
Evaluation of the Statistical Institute for Asia and the Pacific (SIAP)

December 2024



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List of acronyms

ADB	Asian Development Bank
AI	Artificial Intelligence
APCICT	Asian and Pacific Training Centre for ICT for Development
ASEAN	Association of Southeast Asian Nations
CSN	Country with Special Needs
DESA	Department of Economic and Social Affairs
DRR	Disaster Risk Reduction
ECO	Economic Cooperation Organization
ECOSOC	United Nations Economic and Social Council
ESCAP	Economic and Social Commission for Asia and the Pacific
ERG	Evaluation Reference Group
FAO	Food and Agricultural Organization
GIST	Global Networks of Institutes of Statistical Training
ILO	International Labour Organization
IMF	International Monetary Fund
IMF/PFTAC	International Monetary Fund Pacific Financial Technical Assistance Centre
JICA	Japan International Cooperation Agency
KOSTAT	Korea Office of Statistics
LDC	Least Developed Country
LMS	Learning Management System
MIC	Ministry of Internal Affairs and Communications, Government of Japan
NSO	National Statistical Office
NSS	National Statistical System
OES	Office of the Executive Secretary
PARIS21	Partnership in Statistics for Development in the 21st Century
RCP	Regional Collaborative Platform
SAARC	South Asia Association for Regional Cooperation
SEEA	System of Environment Economics Accounting
SD	ESCAP Statistics Division
SDG(s)	Sustainable Development Goal(s)
SIAP	Statistical Institute for Asia and the Pacific
SIDS	Small Island Developing State
SNA	System of National Accounts
SPC	Pacific Community
SPMD	Strategy and Programme Management Division
SRO	Sub-regional Office
ToC	Theory of Change
UNDP	United Nations Development Programme
UNDS	United Nations Development System
UNEG	United Nations Evaluation Group
UNSC	United Nations Statistics Commission
UNSD	United Nations Statistics Division
USP	University of the South Pacific
WHO	World Health Organization

Executive summary

This is the final report for the 2024 Evaluation of United Nations Statistical Institute for Asia and the Pacific (SIAP). The evaluation aims to provide the Commission with an impartial and reliable body of evidence regarding SIAP's performance. This will facilitate deliberations during the 81st session of the Commission in April 2025 on SIAP's continued relevance and financial viability. It seeks to provide ESCAP secretariat with forward-looking actionable recommendations to improve the results orientation and performance of SIAP. The specific evaluation objectives are:

- i. To assess the results achieved and performance of SIAP using the standard evaluation criteria of impact, relevance, effectiveness, efficiency, sustainability and gender/disability inclusion mainstreaming.
- ii. To determine ways to enhance the results-orientation of SIAP and identify specific outputs and delivery modalities that are most relevant to the member States, based on needs expressed by relevant stakeholders.
- iii. To recommend actions for improving the results orientation and performance of the Institute.

The evaluation covers the management and implementation of the work programme of SIAP from 2020 to 2024, aligned with its Strategic Plan for that period. Through consultation with key stakeholders, the evaluation focuses on the relevance, effectiveness and efficiency of SIAP. These relate specifically to how SIAP plans and prioritizes work in the overall context of statistical capacity development needs in the region, ESCAP's mandate and programme of work, and the broader operational realities faced by SIAP and ESCAP. The criteria of Impact and Sustainability are also examined with limited focus given the scope of the evaluation. Gender equality and disability inclusion are assessed as cross-cutting issues.

This evaluation comes at a time when data demand across the region continues to increase, including for the monitoring of the 2030 Agenda but also given the rapid pace of change in the use of non-traditional data sources. The demand for statistical capacity development is increasing in complexity and scale. SIAP undertakes an annual needs assessment with National Statistical Offices (NSOs) to determine training priorities. SIAP also responds to some country requests for training. A further source of demand for courses comes from implementing partners. These are included in SIAP's annual workplan which is presented to the SIAP Governing Council for approval. SIAP has continued to play a role in designing and delivering short-term training in priority areas of work identified by the ESCAP Committee on Statistics. These priorities have included the regional, sub-regional and national-level implementation of global strategies and programmes.

