
Economic and Social Commission for Asia and the Pacific

Statistical Institute for Asia and the Pacific

Governing Council

Sixteenth session

Chiba, Japan, 30 November and 1 December 2020

Item 4 of the provisional agenda¹

Resource Mobilization Strategy of the Statistical Institute for Asia and the Pacific

Resource Mobilization Strategy of the Statistical Institute for Asia and the Pacific²

Note by the secretariat

1. In 2019, an independent evaluation commissioned by ESCAP to review the performance of the Institute during the 2015-2019 Strategic Plan period recommended the development of a resource mobilization strategy that included but also goes beyond requesting member States to enhance their contributions to SIAP.³ The ESCAP Commission endorsed the evaluation report at its 76th session in May 2020 and agreed to develop a resource mobilization strategy for the Institute in line with the ESCAP resource mobilization strategy.⁴
2. Developing an effective resource mobilization strategy is given as a key activity in the 2020-2024 Strategic Plan of the Institute.⁵
3. The fifteenth session of the Governing Council also noted the intention of ESCAP to discuss a human resource and financial resource mobilization strategy with member States for consideration by the Council in 2020.⁶
4. A draft SIAP Resource Mobilization Strategy has been developed with the support of a consultant well versed in advising on strategies to develop required resources from various sources including international agencies, funds and programmes as well as development partners including private trusts, funds, etc. The draft is attached as Annex.
5. The draft SIAP Resource Mobilization Strategy aims to improve the quality and increase the quantity of the Institute's resources (financial and in-kind). The Strategy also aims to diversify the Institute's resource base by strengthening relationships between the Institute and its existing donors and through new, more effective, strategic and sustainable partnerships, including the private sector and private foundations.

¹ E/ESCAP/SIAP/GC/2019/L.1

² Issued without formal editing

³ ESCAP/76/INF/2

⁴ ESCAP/76/35

⁵ https://www.unsiap.or.jp/about/Strategic/2020_24_Strategic_Plan.pdf

⁶ ESCAP/76/22

Action requested from the Council

6. The Governing Council may wish to review the draft of Resource Mobilization Strategy, provide guidance and agree on a process for the finalization of the strategy. All Council members will be invited to make a five-minute intervention.

Draft Resource Mobilization Strategy of the Statistical Institute for Asia and the Pacific

Introduction

1. The Statistical Institute for Asia and the Pacific (SIAP) has been serving the Asia Pacific region for the last fifty years by providing training to personnel engaged in the collection, compilation and analysis of statistics for policy and decision making, as well as strengthening their capability to deliver statistical training.
2. An evaluation undertaken to shape the future strategic direction of the Institute identified that the Institute's coverage of training programmes at the sub-regional level and country level could be strengthened, and delivery through e-learning system and adequate coverage of newer emerging subject areas could be improved.
3. The evaluation recommendations were incorporated in the 2020-2024 Strategic Plan of the Institute which was endorsed by the Governing Council in its 15th session in 2019. At the same time, it was noted that ESCAP and the Institute would present to the Governing Council for its consideration, gaps and potential strategies on human resource and financial resources in order to move forward in implementing the new 2020-2024 Strategic Plan.
4. A draft SIAP Resource Mobilization Strategy was developed in response to this request. The draft Strategy was prepared by an independent consultant engaged by the Institute under the overall guidance of the Institute and ESCAP's Statistics and Strategy and Programme Management Divisions.
5. The draft SIAP Resource Mobilization Strategy is aligned with the ESCAP Resource Mobilization Strategy (2020-2022).

Objective

6. The objective of the SIAP Resource Mobilization Strategy is to
 - a. improve the quality and increase the quantity of the Institute's resources (financial and in-kind) and
 - b. diversify its resource mobilization base to enable the Institute to fulfil its mandates by
 - i. strengthening relationships between the Institute and its existing donors and
 - ii. developing new, more effective, strategic and sustainable partnerships (knowledge, skills, networks, funding) with other stakeholders, including the private sectors and private foundations.
7. The SIAP Resource Mobilization Strategy includes actions plans which provide a set of achievable targets and tangible and forward-looking actions to guide mobilization of resources and partnerships for priority areas according to the 2020-2024 Strategic Plan of the Institute.
8. The SIAP Resource Mobilization Strategy assesses where the Institute has comparative advantages, assesses current financial and human resource capacities as well as future needs to achieve the 2020-2024 Strategic Plan, and identifies funding and partnership opportunities including a mapping of potential donors.
9. The SIAP Resource Mobilization Strategy provides a basis for internal discussions by ESCAP and the Institute towards a planned, coordinated and comprehensive approach for building partnerships and mobilizing resources.

What is resource mobilization?

10. Resource mobilization refers to actions to ensure financial and in-kind support from a wide range of partners in line with applicable United Nations rules and procedures support the Institute's mandate and programme of work.
11. For the purpose of the SIAP Resource Mobilization Strategy, the term "partnerships" is not limited to the mobilization of financial resources but is also defined as the establishment of an environment conducive for furthering the Institute's support to global and regional development

agendas, including the 2030 Agenda for Sustainable Development, through connecting stakeholders, development results, and other resources such as innovation, knowledge, technology, peer support, South-South and triangular cooperation, financial resources or other in-kind contributions.

Overview of the context and capacities for statistics and the changing development assistance environment

The Global Context

12. The 2030 Agenda for Sustainable Development with its 17 Goals, 169 targets and 231 global SDG indicators places high demands for and highlights the need for official statistics, data and capacities to monitor and assess progress. Additionally, to translate the principle of *leaving no one behind* through disaggregated data that can help identify and target vulnerable subpopulations. SDG target 17.18 in particular 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”.

13. Over the period 2006-16, international support to statistics represented, on average, 0.3% of official development assistance (ODA), with uneven support across regions. By doubling financial support to statistics to 0.7% of ODA per year, there could be significant progress.⁷ The report of the Secretary General on the SDGs in 2020⁸ also highlighted that international funding for data and statistics was at only around half the level at which it needed to be.

14. In response to this increased demand for more data and statistical capacities, including disaggregated data for the SDGs, the global official statistics community, through the United Nations Statistical Commission, has developed a transformative agenda for official statistics with a view to modernize national statistical systems to produce official statistics more efficiently, cost-effectively and in a sustainable, integrated and internationally coordinated way. The Global Action Plan for Sustainable Development Data was prepared by the High-Level Group for Partnership, Coordination and Capacity-building for Statistics for the 2030 Agenda for Sustainable Development and proposed six strategic areas, each associated with several objectives and related implementation actions.

