operating costs, consumable office supplies and purchase of small equipment.
- Cash contribution from the host government was estimated considering contributions in 2015-2019 and their change from previous five years: 2010-2014.
- Cash contributions from other ESCAP member states and associate members are estimated that they will increase with 5% every year from the average contributions for 2015-2019. While calculating average contribution from a country, the years when no contribution received, have been excluded. (See Annex Table 5)
- Program Support Cost is expenditure for management in ESCAP: 13% of total of expenditures.
- Table 2 excludes technical cooperation project funds, co-funding/ cost-sharing and in-kind contributions from member states and international organizations.

83. In terms of cash contribution, the Governing Council expressed appreciation in its 8th session held in 2012, for the positive response from some member States to its letter issued in April 2012 recommending that contributions to SIAP be increased and that the Institute be provided with a minimum annual contribution of $5,000, with increase of at least 5 per cent annually[20] . The Council reiterated its recommendations for increasing contributions to SIAP[21] in the 9th session in 2013. To reach the proposed level of contribution from member states, it is necessary that such a recommendation is reiterated every year.

84. Anticipated cash contributions from ESCAP member states and associate members, excluding host country

[20] E/ESCAP/69/14
[21] E/ESCAP/70/18

during the plan period has been estimated with the assumption that these countries shall increase their contributions at the rate of 5% every year from the average contribution made by them between 2015-2019, Summary table showing country wise contribution from 2015 to 2019, average annual contribution and projected voluntary contributions for each year is in Annex Table 5.

D. Monitoring and Evaluation Framework

85. Monitoring and Evaluation System adopted in SIAP is in line with the ESCAP policy and guidelines presented in ESCAP Monitoring and Evaluation: Policy and Guidelines 2017. SIAP will regularly monitor progress in the implementation of the Strategic Plan and will evaluate achievement of its institutional goals and outcomes. The basis for monitoring and evaluation is the results framework presented in the previous section.

Monitoring progress

86. Progress in plan implementation will be based on the indicators of achievements for the outputs and activities for each goal. These will be compiled on an annual basis and reported by the Director to the SIAP Governing Council at its regular sessions for its review and recommendation.

87. The main sources of verification for the indicators of achievement consist of the following:

- For ratings on effectiveness of training (reaction and learning levels): Evaluation forms for training courses
- For ratings on effectiveness of training (behavior level): Evaluation forms for training courses and reports on implementation of action plans on application of training (from participants and supervisors)
- Number of participants, courses/ workshops, frequency: Administrative reports
- Number of topics for which training materials developed collaboratively: Administrative reports
- Number of external trainers/ resource persons providing training in specialized areas: Administrative reports

88. Evaluation of effectiveness of specific course outcomes will be based on a course monitoring and evaluation framework and guidelines for the purpose have been developed. In addition to measuring outcomes at the individual level, the framework also includes measurement of impact at the institutional level.

Annual Planning and Review of Expenditures and Financial Resources

89. The Director will report progress to the Governing Council at its annual sessions including a presentation of the annual expenditures and income statement prepared by ESCAP. An annual programme of work and a gap analysis of projected expenditures vs income will also be presented and reviewed by the Council.

Evaluation of the Institute

90. Evaluation of achievements will be based on the outcome and output indicators, in addition to indicators relating to each activity. Outcome indicators will be the main basis for assessing achievement. The source of data for verification based on these indicators will be through an evaluation survey which can be conducted by SIAP as part of an external evaluation exercise.

91. According to the decision by ESCAP, an evaluation of all the regional institutions under ESCAP will be carried out once in five years by an external evaluator. Since the evaluation of the Institute is carried out in 2019, the next evaluation will be carried out in 2024.

Evaluation of training programmes

92. The Institute has adopted a system of evaluation of training programmes by participants. Evaluation of training programmes will follow the evaluation criteria of effectiveness, relevance, efficiency and sustainability.

93. The methodology of training programme evaluation captures only the information that percentage of participants who found the course as very useful for their work and percentage of participants who report much improved confidence in applying training received in their jobs. These measures do not adequately reflect the concerns of participants who did not find the course useful or did not find it helpful in improving their confidence. The evaluation system adopted now seeks specific suggestions related to relevance, effectiveness and efficiency of the training programmes from all participants which would be used for designing of future programmes including selection of participants. Thus, the concern raised would be addressed.

