

# **Revised Resource Mobilization Strategy of the Statistical Institute for Asia and the Pacific<sup>1</sup>**

## **Introduction**

1. The Statistical Institute for Asia and the Pacific (SIAP) has been serving the Asia Pacific region for the last fifty one 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 15<sup>th</sup> 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 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 Governing Council, at its 16<sup>th</sup> session, recommended that the draft strategy be revised for consideration by the Council at its 17<sup>th</sup> session.
6. COVID-19 continued in 2021 and brought challenging fund-raising environment both in the public and private sectors.
7. Under strong needs for statistical training, the pandemic has changed the picture and demonstrated how much can be done through e-learning, other virtual means and delivery by partners including international organizations, regional organizations, research institutes, universities and private sectors for the best knowledge and skills to be delivered in training with remote support from the Institute for web-based training. Since such web-based training needed little costs, no financial gap appeared during 2020-2021.
8. Considering the pandemic, needs for such web-based training will continue, at least, in the blended style with face-to-face training during 2022-2024 as well. The need to mobilize expertise through partnerships is greater than the need to mobilize financial resources. Thus, the revised resource mobilization strategy is a partnership mobilization strategy rather than a fund-raising strategy.

## **What is resource mobilization?**

9. Resource mobilization refers to actions to ensure support from a wide range of partners in line with applicable United Nations rules and procedures to support the Institute's mandate and programme of work.
10. For the purpose of the SIAP Resource Mobilization Strategy, the term "partnerships" is 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, or any type of in-kind contributions.

## **Objective**

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<sup>1</sup> This is an internal 'living' document for the use of the secretariat. It is provided to the Governing Council for information only. All figures are indicative and subject to change as the situation on the ground evolves.

11. The objective of the SIAP Resource Mobilization Strategy is to
- a. improve the quality and increase the quantity of the Institute's resources (in-kind and expertise) 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 and networks) with other stakeholders, including the private sectors.
12. 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 partnership opportunities.
13. The SIAP Resource Mobilization Strategy provides a basis for internal discussions by ESCAP and the Institute towards a planned, coordinated and comprehensive approach for mobilizing partnerships.

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

### *The Global Context*

14. 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".
15. 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.<sup>2</sup> The report of the Secretary General on the SDGs in 2020<sup>3</sup> also highlighted that international funding for data and statistics was at only around half the level at which it needed to be.
16. 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.
17. 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.
18. In support of the Global Action Plan, the 2018 UN World Data Forum in Dubai concluded with adoption of the Dubai Declaration<sup>4</sup> which called for the establishment of an innovative funding mechanism to mobilize domestic and international funds and develop more effective data partnerships.
19. 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

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<sup>2</sup> PARIS21, 2019

<sup>3</sup> <https://unstats.un.org/sdgs/files/report/2020/secretary-general-sdg-report-2020--EN.pdf>

<sup>4</sup> <https://unstats.un.org/sdgs/hlg/dubai-declaration/>

external support for development statistics, recognizing that credible data is a national public asset and an important tool for donors' accountability.

20. 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.

21. The UN Statistical Commission, through the High-Level Group on Partnerships, Coordination and Capacity Building, continues to focus on partnership needs for data whilst also emphasizing the global data community's response to COVID-19.

#### *The Regional Context*

22. The Asia-Pacific Regional Road Map for Implementing the 2030 Agenda for Sustainable Development was endorsed at the 73<sup>rd</sup> 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.

23. The Collective Vision and Framework for Action by the Asia and the Pacific statistical community,<sup>5</sup> endorsed by the ESCAP Committee on Statistics at its 5<sup>th</sup> 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.

24. 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 6<sup>th</sup> session in 2018 and endorsed by the ESCAP Commission in its 75<sup>th</sup> session in 2019.

25. The Institute's efforts to strengthen regional statistical capacity development were recognized by the UN Statistical Commission at its 50<sup>th</sup> 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.

26. 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.

27. 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.

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<sup>5</sup> [https://www.unescap.org/sites/default/files/E.ESCAP\\_CST%285%29.1.Rev\\_.1.Collective\\_Vision.English.pdf](https://www.unescap.org/sites/default/files/E.ESCAP_CST%285%29.1.Rev_.1.Collective_Vision.English.pdf)

## **Opportunities for SIAP**

### *Sub-regional approach*

28. The independent evaluation of the Institute in 2019<sup>6</sup> 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 statistical training institutes have not yet been established.
29. 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.
30. 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.
31. In South-East Asia, while fundamental capacities on surveys have been achieved, there are needs for capacity on new data sources: administrative data and big data.
32. 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, the University of South Pacific as well as sub-regional offices of ESCAP.