SIAP has delivered three main types of training programmes, with different and complementary functions. These are: 1) Long-term training programmes organized in collaboration with the Japan International Cooperation Agency (JICA) and are of duration of up to three months; 2) Short-term training programmes of up to one week have specific subject focus, such as SDG indicator(s) and the use of big data for official statistics; 3) E-learning programmes relating to statistical business processes or SDG Indicators. Facilitated e-learning courses include discussion forums where participants can interact amongst themselves and ask questions to the course facilitator. The training programmes focus on four main thematic areas: Environment and Climate Change; Social Sector; Economic Statistics; and Big Data, Machine Learning, Artificial Intelligence.

Findings

SIAP remains a very relevant and effective statistical training institute that is valued by the members and partner organizations that provided input to the evaluation through direct consultation and the on-line survey (which received responses from 29 ESCAP member and associate member States). The training provided by SIAP is highly respected by these ESCAP member States and SIAP is viewed as a trusted and credible partner. There is high demand for SIAP training from member States and also a high demand to work with SIAP as a training partner from a diverse range of implementing partners. The COVID-19 pandemic had a profound impact on the work of SIAP over the period 2020-2022. Travel restrictions continued in 2021, with all training programmes delivered through e-learning. In-person training for the Pacific, both at the subregional and country levels, recommenced in September 2022. The Institute resumed face-to-face training in Japan in April 2023. While the considerable challenges that SIAP faced due to the COVID-19 pandemic are acknowledged, both the number of courses (across different modalities) and the number of participants have steadily increased over the period 2020-2024. SIAP had already initiated e-learning through its Learning Management System (LMS) as a modality in 2017, which put the institute in a strong position to deliver virtual courses over the period of the pandemic.

Impact

While recognizing that establishing the impact of SIAP's interventions on national statistical offices and other stakeholders is difficult, there are many success stories in the work of SIAP that demonstrate the results of SIAP capacity development and highlight key factors that contributed to this success. These include SIAP's collaboration with UN Women on gender statistics through a comprehensive approach that includes in-person short courses, support for training of trainers and e-learning opportunities. This has helped to address capacity constraints in data reprocessing and analysis, including multi-level disaggregation to monitor the 2030 Agenda principle of leaving no one behind. Importantly, a Subgroup on Gender Statistics Training has helped guide this work and ensure a comprehensive approach (under the Asia-Pacific Network of Statistical Training Institutes which is likely to be discontinued). While attribution is difficult to establish, survey responses for SIAP's approach to gender ranked highest of all questions posed (further explored in Good Practice 1 and Finding 12 in Section 4.6 below). Another example is the development of disaster statistics through collaboration between SIAP, the Disaster Risk Reduction Section of ESCAP and UNDP, guided by the Disaster-related Statistics Framework (DRSF) in the overall context of the Sendai Framework and the SDGs. Key success factors include the effective leveraging of the strengths and mandates of the different partners in the planning and delivery of training activities that have strong demand from countries. These areas of work have been built on clear linkages and sequencing between normative frameworks (international and regional statistical standards), capacity assessment and training through different modalities. Working through agreed frameworks greatly assists in establishing priorities, identifying capacity gaps, and facilitating coordination and collaboration. Additionally, co-financing that leverages SIAP's financial resources with support from implementing partners as well as contributions (financial and in-kind) from recipient countries is another key success factor.

Relevance

One of the main strengths of SIAP is its high relevance. This is supported by SIAP's clear mandate and function in responding to training needs of national statistical systems of ESCAP member States in the overall context of the 2030 Agenda and SDGs. The areas of focus and competencies of SIAP are sufficiently broad to capture the different training needs of ESCAP members and associate members.

However, it also needs to be recognized that SIAP has limited resources and cannot respond to all needs across the Asia-Pacific region. This high demand across a broad and diverse region

makes strategic planning and priority setting very important. Both the strategic planning and (related) needs assessment process of SIAP can be further strengthened in this connection, leveraging the strong governance structure for the institute including the Governing Council and Committee on Statistics (held back-to-back every second year along with a management seminar). The high-level results hierarchy (including Mission, Focus, Goals and Outcomes) and the Logical Framework Matrix used by SIAP in the 2020-24 Strategic Plan can be streamlined and made more coherent, which can improve its value as a planning tool, help build ownership and an understanding of SIAP's core priorities that can be effectively communicated to stakeholders. A draft Strategic Plan for the period 2025-2029 was endorsed by the Governing Council at its meeting in December 2024.