94. It is also necessary to follow up with the participants after a gap of six months or one year to find out whether they have used the knowledge gained in the training programme in their work. Feedback from the heads of national statistical offices in terms of utility of the training programmes, and extent and nature of improvement in performance of participants would be useful for improving the content and delivery in future training programmes. Since short term training programmes are implemented with specific purposes, in order to evaluate the effect of trainings, what has been achieved and what new action has been planned or undertaken in national statistical offices as the result of participation will be monitored one year later after training programmes.

95. System of evaluation of e-learning training programmes has to be different from the system of face-to-face training programmes. Effectiveness of these courses will be measured from the point of view of the present work assignment of the participant who is taking the course and also his/her motivation. Therefore, appropriate questions have been included in the evaluation for such courses.

Annexes

Chart. **SIAP Theory of Change**

Table 1. **Stakeholders' Analysis Matrix**

Table 2. **List of Partners**

Table 3a. **Trends in number of courses and participants by training category in 2015-2019**

Table 3b. **Trends in number of courses and participants by training modality in 2015-2019**

Table 4. **Performance Indicators in 2015–2019**

Table 5. **Contributions in 2015-2019 and projected voluntary contributions for 2020-2024**

Chart. SIAP Theory of Change

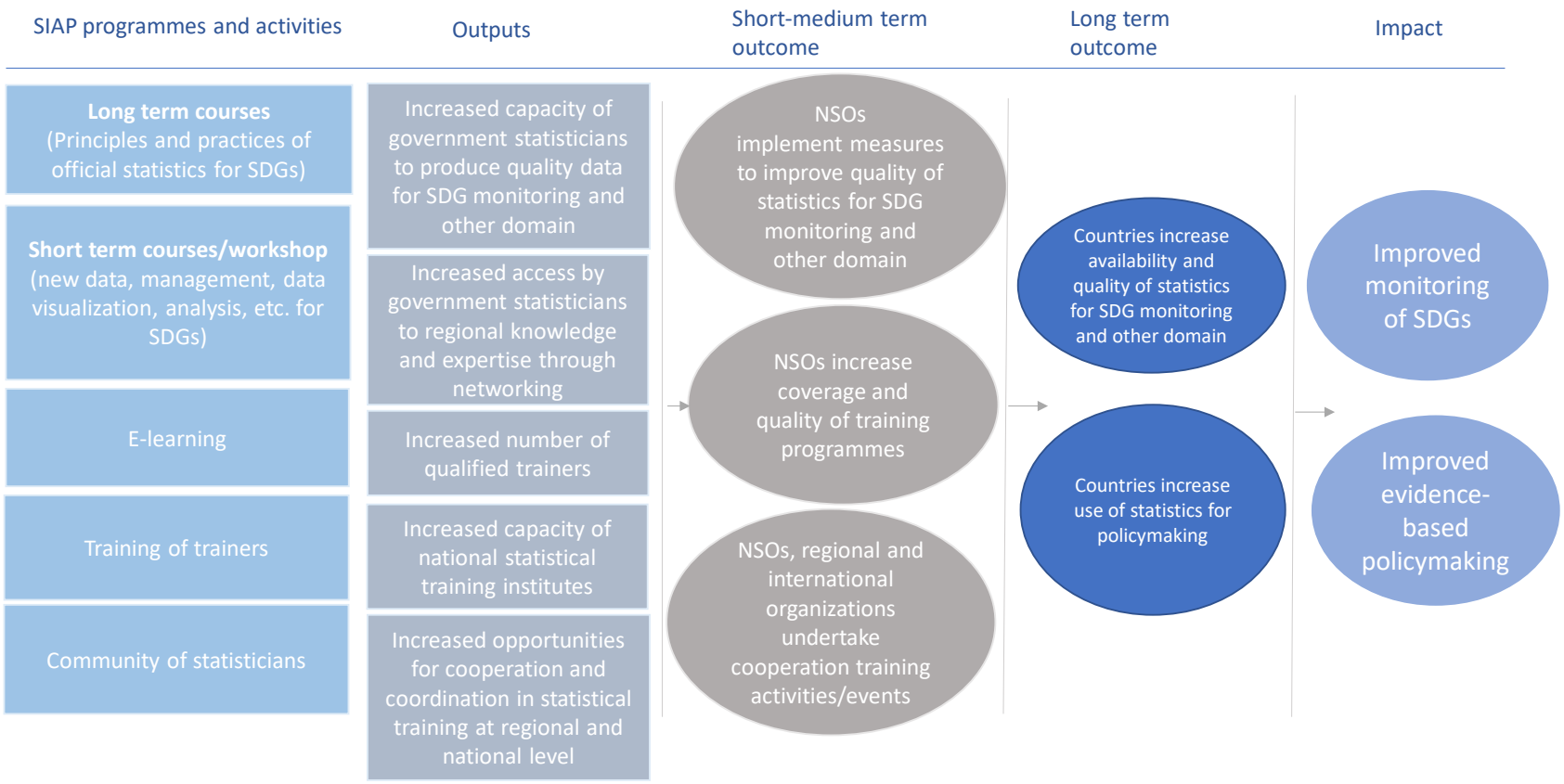


Table 1. Stakeholders' Analysis Matrix

Stakeholder	Related Mandate	Interest in Statistical Training	Resources
Producers of official statistics			
• National statistical offices	• Production, processing, tabulation and dissemination of data and statistics • Coordination	• Improving statistical skills and increasing knowledge of staff in producing core statistics and indicators and applications of statistical methods • Increasing knowledge and skills in specialized fields of statistics • Capability to respond to statistical data needs for the 2030 Agenda • Updating knowledge on standards, recommendations and methodologies • Capacity to apply IT to increase efficiency in statistical data processing • Sharing knowledge, practices and experiences • Improving quality of statistics • Capability to provide basic training to staff • Communication and advocacy skills for statistics	• Statistical experts • Good practices and experiences in various aspects of data collection, processing and dissemination • Leadership and management experience • Training resources • Attract financial resources for training