15. Relevant for the SIAP Resource Management Strategy, the Global Action Plan identified innovation and modernization of national statistical systems as a strategic area to keep up with the evolving data ecosystems and recognized the need to mobilize resources and coordinate efforts for statistical capacity building.

16. In support of the Global Action Plan, the 2018 UN World Data Forum in Dubai concluded with adoption of the Dubai Declaration⁹ which called for the establishment of an innovative funding mechanism to mobilize domestic and international funds and develop more effective data partnerships.

17. The Bern Network is a global alliance for more and better financing for development data. In a recent paper, the Bern Network highlighted the need to develop a data financing facility that could help mobilize and channel adequate funding to meet the data needs for the SDGs. The proposed facility would look at ways to improve the quality, effectiveness and coordination of both domestic and external support for development statistics, recognizing that credible data is a national public asset and an important tool for donors’ accountability.

18. The financial crisis emerging from COVID-19 and the future will undoubtedly affect donor governments’ contributions for international development objectives. Additionally, the pressures to demonstrate value for money and provide evidence of concrete impact on the ground will also increase.

19. The UN Statistical Commission, through the High-Level Group on Partnerships, Coordination and Capacity Building, continues to focus on the financing needs for data whilst also emphasizing the global data community’s response to COVID-19. The virtual 2020 UN World Data Forum will focus on financing for development data ahead of the 2021 UN World Data Forum in Bern, Switzerland.

20. In this emerging and dynamic scenario, it is crucial to explore alternative resource mobilization opportunities, for instance with non-traditional donors and non-state actors; as well as to think of new

⁷ Paris21, 2019

⁸ <https://unstats.un.org/sdgs/files/report/2020/secretary-general-sdg-report-2020--EN.pdf>

⁹ <https://unstats.un.org/sdgs/hlg/dubai-declaration/>

partnership modalities that can leverage the global commitments for greater financing for data needs.

The Regional Context

21. The Asia-Pacific Regional Road Map for Implementing the 2030 Agenda for Sustainable Development was endorsed at the 73rd session of the ESCAP Commission (resolution 73/9). Relevant for the Institute's work, the Regional Road Map identifies the following areas as opportunities for regional cooperation in data and statistics

- a. investing in national statistical systems;
- b. formulating and implementing strategies for the development of statistics;
- c. providing and promoting capacity-building support;
- d. modernizing business processes and tools; and
- e. building skills of national statistical systems staff and management.

22. The Collective Vision and Framework for Action by the Asia and the Pacific statistical community,¹⁰ endorsed by the ESCAP Committee on Statistics at its 5th session in 2016, envisions that for the 2020 Agenda, the region needs collective action in five areas

- a. engaging users and investing in statistics,
- b. assuring quality and instilling trust in statistics,
- c. integrated statistics for integrated analysis,
- d. modernizing statistical business processes and
- e. having requisite skills sets.

23. The commitment to the Collective Vision was further reiterated in the Declaration on Navigating Policy with Data to Leave No One Behind adopted by the ESCAP Committee on Statistics at its 6th session in 2018 and endorsed by the ESCAP Commission in its 75th session in 2019.

24. The Institute's efforts to strengthen regional statistical capacity development was recognized by the UN Statistical Commission at its 50th session in March 2019. The UN Statistical Commission also supported the call by countries in the Asia and Pacific region 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.

25. The Asia and Pacific region consist of an incredibly diverse group of countries from large economies to Small Island Development States (SIDS); from Group of 20 [G20] economies to countries facing long-lasting crisis and seeking a transition back into development; and from high and middle-income to low-income countries. Each country faces a unique set of challenges but are all driven by the same ambition of a better future for all. This diversity is also mirrored across the countries with respect to their statistical capacities and infrastructure in place.

26. Many governments, development banks, businesses, investors, financial institutions and other private actors lack the systems and capacity for effective outcome monitoring and alignment to the SDGs. Systems for collecting and compiling timely data is weak, limiting the ability of countries to understand where they are being most effective, and where are the biggest gaps. At the same time monitoring of outcomes among private sector actors, through mechanisms such as impact measurement or sustainability reporting, remains nascent, often due to data paucity or low capacity, thus limiting businesses' ability to manage and communicate their impact.

Opportunities for SIAP

Sub-regional approach

27. The independent evaluation of the Institute in 2019¹¹ identified that the Institute's coverage of its training programmes at the sub-regional level and country level could be strengthened. The evaluation also noted that in geographical terms, the Institute has been less successful in adapting training to fit the requirements of Central Asian and Pacific countries. In these regions, national

¹⁰ https://www.unescap.org/sites/default/files/E.ESCAP_CST%285%29.1.Rev_.1.Collective_Vision.English.pdf

¹¹ <https://www.unescap.org/sites/default/files/SIAP-Evaluation-Report.pdf>

statistical training institutes have not yet been established.

28. The opportunity exists for the Institute to work with national statistical training institutions in the various sub-regions and provide support to the development of such institutions in Central Asia and the Pacific where presently no such institutions exist in order to enhance their capacities on technical as well as leadership, managerial and coordination aspects.

29. A sub-regional approach could be particularly useful in Central Asia wherein countries are tied through a common history and language, and the Pacific which faces challenges due to its geography and remoteness as small island developing States.

30. To increase such sub-regional efforts, the Institute should invest in leveraging collaboration with organizations like the ASEAN Community Statistical System (ACSS), the Pacific Community (SPC), the University of South Pacific as well as sub-regional offices of ESCAP.

Private sector

31. The 2019 independent evaluation of the Institute¹² identified that adequate coverage of newer emerging subject areas could be improved.

32. The private sector's influence and engagement in the 2030 Agenda has been increasing. In line with the recommendation of the evaluation, the Institute could further efforts to explore partnering with private sector as a funder, collaborator providing access to new technology or any other in-kind support as a user of Institutes training support.

33. The Institute's work and resource mobilization efforts also need to align with the emergence of new kinds of data, for instance "big data" including data collected through use of mobiles. There is an opportunity to leverage these new advancements to bridge the financial and capacity gaps for increased use of data and statistics to inform evidence-based decision-making.

2030 Agenda

34. The 2019 independent evaluation of the Institute¹³ recommended the Institute stay informed of the latest developments of SDG indicators and follow up on methodologies agreed for providing practical training in close collaboration with UN agencies.