### *Private sector*

33. The 2019 independent evaluation of the Institute<sup>7</sup> identified that adequate coverage of newer emerging subject areas could be improved.
34. 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 make further efforts to explore partnering with the private sector, collaborator providing access to new technology or any other in-kind support as a user of Institute's training support.
35. The Institute's work and resource mobilization efforts also need to align with the emergence of new kinds of data including data collected through use of mobiles.

### *2030 Agenda*

36. The 2019 independent evaluation of the Institute<sup>8</sup> 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.
37. 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)).
38. 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*

39. The Institute has been successful in working with a large number of partners. These partners have contributed financial and in-kind resources.
40. Working through partnerships has enabled the use of the capacities of these partners and

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<sup>6</sup> <https://www.unescap.org/sites/default/files/SIAP-Evaluation-Report.pdf>

<sup>7</sup> <https://www.unescap.org/sites/default/files/SIAP-Evaluation-Report.pdf>

<sup>8</sup> <https://www.unescap.org/sites/default/files/SIAP-Evaluation-Report.pdf>

through joint development of training courses, to build a common understanding on the issues concerned. For instance, SIAP's engagement with the

- a. Statistics Division of ESCAP 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 in economic, social and environment statistics, and
- b. Food and Agriculture Organization (FAO) on agricultural and rural statistics as well as UN Women on gender statistics provided effective ways for SIAP to work together on the development and implementation of training for enhancement of capacities in fields that are central to many SDG indicators.

41. 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 in Asia and the Pacific.

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

#### *ESCAP priorities*

43. ESCAP's mandate is to promote economic and social development in the 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.

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

45. 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.

46. To contend with the challenging resource mobilization landscape in the 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.

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

48. 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**

49. 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.

50. 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.

51. The Institute's resources are utilized to cover expenditures for basic office operations and

programme activity costs.

#### *Extrabudgetary resources from countries: Voluntary Cash Contributions*

52. 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.

53. 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.

54. 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.

55. 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 8<sup>th</sup> 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 9<sup>th</sup> session in 2013.

56. 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. However, the financial crisis emerging from COVID-19 and the future scenario infuses some uncertainty.

#### *Extrabudgetary Funds from Donors for Technical Cooperation Projects*

57. During the period of the 2020-2024 Strategic Plan, the Institute will continue to collaborate with the Statistics Division of ESCAP 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.

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

59. 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 partnerships for technical cooperation project. It also should scale up the training-of-trainers model.

#### *In-kind Contributions*

60. 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\$5.5 million during 2022-2024. Additional in-kind support is also envisaged.

61. 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 Institute's training programmes are delivered nationally outside of Japan. Such support is estimated at US\$2.0 million dollars during 2022-2024.

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

#### *Target Indicators*

63. 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, numbers of new training

developed and approved by 2024 will be targeted as the Table. Their delivery style does not need to be face-to-face depending on the pandemic.

**Table: Number of new training developed and approved by 2024**

Focus area	Number of new training
Capacity support in the Pacific	12
Capacity support in Central Asia	4
Introducing new training elements on SDGs and new/emerging areas of statistics	5
TOTAL	21

#### *Human resource capacities and needs*

64. 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).

65. In order to support the initial roll-out of the Resource Mobilization Strategy, 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 UN non-reimbursable loan 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. A Non-Reimbursable Loan (NRL) arrangement would also support further strengthening of the Institute's relationship with the 'loaning' member State.

66. 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**

67. 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.

68. 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><b>Strength</b></p> <ul style="list-style-type: none"> <li>• The UN brand and credibility</li> <li>• Internationally recognized mandate on scope of work and geography</li> <li>• Alignment and contribution to the SDGs, which is the internationally recognized development framework</li> <li>• Demonstrated technical capacities on statistics, in line with international standards and guidelines</li> <li>• Extensive regional network with statistical institutes and organizations</li> </ul>	<p><b>Weakness</b></p> <ul style="list-style-type: none"> <li>• Target customers being government officials, not people in general who could be supported by private sectors</li> <li>• Traditional ways of engaging with partners, with a focus on grants and receiving financial aid</li> <li>• Narrow resource and partnerships base</li> <li>• Limited capacity for leveraging new types of partners (for e.g. the private sector)</li> </ul>
<p><b>Opportunity</b></p> <ul style="list-style-type: none"> <li>• Potential engagement with private sector actors whose mission is aligned with mandate of SIAP</li> <li>• Leverage and scale up existing partnerships with specialized UN agencies</li> <li>• Explore new areas like big data</li> <li>• Ensure that areas of work can contribute towards and demonstrate impact on country-level SDG monitoring and diagnostics</li> <li>• Move from a donor driven to a partnership-oriented mindset, that is based on building relationships</li> <li>• Needs for transformation of statistical system for SDGs under COVID-19</li> <li>• Needs for web-based statistical training under COVID-19</li> </ul>	<p><b>Threat</b></p> <ul style="list-style-type: none"> <li>• Potential new area such as big data</li> <li>• Shrinking of funding and cost-sensitivity for capacity building related work due to the unfolding COVID-19 crisis</li> <li>• Difficulty of face-to-face training with COVID-19</li> </ul>

### Key principles for partnerships

69. 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**

70. 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.