• Other producers of official statistics who are also data users (e.g., ministries; central banks; civil registration offices)	• Data production usually from administrative reporting systems • Data analysis • Policy monitoring	• Improving statistical skills and increasing statistical knowledge of staff applicable to subject area • Improving quality of data from administrative reporting systems • Data analysis	• Knowledge of subject area pertaining to their mandates • Proximity to policy-makers • Advocacy for resources for statistics
• Statistical training and research institutions	• Providing statistical training and education; conducting statistical research	• Providing relevant training to meet local demand • Recognition as provider of quality training • Providing training for other countries • Training-of-Trainers • Research-based training • Sharing training materials • Access to and availability of external experts • Collaborative offering of training courses, including e-learning	• Experts • Training expertise • Training infrastructure • Training materials • Financial resources

Stakeholder	Related Mandate	Interest in Statistical Training	Resources
		• Collaborative development of training materials	
• Policy-makers	• Formulating development policies and plans	• Data availability • Use of statistics for policy and planning	• Advocacy for adequate resources for statistics
• Governments	• Ensure the availability of quality data	• Reliable data for monitoring progress and achievement of development goals	• Allocation of resources • Enabling environment
• Academic institutions	• Provide formal education and conduct methodological research	• Collaboration on statistical training, including e-learning • Development and sharing of teaching materials • Training and learning models • Potential employment of statistics graduates	• Expertise on adult learning • Statistical experts • Curricula, syllabuses and training materials • Infrastructure
• Development partners	• Support to statistics development and capacity building in programme areas	• Timely and reliable data and statistics in their programme areas including: • Formulating national statistical development strategies	• Technical experts and facilitation of sharing of training resources and expertise • Financial resources • Advocacy for statistics
• Donors	• Development assistance	• Capacity development as part of development assistance programme	• Financial resources
• Private sector	• Private-public partnership	• Corporate social responsibility • Training facilities and products • Statistical products	• Financial resources (under UN Guidelines) • Technologies and expertise