35. The 2030 Agenda provide the UN system a common framework to collaborate on, and SIAP could be a central partner on data and statistics for several UN agencies that are working on specific SDG indicators, such as gender equality (UN Women, UN Population Fund (UNFPA)) or climate action (UN Environment Programme (UNEP) amongst others).

36. The Institute should also invest in and improve its coordination with the Inter-agency and Expert Group on SDG Indicators (IAEG-SDG) which currently has three working groups - Statistical Data and Metadata Exchange (SDMX), Geospatial information, and Measurement of development support.

Aligning strategies and resources

SIAP's past performance and direction for future work

37. The Institute has been successful in working with a large number of partners. These partners have contributed financial and in-kind resources.

38. Working through partnerships has enabled the use of the capacities of these partners and through joint development of training courses, to build a common understanding on the issues concerned. For instance, SIAP's engagement with the

- a. ESCAP Statistics Division enabled the development and implementation of training on SDGs in Central Asia, helped boost SIAP's resource base and also supported the development of new e-learning modules for disaster statistics and gender statistics
- b. Food and Agriculture Organization (FAO) on the development and implementation of training on agricultural and rural statistics provided an effective way for SIAP to work together on enhancement of capacities in a field that is central to many SDG indicators

¹² <https://www.unescap.org/sites/default/files/SIAP-Evaluation-Report.pdf>

¹³ <https://www.unescap.org/sites/default/files/SIAP-Evaluation-Report.pdf>

- c. UN DESA, UN Women and FAO Statistics Divisions to successfully integrate gender statistics in its work programme.

39. Over time, the Institute has been able to build an extensive network with statistics stakeholder which provides it with an exceptional position in Asia and the Pacific region in terms of the coordinating role that it can play in statistical capacity development amongst the various stakeholders, especially in its role as the secretariat for the Network for the Coordination of Statistical Training.

40. Such partnerships should be strengthened, especially with existing or new training institutes and with UN agencies and other development partners.

41. In view of the Bern Network's proposal for a data financing facility, it is important for the Institute to ensure close coordination for securing financing for development data in its areas of work.

ESCAP priorities

42. ESCAP's mandate is to promote economic and social development in Asia and the Pacific region. Its vision is to build a "prosperous Asia and the Pacific based on inclusive and sustainable development" and its mission is to facilitate concerted action for the balanced integration of the economic, social and environmental dimensions of sustainable development.

43. ESCAP's regional focus and perspective, convening authority and multidisciplinary nature provides it with unique comparative advantages towards partners. Along with its strategic plan, ESCAP has increased its value proposition and unique selling points by highlighting the aforementioned core functions and comparative advantages.

44. As a regional commission, ESCAP has maximized the 'United Nations' and 'regional' brands in line with the ongoing UN development system reform, as a regional think tank and intergovernmental platform, uniquely positioned to support and strengthen the normative and policy work and capabilities of the UN country teams. ESCAP has also moved from a piece-meal transactional to a strategic relationship-based approach to partnerships.

45. To contend with the challenging resource mobilization landscape in Asia and the Pacific region, the Institute and ESCAP should coordinate to maximize resource mobilization efforts that leverage the existing knowledge and skills throughout the organization.

46. Building on the existing coordination and partnerships which have already improved its resource base, the Institute must continue to improve its coordination with ESCAP's Statistics Division, especially in leveraging the global direction on increasing and channeling domestic and international funding for development data.

47. The Institute must also improve coordination with the ESCAP Strategy and Programme Management Division (SPMD) which has an overall oversight role to ensure coherence and consistency of approach toward all donors, including harmonization of the Institute's efforts with the larger ESCAP resource mobilization strategies, policies and guidelines.

SIAP funding portfolio and budgetary framework

48. With reference to the United Nations budgetary framework, the Institute is fully funded through extrabudgetary resources. Financial resources are generated from extrabudgetary resources pledged by ESCAP member States and associate members, referred to as voluntary cash contributions, and extrabudgetary funds by donors for technical cooperation projects.

49. Non-financial, or in-kind, contributions are also provided by ESCAP member States and associate members including through cost-sharing and co-funding arrangements with national statistical training institutions. Such contributions are also provided from regional and international statistics development partners.

50. The Institutes resources are utilized to cover expenditures for personnel, travel, training, miscellaneous and programme support cost.

Extrabudgetary resources from countries: Voluntary Cash Contributions

51. The annual cash contributions from ESCAP member States and associate members will continue to be the major source of financial funding for the implementation of the 2020-2024 Strategic Plan.

52. During the period 2015-2019, the Institute received cash contributions from 32 of 58 ESCAP member States and associate members, with total average voluntary cash contribution of US\$2.3 million per annum. The host government of SIAP, the Government of Japan, provided around 80% of these voluntary cash contributions.

53. For the 2020-2024 Strategic Plan period, it is anticipated 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. It is anticipated that an increased number of countries will start to contribute, and current contributors will increase their level of contribution.

54. All member States and associate members are regularly encouraged to review their level of voluntary cash contributions. For example, 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 contributions to SIAP be increased and that the Institute be provided with a minimum annual contribution of US\$5,000 with an increase of at least 5 per cent annually. The Council reiterated its recommendations for increasing contributions to SIAP in the 9th session in 2013.

55. To reach the proposed level of voluntary cash contributions from all member States and associate members, it is necessary that such a recommendation is reiterated in 2020, especially leveraging this resource management strategy. However, the financial crisis emerging from COVID-19 and the future scenario infuses some uncertainty.

Extrabudgetary Funds by Donors for Technical Cooperation Projects

56. During the period of the 2020-2024 Strategic Plan, the Institute will continue to collaborate the ESCAP Statistics Division to deliver technical cooperation projects including an existing project funded by the Russian Federation called Strengthening Requisite Skill Sets for Improved Quality of SDG statistics in Central Asia.

57. The Institute will also continue to collaborate with existing partners, such as UN-Women and FAO, to deliver technical cooperation projects if required.

58. The Institute needs to leverage its role as the secretariat for the Network for the Coordination of Statistical Training in Asia and the Pacific to secure more extrabudgetary funds by donors for technical cooperation project. It also should scale up the training-of-trainers model.