71. 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 sectors. Potential partners should be listed on each focus area.

### **Elements for implementation of the Resource Mobilization Strategy**

#### *Establish and leverage comparative advantages of the UN and SIAP*

72. The Institute is integrated into ESCAP's subprogramme of work 7: Statistics. As such, the Institute works closely with Statistics Division of ESCAP 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.

73. 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 25 thousand participants from 150 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 in Asia and the Pacific facilitates information-sharing and promotes coordination among member organizations in support of key regional statistics development programmes.

### Key recommendations

74. The Resource Mobilization Strategy provides a roadmap for the 2022-2024 period in building new partnerships for the Institute.

75. In collaboration and guidance with the ESCAP, the followings 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. Communication and Advocacy Strategy of the Institute should be developed.
- **A shift from donor management to relationship/partnership management:** As the Institute gears towards diversifying its partner base to include the private sector 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 sectors will focus on creating shared value initiatives, which fulfil strategic goals for either 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 sectors 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. Enhance the Institute's own capabilities in terms of playing new roles, and the development of an approach to such roles in the Asia and the Pacific region, including the engagement in relevant partnerships concerned and the preparation of an internal capacity development and learning plan.
- **New Modalities with Less Expense:** Under the pandemic, virtual training has been developed. Virtual training should continue after the pandemic. It can be closer to in person training via interactive functions such as chat-box, breakout rooms, polls, Padlet and discussion forum. Virtual modalities can contribute to shortening resource gaps.

### **Strategic Targeting of Potential Partners, 2022-2024**

76. 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 sectors.

77. The Institute should continue to cultivate finding new human resources through non-reimbursable loan and internships. The efforts will succeed only when needs of the Institute and supplies from stakeholders match.

78. Since the Institute provide services to government officials, it would be difficult to receive financial supports directly from private sectors. It would, however, be possible to achieve services from private sectors in the following ways.

- Inviting experts with special knowledge related to data, statistics or communications in the private sector to statistical training as resource persons
- Exposing training participants to private sector-managed platforms such as MS Teams and Zoom

## Appendix. Targeting potential partners on each focus area for 2022-2024

### A. Training for the Pacific

Partners	Topics	Notes
Secretariat of Pacific Community (SPC)	<ul style="list-style-type: none"> <li>• International Trade Statistics</li> <li>• CRVS</li> <li>• Population and Housing Census</li> <li>• Household Surveys</li> <li>• Poverty Analysis</li> <li>• (TBC)</li> </ul>	One week face-to-face in the Pacific for two topics every year 2022 <ul style="list-style-type: none"> <li>• International Trade Statistics</li> <li>• CRVS</li> </ul> 2023 <ul style="list-style-type: none"> <li>• Population and Housing Census</li> <li>• Household Surveys</li> </ul> 2024 <ul style="list-style-type: none"> <li>• Poverty Analysis</li> <li>• (TBC)</li> </ul>
UN Women	Gender statistics	One week in the Pacific remotely in 2022 and face-to-face in 2022, 2023 and 2024
JICA	<ul style="list-style-type: none"> <li>• Economic statistics for 2023</li> <li>• Social statistics for 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Propose one month face-to-face in Chiba for 2023 and 2024</li> <li>• Propose Pacific countries and some countries in South Asia and South-East Asia</li> <li>• Need to be selected through needs surveys in targeted countries</li> </ul>

### B. Training for the Central Asia

Partners	Topics	Notes
Russian Federation	Strengthening research and studies for improved quality of SDG statistics in Central Asia	2022 4 training courses in Russian Part of a programme the Statistics Division of ESCAP received for statistical capacity building

### C. SDGs and new/emerging areas of statistics: monitoring and supporting implementation

Partners	Topics	Notes
Republic of Korea	Big data	One week face-to-face in Daejeon every year
ASEAN secretariat	Big data	One week remotely for countries of ASEAN in 2022
Japan	New/emerging areas of statistics	One day back-to-back with other events in Chiba in December 2024. Topic of training will be designated in 2024 based on needs.