Table 2. List of Partners

A. National Statistical Offices

- Afghanistan: National Statistics and Information Authority
- American Samoa: Research & Statistics Division, Department of Commerce, American Samoa Government
- Armenia: National Statistical Service of the Republic of Armenia
- Australia: Australian Bureau of Statistics
- Azerbaijan: The State Statistical Committee of the Republic of Azerbaijan
- Bangladesh: Bangladesh Bureau of Statistics
- Bhutan: National Statistics Bureau
- Brunei Darussalam: Department of Economic Planning and Development, Prime Minister Office
- Cambodia: National Institute of Statistics
- China: National Bureau of Statistics
- Cook Islands: Cook Islands Statistics Office
- Democratic People's Republic of Korea: Central Bureau of Statistics
- Fiji: Fiji Bureau of Statistics
- French Polynesia: Institut de la Statistique de la Polynésie française
- Georgia: National Statistics Office of Georgia
- Guam: Bureau of Statistics and Plans
- Hong Kong, China: Census and Statistics Department
- India: Ministry of Statistics and Programme Implementation
- Indonesia: BPS-Statistics Indonesia
- Iran (Islamic Republic of): Statistical Centre of Iran
- Japan: Director-General for Policy Planning on Statistical Standards, Ministry of Internal Affairs and Communications
- Kazakhstan: Committee on Statistics, Ministry of National Economy of the Republic of Kazakhstan
- Kiribati: National Statistics Office
- Kyrgyz Republic: National Statistical Committee of the Kyrgyz Republic
- Lao People's Democratic Republic: Lao Statistics Bureau, Ministry of Planning
- Macao: Statistics and Census Service
- Malaysia: Department of Statistics Malaysia
- Maldives: National Bureau of Statistics
- Marshall Islands: Economic Policy, Planning and Statistics Office
- Micronesia (Federated States of): Office of Statistics, Budget and Economic Management, Overseas Development Assistance and Compact Management
- Mongolia: National Statistics Office
- Myanmar: Central Statistical Organization
- Nauru: Bureau of Statistics
- Nepal: Central Bureau of Statistics
- New Caledonia: Institut de la Statistique et des Études Économiques
- New Zealand: Stats NZ
- Niue: Statistics Niue
- Northern Mariana Islands: Central Statistics Division
- Pakistan: Pakistan Bureau of Statistics
- Palau: Bureau of Budget and Planning
- Papua New Guinea: National Statistical Office
- Philippines: Philippine Statistics Authority
- Republic of Korea: Statistics Korea
- Russian Federation: Federal State Statistics Service
- Samoa: Samoa Bureau of Statistics
- Singapore: Department of Statistics
- Solomon Islands: National Statistics Office
- Sri Lanka: Department of Census and Statistics
- Tajikistan: Agency on Statistics under the President of the Republic of Tajikistan
- Thailand: National Statistical Office

- Timor-Leste: General Directorate Statistics
- Tonga: Tonga Statistics Department
- Turkey: Turkish Statistical Institute
- Turkmenistan: State Statistical Committee of Turkmenistan
- Tuvalu: Central Statistics Division
- Uzbekistan: State Committee of the Republic of Uzbekistan on Statistics
- Vanuatu: Vanuatu National Statistics Office
- Viet Nam: General Statistics Office of Viet Nam

B. Training Institutes

- China: Statistical Education and Training Centre, National Bureau of Statistics
- India: National Statistical Systems Training Academy, Ministry of Statistics and Programme Implementation
- Indonesia: Education and Training Centre, BPS-Statistics Indonesia
- Iran (Islamic Republic of): Statistical Research and Training Centre
- Malaysia: Statistical Training Institute, Department of Statistics Malaysia
- Philippines: Philippine Statistical Research and Training Institute
- Republic of Korea: Statistical Training Institute, Statistics Korea

C. International and Regional Organizations

- ADB: Asian Development Bank
- ASEAN: Association of Southeast Asian Nations
- CELADE: Economic Commission for Latin America and the Caribbean
- ESCAP: Economic and Social Commission for Asia & the Pacific
- FAO: Food and Agriculture Organization
- GSARS: Global Office of the Global Strategy to Improve Agricultural and Rural Statistics
- ILO: International Labour Organization
- IMF: International Monetary Fund
- ISI: International Statistical Institute
- PARIS21: The Partnership in Statistics for Development in the 21st Century
- SAARC: South Asian Association for Regional Cooperation
- SPC: Secretariat of the Pacific Community
- UNESCO: United Nations Educational, Scientific and Cultural Organization
- UNFPA: United Nations Population Fund
- UNICEF: United Nations Children's Fund
- UNODC: United Nations Office of Drugs and Crime
- UNSD: United Nations Statistics Division
- UN Women: United Nations Entity for Gender Equality and the Empowerment of Women
- USP: The University of the South Pacific
- WHO: World Health Organization
- World Bank

Table 3a. Trends in number of courses and participants by training category in 2015-2019