In-kind Contributions

59. The host Government of Japan provides and will continue to provide substantial in-kind contributions to the Institute. These in-kind contributions cover office space, training facilities, LAN-network, equipment and costs of maintenance and office supplies in Chiba, Japan, support services of officials and temporary staff assigned by the Ministry of Internal Affairs and Communication to the Institute, and fellowships for the long residential courses through Japan International Cooperation Agency (JICA). These items are estimated at US\$9.1 million during 2020-2024. Additional in-kind support is also envisaged.

60. Other Governments, such as Malaysia, Philippine, Indonesia, India, Iran and the Republic of Korea, also provide substantial in-kind contributions to the Institute. These in-kind contributions cover training facilities, equipment, internet and support services of officials when the Institutes training programmes are delivered nationally outside of Japan. Such support is estimated at US\$3.3 million dollars during 2020-2024.

61. In-kind contributions should be further explored with other development partners, especially for specific SDG-indicators.

Medium-Term Budget Framework

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

Table 1. Medium Term Budget Framework: 2020–2024

(In United States Dollars (million))

Projected Expenditures		Projected Financial Resources	
Personnel (Professional staff, general support staff)	\$9.42m	Voluntary cash contributions from ESCAP member States and associate members	\$12.69m
Travel	\$0.25m		
Training	\$1.42m		
Miscellaneous	\$0.14m		
Programme Support Cost	\$1.46m		
Total	\$12.69m		

Resource Gap

63. The Institute is on a path to achieve its 2020-2024 Strategic Plan but would need additional resources, both financial and human.¹⁴

Financial

64. The Institute's current annual income from voluntary cash contributions is US\$2.3million, of which US\$1.9million goes towards staff capacity in the Institute and additional US\$0.4million towards training related costs.

65. For the Institute to be able to deliver on its 2020-2024 Strategic Plan to enhance its focus on Central Asia and the Pacific, as well as on new thematic areas and topics, it is estimated an additional US\$9.5million will need to be mobilized of four years, or US\$2.4million annually (Table 2).

Table 2: Additional estimated resources to be mobilized during 2021-2024

Focus area	Estimated cost over four years (US\$)	Estimated annual cost (US\$)
Capacity support in the Pacific	\$2.7m	\$0.7m
Capacity support in Central Asia	\$2.0m	\$0.5m
Introducing new training elements on SDGs and new/emerging areas of statistics	\$4.8m	\$1.2m
TOTAL	\$9.5m	\$2.4m

66. The additional costs are estimated to be US\$1.2m to place higher emphasis on Central Asia and the Pacific sub-regions and US\$1.2m to implement the recommendation to support new and emerging areas of statistics and the global SDG indicators.

Human resource capacities and needs

67. The Institute's current human resource capacities include the following positions: Director (D-1), Deputy Director (P5 level), 4 lecturers (P3) and 4 support staff (G level).

68. This Resource Management Strategy assumes the Institute will continue its current human resource profile and will need to hire consultants to deliver on the recommended actions in Appendix.

69. In order to support the initial roll-out of the Resource Management Strategy, the Institute should consider hiring additional capacity in the form of a retainer consultant who can serve as an advisor to management, to support coordination of new partnership opportunities, and to provide in-house capacity development for the Institutes current human resource capacities to take up roles in the future.

70. Consultant costs can be met by extra-budgetary resources including voluntary cash contributions.

71. The Institute should also consider Junior Professional Officers (JPOs) for new emerging areas such as big data or specific tier 1 and tier 2 SDG indicators. Such arrangements can be made under the

¹⁴ Section extracted from TOR's

UN non-reimbursable loan (NRL) policy wherein an interested member state with additional capacity can ‘loan’ their personnel to strengthen the Institute’s current capacities to deliver on its 2020-2024 Strategic Plan. An NRL arrangement would also support further strengthening of the Institutes relationship with the ‘loaning’ member State.

72. Similar ‘loans’ can also be considered with specific private sector entities as there have been previous experiences of private companies ‘loaning’ specialized personnel to UN agencies as part of their collaboration. Here, linkages with the ESCAP Sustainable Business Network and its members could be explored. However, the feasibility of this should be looked at within ESCAP’s NRL rules and regulations.

Validation of an internal assessment of the Institute

73. The validation of the exercise (see below), has been one of the first steps to prioritizing potential partners and assessing the development landscape, including competitors in areas of intervention where the Institute works.

74. All staff of the Institute needs to internalize the strengths and opportunities, while being informed of potential threats and weaknesses. This is the basis of the value proposition of the Institute, to think through where the Institute is adding value as a development partner including activities, resources, business model and cost structure, revenue streams, client relationships, development results and reporting. Key gaps areas as well as opportunities highlighted in the evaluation of the Institute, as well as Strength, Weakness, Opportunity and Threat (SWOT) analysis below provide a preliminary assessment to inform proposed actions in the action plan.

Table 3: SWOT analysis for SIAP

<p style="text-align: center;">Strength</p> <ul style="list-style-type: none"> • The UN brand and credibility • Internationally recognized mandate on scope of work and geography • Alignment and contribution to the SDGs, which is the internationally recognized development framework • Demonstrated technical capacities on statistics, in line with international standards and guidelines • Extensive regional network with statistical institutes and organizations 	<p style="text-align: center;">Weakness</p> <ul style="list-style-type: none"> • Traditional ways of engaging with partners, with a focus on grants and receiving financial aid • Narrow resource and partnerships base • Limited capacity for leveraging new types of partners (for e.g. the private sector)
<p style="text-align: center;">Opportunity</p> <ul style="list-style-type: none"> • Potential engagement with private sector actors whose mission is aligned with mandate of SIAP • Leverage and scale up existing partnerships with specialized UN agencies • Explore new areas like big data • Ensure that areas of work can contribute towards and demonstrate impact on country-level SDG monitoring and diagnostics • Move from a donor driven to a partnership-oriented mindset, that is based on building relationships • Needs for transformation of statistical system for SDGs under COVID-19 	<p style="text-align: center;">Threat</p> <ul style="list-style-type: none"> • Potential new area such as big data • Shrinking of funding and cost-sensitivity for capacity building related work due to the unfolding COVID-19 crisis • Difficulty of face-to-face training with COVID-19

Key principles for partnerships

75. This strategy provides the Institute the scope to enter into innovative partnerships with confidence, knowing that their approach is in line with the applicable UN rules and regulations. The intention is to support partnerships and resulting resource mobilization efforts as a central way of delivering mission and mandate of the Institute. Key partnership principles, outlined below, should be kept in mind to ensure alignment with corporate direction, mandate of the Institute as well as to avoid

any potential unrequired risks.

- a. Ensuring efficiency
Partnerships should help improve efficiency and effectiveness by providing opportunities for innovation, creative collaboration, resource mobilization, and enhanced quality of programmes demonstrating clear added value not achievable by either the Institute or its partners alone.
- b. Shared vision and goals of the partnership
Ensure that there is a genuine shared vision and set of goals across the partnership, and a common understanding of, and agreement to, the vision and objectives. The same should also be documented and reflected in any project brief, business plan, terms of reference, and/or work program.
- c. Purpose of the partnership
It is imperative that both parties have agreement of the purpose of the partnership, based on the value proposition to each side as well as the roles and responsibilities of both sides which should be clearly articulated.
- d. Risks and benefits
The Institute needs to ensure that the risks and benefits of engaging with a potential partner are weighed out and evaluated thoroughly, both from a short- and long-term perspective.
- e. Joint resourcing
Ensure that there is an accepted commitment to joint investments and resources to support the partnership by both sides. Such resourcing could include financial resources, staff time, knowledge, and other in-kind contributions.
- f. Reporting and accountability
Ensure that relevant reporting and accountability lines have been created and communicated on both sides. Both partners should be recognized as having some form of decision-making and influence on the joint work, especially in an effort to drive ownership with new partners.
- g. Communications
Ensure that there is a robust communications plan in place. From an internal perspective, this would ensure that both partners have knowledge and appreciation for each other's imperatives and agendas, and externally that both partners are consistent with their communication about the partnership.
- h. Ensuring alignment
In the case of non-state actors, the Institute should proceed with any formal partnership arrangement after undertaking a basic due diligence of the organization and a background check to ensure they meet the UN standards on labour, human rights and other international standards.

Mapping of partners and types of partnerships

76. Understanding the aid environment is a pre-requisite for developing a resource mobilization strategy. Thus, in order to identify new opportunities, a mapping exercise was undertaken to map and profile possible partners. These donor profiles include areas in which donors/partners are currently providing funding to SIAP programmes and projects in Asia and the Pacific region. Efforts should be made on regular basis to research and review the priorities of countries which are not currently providing funds to SIAP initiatives, with a particular focus on Central Asia and the Pacific. Global interests of donors in SDG result areas, economic trends, development result expectations, and political changes were also reviewed, along with regional specific interests.

SIAP should track and use the mapping exercise and continue to match the different SIAP areas of intervention/clusters with strategic priorities of selected donors/partners on a quarterly basis. This mapping of donors' areas of interest with SIAP's areas of programming will rationalize resource mobilization efforts by engaging with the right interlocutor on common issues of interest. It is recommended, to also update on regular basis this mapping/matching exercise including the private sector and key foundations. Action plan provides the profile of key donors and the possible entry points aligned with SIAP development priorities in Asia and the Pacific region.

Elements for implementation of the Resource Mobilization Strategy

Establish and leverage comparative advantages of the UN and SIAP

77. The Institute is integrated into ESCAP's subprogramme of work 7: Statistics. As such, the Institute works closely with the ESCAP Statistics Division to deliver on ESCAP's mandate to improve the use of statistics for evidence-based decision-making and to develop and disseminate quality statistics for inclusive, sustainable and resilient societies in the ESCAP region.

78. Knowing the value added of the Institute and potential partners is essential for collaborations to yield results. Some key aspects of the Institute's comparative advantage that should be positioned with existing and new partners, include:

- a. Credibility: The Institute is a specialized Regional Institute of ESCAP, with the regional mandate to deliver statistical training and contribute to strengthening national statistical systems across the region.
- b. Technical capacity and know-how aligned to achievement of the SDGs: The Institute delivers quality training on official statistics for the monitoring of SDGs and for evidence-based decision-making for inclusive, sustainable and resilient societies, for beginners to experts in their respective fields. With a repository of training modules that can be used to build tailor made packages for target audiences and a similar repository of resources to help trainers improve their training delivery skills, the Institute has the bandwidth and flexibility to deliver training solutions in wide range of professional contexts. As a result of this capacity and know-how, more than 20,955 participants from 145 countries/territories have been trained by the Institute since its establishment in 1970.
- c. Access to a regional network of statistical offices: The Institute operates within an extended network of national statistical training institutions, regional and international statistical training providers and donor agencies providing funding for statistical training in the Asia and the Pacific region. With the Institute as its secretariat, the Network for the Coordination of Statistical Training Institutions facilitates information-sharing and promotes coordination among member organizations in support of key regional statistics development programmes.

Action Plan: Strategic Targeting of Potential Partners, 2021-2024

79. Keeping in view of the objective of the resource mobilization strategy of the Institute, its comparative advantage, resource gap and mapping of partners and types of partnership, potential partners have been selected from organizations with sufficient capacity of financial and human resources to help the Institute in terms of statistical capacity development. They are UN organization/offices on statistics and on policy programmes, sub-regional organizations, other international organizations such as PARIS21, multi-lateral financial institutions like ADB, sub-regional organizations, key donor countries, emerging donor countries, national statistical offices with high capacity to contribute in statistical development to other countries and private sector companies and foundations.

80. Action plan for resource mobilization strategy targeting potential partners on each focus area where gap in resources have been identified is **at Appendix**. New partners can be added depending on the requirement after proper review in terms of suitability.

Key recommendations

81. The draft Resource Mobilization Strategy provides a roadmap for the 2021-2024 period in building new partnerships and diversifying funding sources for the Institute.

82. In collaboration and guidance with the ESCAP, the following are key recommended strategies and actions.

Recommended Strategies:

- **Strategic areas of work:** The Institute strives to improve the use of statistics for evidence-based decision-making and to produce and disseminate quality statistics for inclusive, sustainable and resilient societies in the region. This presents opportunities to innovate on statistical capacity development within the region and also play multiple roles at regional and sub-regional levels, particularly in Central Asia and the Pacific. Together with alignment to the 2030 Agenda, this provides a strategic framework for the Institute's portfolio of initiatives which can be pitched with existing and new partners. The Institute should also expand the focus

of individual level capacity development to mid- and higher-level staff positions in national statistical system. The Institute could also focus its training of statistical personnel in line Ministries in the Governments and other government organizations, which generate statistics for government policy-/ decision- making.