	2015	2016	2017	2018	2019	Total
A. Number of courses						
Total	23	21	22	24	19	109
Principles and practices of official statistics	2	2	3	5	4	16
Population and social statistics	1	-	1	4	3	9
National Accounts and economic statistics	7	6	6	3	1	23
Agricultural and rural statistics	3	4	4	6	2	19
Environment statistics	1	2	2	1	1	7
Modernizing national statistical systems	3	4	3	3	5	18
Enhancing multiplier effect and assuring quality	-	1	2	1	1	5
Country-specific courses	6	2	1	1	2	12
B. Number of participants						
Total	727	646	807	2,786	1,258	6,224
Principles and practices of official statistics	49	48	47	389	237	770
Population and social statistics	22	-	25	663	142	852
National Accounts and economic statistics	325	314	323	1,441	537	2,940
Agricultural and rural statistics	69	89	91	196	113	558
Environment statistics	92	54	218	19	17	400
Modernizing national statistical systems	79	81	68	58	152	438
Enhancing multiplier effect and assuring quality	-	24	24	7	8	63
Country-specific courses	91	36	11	13	52	203
C. Gender ratio (female participants per male participants)						
Total	1.03	1.13	1.43	1.55	1.51	1.41
Principles and practices of official statistics	0.75	0.85	0.74	2.16	1.49	1.58
Population and social statistics	1.20	-	1.50	1.60	1.41	1.55
National Accounts and economic statistics	1.36	1.83	1.86	1.52	2.00	1.64
Agricultural and rural statistics	0.57	0.93	1.17	1.13	1.35	1.05
Environment statistics	0.80	0.86	1.99	1.11	1.43	1.37
Modernizing national statistical systems	0.46	0.59	0.74	1.15	0.57	0.63
Enhancing multiplier effect and assuring quality	-	0.41	0.50	0.17	1.00	0.47
Country-specific courses	1.68	0.50	0.57	0.44	3.00	1.33

Table 3b. Trends in number of courses and participants by training modality in 2015- 2019

Table 3b-1. Number of courses

Year	2015	2016	2017	2018	2019
Total	23	21	22	24	19
e-learning course	5	4	3	7	4
Face-to-face course	14	15	17	13	13
Blended course	4	2	2	4	2
Face-to-face/blended course	18	17	19	17	15
Long term course	2	2	3	2	3
PAMID/SADID	1	1	1	1	1
ICPOS/TAPOS	1	1	1	1	1
AICTI/INDAM	-	-	1	-	1
Short term course	16	15	16	15	12
Regional short course	10	11	13	12	10
Sub-regional course	0	2	2	2	0
Country course	6	2	1	1	2

Table 3b-2. Number of participants

Year	2015	2016	2017	2018	2019
Total	727	646	807	2,786	1,258
e-learning course	343	280	457	2,453	920
Face-to-face/blended course	384	366	350	333	338
Long term course	49	48	47	40	39
PAMID/SADID	23	28	10	17	21
ICPOS/TAPOS	26	20	26	23	9
AICTI/INDAM	-	-	11	-	9
Short term course	335	318	303	293	299
Regional	244	225	261	245	247
Sub-regional	0	57	31	35	-
Country	91	36	11	13	52

Abbreviations:

PAMID Production and Statistical Analysis of Monitoring Indicators in Support of Inclusive Development Policies
SADID Statistical Analysis of Disaggregated SDG Indicators for Inclusive Development Policies
ICPOS Improving Capability in Producing Official Statistics Relating to MDGs Indicators
TAPOS Theory and Practices in Official Statistics for Monitoring SDGs
AICTI Applying ICT Innovations for Modernizing Official Statistical System
INDAM Innovations in Use of New Data Sources and Methodologies for SDG Statistics

Table 4. Performance Indicators in 2015–2019

Table 4a. Number of courses

Year	Expected number per year	2015	2016	2017	2018	2019
Total	-	23	21	22	24	19
e-learning course	6	5	4	3	7	4
Face-to-face course	8	14	15	17	13	13
Blended course	8	4	2	2	4	2
Long term course	at least 2	2	2	3	2	3
Short term course	22	16	15	16	15	12
Regional short term course	6	10	11	13	12	10
Sub-regional course	10	0	2	2	2	0
Country course	6	6	2	1	1	2

Table 4b. Increase in number of e-learning courses and blended courses

Year	Baseline[22]	Target	2015	2016	2017	2018	2019
Increase in number of e-learning courses	2	5	3	0	0	7	2

Note: The number in each year is the number of newly created e-learning courses and blended courses.