- **Brand creation and communication:** In collaboration with ESCAP's Statistics Division and Strategic Communication and Advocacy Section, the Institute should create communication materials, pitches and proposals for new partners in a simplified and consistent manner, focusing on results and the brand credibility of itself as a partner both in terms of its own internal successes and product offering and also its alignment with ESCAP and partnership with other UN agencies.
- **A shift from donor management to relationship/partnership management:** As the Institute gears towards diversifying its partner base to include private sector and foundations as partners, it will need to realign internal practices and operational procedures from focusing on extra-budgetary resources to a relationship mode of understanding new partners and their priorities. This should be done in collaboration and guidance with the ESCAP Statistics and Strategy and Programme Management Divisions.
- **Creating shared value:** With this new line of thinking, the approach to working with private foundations and also the private sector will focus on creating shared value initiatives, which fulfil strategic goals for either foundations or businesses or, while disseminating quality statistics for inclusive, sustainable and resilient societies in the region. Or, for bilateral and multilateral partners, the focus will be predominantly on the 2030 Agenda as well as aligned goals between organisations.
- **Networking and convening:** This will in particular mean focusing on creating new and leveraging existing networking opportunities with non-traditional partners like private foundations in the region and identify and facilitate opportunities for South-South and triangular cooperation on specific statistical issues, facilitating support in particular for countries with special needs in this respect
- **High value and low volume partnerships:** As the Institute explores a more diverse set of partners to engage with, it will keep in mind the principle of return on investment, evaluate its own internal capacities to develop and follow up with partners, and thus focus on higher value and low volume in its partnership approach. The assessment of the value that a potential partner can provide will include potential funding or capacity development support in the form of technical expertise, market knowledge, business processes and training.
- **Strengthen internal capacities and knowledge to maximize the opportunities to support the resourcing of SIAP's 2020-2024 Strategic Plan:** The specific type of orientation/training of designated staff can be determined by the responses from meetings with donor organisation leaders and the areas that remain gaps in the action plan. Enhance the Institute's own capabilities in terms of playing new roles, and the development of an approach to such roles in Asia and the Pacific region, including the engagement in relevant partnerships concerned and the preparation of an internal capacity development and learning plan.

Strategic Actions

- **Develop a SIAP external communications strategy:** In collaboration with the ESCAP Statistics Division and Strategic Communication and Advocacy Section, draft an external communications strategy aimed at communicating the Institute's work and successes to donors and the public at large with the goals of improving donor awareness of and satisfaction with Institutes work, and of raising the Institute's public profile and reputation. Consider partnerships aimed at enhancing public relations, brand building.
- **Develop high quality proposals for cross-cutting projects on emerging priority/opportunity areas:** Based on completed and on-going partner mapping and in collaboration with the ESCAP Statistics and Strategy and Programme Management Division, prepare and/or improve proposals for projects focused on different cross cutting issues in relation to national priorities as expressed during the process of SDGs prioritization processes (e.g. climate change, disaster risk reduction, women's economic empowerment, among others). Also, in line with the SIAP 2020-2024 Strategic Plan, focus on development of training

materials on data gathering and analysis of tier 1 and tier 2 SDG indicators, as well as on higher level management issues. Also explore opportunities to partner with other non-UN entities to enhance the attractiveness of proposals to donors that prioritize ODA integration.

- **Engage individually with selected donors and vertical funds:** Where there appears to be strong potential for a partnership within the UN system, proposals can be developed as a sub-programme (i.e. jointly with ESCAP Statistics Division and with the support from ESCAP Strategy and Programme Management Division) and tailored to their development interests. For introductory meetings, the Institute can coordinate at the ESCAP level to connect with donors through country heads/representatives. More specifically, work with national statistical training institutions in the various sub-regions, and provide support to the development of such institutions in Central Asia and the Pacific, where presently no such institutions are operational, in order to enhance their 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 countries with special needs.
- **Engage with the private sector and ICT/data related platforms/initiatives:** Enhance collaboration with the private sector, beginning with companies that have existing relationships with the United Nations. The Institute should also look into the Global Working Group on Big Data and membership of the Task Team on Skills, Capacity Building and Competencies. In addition, the Institute should seek opportunities, such as the OECD /Emnet or the Business Call for Action and ESCAP Sustainable Business Network events, to engage the private sector in the region with a view to connect with a broader ecosystem to see how the Institute can be a valuable partner to the 2030 Agenda efforts in this sector.

Operational Actions

- a. Enhance donor relations, results based management and communications capacity within the Institute
 - Coordinate donor relations and resource mobilization activities under the guidance of the Director and the Governing Council of the Institute
 - Map resource mobilization skills within the Institute
 - Train staff on results-based management, communication, negotiation, team building and approaches to coordination and assistance mobilization
- b. Develop proposals for cross-cutting projects on emerging priority/opportunity areas and regions
 - Strengthen the proposals with other international agencies/bodies as joint programmes
 - Develop the funding instrument, including the results matrixes for the programme work stream
 - Determine the resource requirements for each of the strategic priorities (outcomes), articulated in the Strategic Plan and agreed for the specific timeframe
- c. Enhanced positioning of the Institute as a substantive advisor in the region
 - Continue to implement operational support in the region and SDG agenda, while seeking ways to improve the current monitoring/statistical tools
 - Offer substantive advice to the governments on the region by offering the possibilities to strengthening their institutional capacity for country-level SDG monitoring and diagnostics
 - Explore new modalities and partners for facilitating south-south and triangular cooperation
- d. Update and explore partnership and fundraising opportunities
 - Operationalize and regularly update the comprehensive mapping of potential and already established donor funding relationships and explore possibilities for additional partnership and fundraising opportunities
 - Create an online database regularly updated on the partners

- e. Engage with the private sectors
 - Develop external outreach materials tailor-made for the private sector audience, explaining clearly the ways that the private sector can work with the Institute
 - Identify companies that could have a visible gain in supporting the Institute in the region
 - Conduct a risk assessment, to avoid unnecessary risks for the Institute
- f. Develop a external communications strategy of the Institute and explore innovative partnerships
 - Prepare an annual communications strategy for the Institute
 - Organize internal training on communication activities to familiarize the staff of the Institute with the information culture and client oriented approach
 - Coordinate the messages and information with ESCAP and other UN agencies/partners in the region
 - Intensify the communications, advocacy and awareness for the mobilization of resources for the SDG and regional/sub-regional and national priorities
 - Prepare and distribute materials on joint actions and results of the Institute and other international agencies
 - Use international days on sectorial themes to highlight not only the agency concerned, but also the contribution of the Institute from statistical capacity building to that specific area
 - Negotiate a space in regional and national newspapers and digital platforms to talk of activities and results of the Institute

ACTION PLAN: STRATEGIC TARGETING OF POTENTIAL PARTNERS, 2021-2024

Area of focus: Pacific

Need/gap: The total cost for increasing training and capacity support to Pacific countries is estimated at \$US2.7m over the period 2021-2024, or \$US0.7m per annum. These costs are outlined as follows.

Proposed actions ¹⁵	Potential partners	Estimated costs (US\$) 2021-2024	HR/Capacity building requirements
<p>Strengthen the Network for Coordination of Statistical Training in Asia-Pacific to:</p> <ol style="list-style-type: none"> i. identify specific country level needs and capacity gaps of NSOs in the Pacific; ii. identify common priorities and needs across Pacific countries to adapt trainings and develop any new materials <p>Develop a repository that maps out these country needs, highlights where capacities exist and common needs across countries</p>	<p><u>UN</u></p> <ul style="list-style-type: none"> - UN Country Teams - UN DESA Statistics Division - UN-WOMEN - UN Environment Programme - FAO - ESCAP Statistics Division and Pacific Office <p><u>Sub-regional</u></p> <ul style="list-style-type: none"> - Pacific Community Secretariat - Think tanks in the Pacific - University of South Pacific - Pacific Institute of Advanced Studies in Development and Governance (especially relevant given the absence of any other national statistical training institutes in the region) <p><u>Other</u> PARIS21</p>	<p>US\$15,000 for a short-term consultant to develop specific proposals and follow up with each of the targeted partners/donors</p>	<p>Internal capacity to strengthen the Institute's responsibilities as secretariat for the Network for Coordination of Statistical Training and leverage that towards greater coordination and mapping of needs could be complemented by other UN agencies or think tanks</p> <p>A short-term consultant could be brought in to manage the mapping and creation of the repository</p>

¹⁵ Based on the findings of the 2019 independent evaluation and the SIAP Strategic Plan 2020-2024

Proposed actions ¹⁵	Potential partners	Estimated costs (US\$) 2021-2024	HR/Capacity building requirements
<p>Conduct national level trainings or sub-regional trainings in the Pacific to increase the statistical capacities of NSOs</p>	<p><u>Key donors to the Pacific region</u></p> <ul style="list-style-type: none"> - United States of America - Japan - Australia - Republic of Korea - New Zealand - China <p><u>Multi-lateral institutions</u></p> <ul style="list-style-type: none"> - Asian Development Bank - International Development Association - World Bank - Islamic Development Bank <p><u>Other Institutions</u></p> <ul style="list-style-type: none"> - PARIS21 <p><u>NSOs</u></p> <ul style="list-style-type: none"> - Target interested NSOs with the opportunity to collaborate through in-kind contributions (e.g. cost-sharing and organizing joint trainings) 	<p>US\$2.4million (trainings)</p> <p>Cost per training: US\$150,000</p> <p>Trainings per year: 4</p> <p>Total cost per year: US\$600,000</p>	<p>The Institute has adequate capacity to deliver the trainings.</p> <p>However, additional support through hiring a consultant would be useful in preparing pitches/proposals for the donors</p>
<p>Adapt trainings to Pacific Country contexts in order to ensure a more coherent and valuable data collection/analysis for the region</p>	<p><u>Key donors</u> in the Pacific (mentioned above)</p>	<p>US\$80,000 for local adaptation costs</p>	

Proposed actions ¹⁵	Potential partners	Estimated costs (US\$) 2021-2024	HR/Capacity building requirements
<p>Match country needs and capacities to organize peer-to-peer events within the Pacific or with support from other countries in the region</p> <p>Undertake targeted training of trainers initiatives to build up sub-regional cohorts of capacity</p>	<p><u>Emerging donors</u> that may be interested to set up peer-to-peer initiative to support building long-term capacities of NSOs in the Pacific</p> <ul style="list-style-type: none"> - China <p><u>High capacity NSOs</u></p> <ul style="list-style-type: none"> - Target high capacity NSOs from across the broader Asia and the Pacific region to serve as a resource or to provide trainers to selected NSOs in the Pacific with more basic level capacities, thus leveraging greater South-South-cooperation in accelerating statistics development 	<p>US\$200,000</p> <p>Cost per cross-country visit for a delegation (US\$20,000)</p> <p>Number of cross-country delegation visits (5)</p> <p>Cost per sub-regional training: US\$50,000</p> <p>Number of sub-regional trainings (2)</p>	
Capacity support in the Pacific		US\$2,695,000	

Area of focus: Central Asia

Need/gap: The total cost for increasing trainings and capacity support to Central Asia is estimated at \$US2.0m over the four year period 2021-2024, or \$0.5m per annum. These costs are as follows.

Proposed actions ¹⁶	Potential partners	Estimated costs (\$US) 2021-2024	HR/Capacity building requirements
<p>Strengthen the Network for Coordination of Statistical Training Institutions in Asia - Pacific to:</p> <ul style="list-style-type: none"> i. Identify specific country level needs and capacity gaps of NSOs in Central Asia; ii. Identify common priorities and needs across Central Asian countries to adapt trainings and develop any new materials <p>The Institute should develop a repository that maps out these country needs, highlights where capacities exist and common areas across countries</p>	<p><u>UN</u> UN Country Teams UN DESA Statistics Division UN-WOMEN UN Environment Programme FAO ESCAP Statistics Division and East and North-East Sub-regional Office</p> <p><u>Sub-regional</u> Think tanks in Central Asia</p> <p><u>NSOs</u> - Russian Federation. ROSSTAT plans to establish a new Statistical Resource Centre for collaborating (especially relevant given the absence of any other national statistical training institutes in Central Asia)</p>	<p>US\$15,000 for a short-term consultant to develop specific proposals and follow up with each of the targeted partners/donors</p>	<p>Internal capacity to strengthen the Institute’s responsibilities as secretariat for the Network for Coordination of Statistical Training and leverage that towards greater coordination and mapping of needs could be complemented by other UN agencies or think tanks</p> <p>A short-term consultant could be brought in to manage the mapping and creation of the repository</p>

¹⁶ based on the findings of the 2019 independent evaluation and the SIAP Strategic Plan 2020-2024