Table 4c. Number of participants

Year	Baseline	Target	2015	2016	2017	2018	2019
Total	515	1,000	727	646	807	2,786	1,258
e-learning course	100	500	343	280	457	2,453	920

Table 4d. Percentage of participants who evaluate the course as very useful for their work and much improved confidence in applying training received in their job (%)

Year	Baseline	Target	2015	2016	2017	2018	2019
very useful for their work	40	60	54	58	49	60	91
much improved confidence	60	70	72	58	44	54	84

Table 4e. Number of staff of SIAP

Year	Target	2015	2016	2017	2018	2019
Professional staff	6	3.6	2.5	6.2	5.5	3.8
Supporting staff	3	3.8	3.1	3.3	4.0	4.0

Note: Derived by dividing man months each year by total number of months

Table 4f. Attendance rate in the meetings of target participants (%)

Year	Target	2015	2016	2017	2018	2019
Attendance rate of target participants (e.g., heads; senior-level managers) invited to events	80	100	81	81	76	81

Table 4g. Number of events where SIAP representative participate in as speaker

Year	Baseline	Target	2015	2016	2017	2018	2019
Number of events where SIAP participated in as speaker (chair, presenter, discussant) (per year)	4	4	9	14	13	10	24

[22] Baseline values are generally derived from the corresponding 2010-2013 performance indicator values.

Table 5. Contributions in 2015-2019 and projected voluntary contributions for 2020-2024

(In United States Dollars (thousand dollars))

Countries \ Year	Performances							Targets						
	2015	2016	2017	2018	2019	mean	total	2020	2021	2022	2023	2024	mean	total
Australia	100	100	76	76	35	77	386	81	85	89	94	99	90	448
Bangladesh	5	5	5	5	0	5	20	5	6	6	6	6	6	29
Bhutan	1	0	1	0	0	1	2	1	1	1	1	1	1	6
Brunei Darussalam	15	15	15	15	15	15	75	16	17	17	18	19	17	87
Cambodia	2	2	2	2	0	2	8	2	2	2	2	3	2	12
China	70	70	70	70	70	70	350	74	77	81	85	89	81	406
Fiji	9	10	9	10	9	9	47	10	10	11	11	12	11	54
Hong Kong, China	30	30	30	30	30	30	150	32	33	35	36	38	35	174
India	0	0	25	25	25	25	75	26	28	29	30	32	29	145
Indonesia	30	30	30	30	30	30	150	32	33	35	36	38	35	174
Iran	15	0	15	0	0	15	30	16	17	17	18	19	17	87
Kazakhstan	5	5	5	5	5	5	25	5	6	6	6	6	6	29
Kiribati	5	5	0	0	0	5	10	5	6	6	6	6	6	29
Macao, China	20	20	20	20	20	20	100	21	22	23	24	26	23	116
Malaysia	20	20	20	0	20	20	80	21	22	23	24	26	23	116
Maldives	0	0	2	2	2	2	6	2	2	2	2	3	2	12
Mongolia	7	0	8	7	10	8	32	8	9	9	10	10	9	47
Myanmar	1	0	1	1	0	1	3	1	1	1	1	1	1	6
Pakistan	15	15	15	13	15	15	73	15	16	17	18	19	17	85
Philippines	18	18	19	18	18	18	92	19	20	21	22	24	21	107
Republic of Korea	53	55	56	58	54	55	274	58	61	64	67	70	64	318
Russian Federation	30	0	15	30	15	23	90	24	25	26	27	29	26	131
Samoa	2	0	2	2	0	2	6	2	2	2	2	3	2	12
Singapore	15	15	15	15	0	15	60	16	17	17	18	19	17	87
Sri Lanka	10	10	10	10	10	10	50	11	11	12	12	13	12	58
Thailand	20	20	23	23	23	22	109	23	24	25	26	28	25	126
Timor-Leste	2	2	2	0	0	2	6	2	2	2	2	3	2	12
Tonga	5	5	5	0	0	5	15	5	6	6	6	6	6	29
Tuvalu	0	0	0	1	0	1	1	1	1	1	1	1	1	7
Vanuatu	2	3	3	0	0	2	7	3	3	3	3	3	3	14
Viet Nam	15	15	17	17	20	17	84	18	18	19	20	21	19	97
Total	522	469	515	485	425	527	2,417	554	581	610	641	673	612	3,058