Proposed actions ¹⁶	Potential partners	Estimated costs (\$US) 2021-2024	HR/Capacity building requirements
<p>Conduct national level trainings or sub-regional trainings in Central Asia to increase the statistical capacities of NSOs</p>	<p><u>Key donors to the Central Asia region</u></p> <ul style="list-style-type: none"> - United States of America - Turkey - Japan - Germany - European Union <p><u>Multi-lateral institutions</u></p> <ul style="list-style-type: none"> - Asian Development Bank - International Development Association - Asian Infrastructure Investment Bank - Islamic Development Bank <p><u>NSOs</u></p> <ul style="list-style-type: none"> - Target interested NSOs with the opportunity to collaborate through cost-sharing and organizing joint trainings (to be determined by SIAP) 	<p>US\$1,840,000 (trainings)</p> <p>Cost per training: \$115,000</p> <p>Trainings per year: 4</p> <p>Total cost per year: 460,000</p>	<p>The Institute has adequate capacity to deliver the trainings.</p> <p>However, additional support through hiring a consultant would be useful in preparing pitches/proposals for the donors</p>
<p>Adapt trainings to Central Asia country contexts to make it more relevant</p>	<p><u>Key donors</u> in Central Asia</p> <ul style="list-style-type: none"> - mentioned above <p><u>NSOs</u></p> <ul style="list-style-type: none"> - Russian Federation 	<p>US\$20,000 for local adaptation and translation costs</p>	

Proposed actions ¹⁶	Potential partners	Estimated costs (\$US) 2021-2024	HR/Capacity building requirements
<p>Match country needs and capacities to organize peer-to-peer events within Central Asia or with support from other countries in Asia</p> <p>Undertake targeted training of trainers initiatives to build up sub-regional cohorts of capacity</p>	<p><u>Emerging donors</u> that maybe interested to set up peer-to-peer initiative to support building long-term capacities of NSOs in Central Asia</p> <ul style="list-style-type: none"> - China - India <p><u>Target high capacity NSOs</u> from across the broader Asia region to serve as a resource or to provide trainers to selected NSOs in Central Asia with more basic level capacities, thus leveraging greater South-South-cooperation in accelerating statistics development</p>	<p>US\$120,000</p> <p>Cost per cross-country visit for a delegation (US\$12,000)</p> <p>Number of cross-country delegation visits (5)</p> <p>Total cost for cross-country visits/peer to peer support visits: US\$60,000</p> <p>Cost per sub-regional training: US\$30,000</p> <p>Number of sub-regional trainings (2)</p> <p>Total cost of sub-regional trainings: US\$60,000</p>	
Capacity support in Central Asia		US\$1,995,000	

Area of focus: Focus on SDGs and new/emerging areas of statistics: monitoring and supporting implementation

Need/gap: The total cost for introducing new training elements is estimated at **4,820,000** USD for the period 2021-2024. These costs are further broken down under proposed actions.

Proposed actions¹⁷	Potential partners	Estimated costs (\$US) 2021-2024	HR/Capacity building requirements
<p>Develop capacity of statistics units in line ministries and NSOs to better track and monitor implementation of specific SDGs/sectors and inform future interventions and policy making</p> <p>Support NSO staff in producing SDG Tier I indicators and develop the understanding of statistical business processes to produce SDG Tier II indicators</p>	<p>UN UNDESA SD (Economic Statistics and Big data) FAO (agri statistics) UN Women (gender statistics) ILO (labour statistics) UNEP (Environment statistics)</p> <p>Multi-lateral organizations ADB¹⁸ World Bank IMF Statistics Dept</p> <p>Think tanks and academic institutions could offer in-kind support for the delivery of such trainings</p>	<p>US\$20,000 for a short-term consultant to develop specific proposals and follow up with each of the targeted partners/donors</p>	<p>Need for increasing capacity in the area of strategic communications</p> <p>The Institute would require additional support on comms/pitching through a short- term consultant who can produce a few key ready-made pitches</p>

¹⁷ Based on the findings of the 2019 independent evaluation and the SIAP Strategic Plan 2020-2024

¹⁸ Key Indicators for Asia and the Pacific 2020

Proposed actions ¹⁷	Potential partners	Estimated costs (\$US) 2021-2024	HR/Capacity building requirements
<p>Compilation of physical flow accounts with new IT applications on: disaster-related statistics; compilation of ocean accounts; SDG indicators related to environment and disaster; and indicators related to climate change and aligned to the SDGs</p>	<p><u>UN</u> UN DESA SD UNEP UNFCCC FAO ESCAP Statistics Division</p> <p><u>IFIs</u></p> <ul style="list-style-type: none"> - World Bank - IMF - Islamic Development Fund <p><u>Donor Countries</u></p> <ul style="list-style-type: none"> - New Zealand - Japan - USA 	<p>US\$1,440,000</p> <p>Cost per training US\$120,000</p> <p>Number of trainings per year: 3</p> <p>Total cost of trainings per year: US\$360,000</p>	
<p>Advance in building the capacity on new statistical methodologies and IT applications</p> <p>Invest in new kinds of data, big data, geo related data systems, mapping of data and higher requirements for SDGs</p> <p>Improve e-learning courses through use of multi-media approaches new technology</p>	<p>Private sector companies and foundations (full list provided in the mapping)</p> <ul style="list-style-type: none"> - Microsoft - Gates Foundation - Citibank and Citi Foundation - Rockefeller Foundation 	<p>US\$1,920,000</p> <p>Cost per training US\$160,000</p> <p>Number of trainings per year: 3</p> <p>Total cost of trainings per year: US\$480,000</p>	<p>While the Institute has some capacity to deliver trainings on big data, this is limited and hence additional short term/consultant or secondment from other organizations needs to be considered to fill the capacity gap in this area</p>

Proposed actions¹⁷	Potential partners	Estimated costs (\$US) 2021-2024	HR/Capacity building requirements
Training for capacity development for improved management of National Statistics Systems	UNSD PARIS21 UN Systems Staff College Management Institutions of repute in the region	US\$1,440,000 Cost per training US\$120,000 Number of trainings per year: 3 Total cost of trainings per year: 360,000	The Institute has been delivering some of these programmes in collaboration with UNSD and PARIS21. This capacity need be expanded in collaboration with other agencies.
Introducing new training elements on SDGs and new/emerging areas of statistics		US\$4,820,000	