Effectiveness

SIAP is effective in the delivery of its mandate and institutional mission. A key dimension of this effectiveness is that SIAP professional staff bring both technical expertise and pedagogical experience. SIAP acts as a knowledge broker and is able to draw on partnerships to complement the areas of core competency of staff. SIAP is credited by the partners and member States consulted for being responsive and flexible. This requires SIAP to manage what can be a difficult balancing act. SIAP must remain sufficiently agile to respond to emerging needs and requests while also addressing persistent capacity constraints. There are also vast differences in the scale and complexity of needs both between and within the different ESCAP sub-regions. In this context, SIAP has prioritized the needs of the Pacific and Central Asia sub-regions over the period of the 2020-2024 Strategic Plan. SIAP is also considered a neutral actor in statistical training, in that it does not advocate for any specific issue within the SDGs (in the way that a specialized UN agency may, for example) and is able to set the substantive focus of all courses (including the long-term JICA courses).

To expand its reach, SIAP has continued to develop its training modalities and focus to include management and strategic issues, training of trainers and partnering with national statistical training institutes. These reflect the broad strategic directions of the 2020-2024 Strategic Plan for better targeting and greater multiplier effects. The shift to e-learning has proven valuable, enabling SIAP to reach a wider audience. The continued enhancement of e-learning will remain important, based on evidence on where e-learning functions best as a modality. Blended and hybrid courses will continue to emerge as important approaches, including the continued adoption of e-learning courses as pre-requisites for in-person training. The use of open-source software is a key component of the success of e-learning as well as its uptake at the national level.

Efficiency

The efficiency of SIAP's operations is also a recognized strength of the Institute. SIAP runs courses in an efficient and cost-effective manner. Again, this involves balancing the strengths of different training modalities (long course, short courses and e-learning) as well as the country, sub-regional and regional focus of these courses. However, SIAP must balance this country and sub-regional focus with the diverse needs across the region. In this context, coordination and collaboration become imperative. As noted above, SIAP works with a broad range of partners to leverage its position as a statistical training institute. SIAP participates in the Global Network of Institutions for Statistical Training (GIST), an important network of international and regional training institutions, that seeks to build sustainable statistical capacities through efficient, effective, and harmonized delivery of training. While there is (very) limited appetite for additional coordination processes in the region, these existing processes at the global (GIST) and regional level (WG under the RCP) can continue to be strengthened to enhance coordination which is critically important when viewed from the perspective of NSOs and other stakeholders at the country level.

Related to this, at an operational level SIAP staff and Statistics Division staff continue to coordinate and cooperate in support of the objectives of ESCAP Sub-programme 7 (Statistics). The respective strengths of both ESCAP entities can be effectively leveraged to bring about greater capacity development impact for ESCAP members and associate members, recognizing that training is an important aspect of a broader capacity development approach. As noted above, SIAP has also collaborated with other ESCAP divisions including the Social Development Division on gender and disability statistics, and the ICT and Disaster Risk Reduction Division on disaster statistics. These are good practices that can be built on.

Sustainability

SIAP's overall resource and funding position remains an important strength. Despite financial pressures including those arising in the post-pandemic context, support from the Government of Japan has been unwavering. Other ESCAP members and associate members have also provided valuable financial and in-kind support for SIAP operations. The post-COVID context makes it important for SIAP to continue to be cost-effective. Continued emphasis must be placed on increasing core contributions from ESCAP members and associate members and for co-financing contributions from countries receiving support from SIAP.

Gender equality and disability inclusion

Gender issues and disability inclusion are important dimensions of SIAP's work programme through the prioritization of different dimensions of gender statistics and the emergence of disability statistics (an area of increasing demand). Further, SIAP consistently trains more women than men (see gender ratios in Table 1 below) across all focus areas of training. While this represents just one dimension of gender equality, it is an important one.

Recommendations

These recommendations are focused on fine-tuning the work of SIAP rather than addressing any substantial problems, as no major issues have been identified through the evaluation. This is not to suggest that improvement is not possible, however. The evaluation offers the following action-oriented recommendations addressed to ESCAP management to enhance the performance and results-orientation of SIAP:

A. Strategic planning and priority setting are critically important to SIAP and should continue to be strengthened and streamlined (based on Findings 1, 4 and 5)

Proposed Actions

1. Consider the adoption of the project document (2-year) approach used by all other ESCAP Regional Institutes, developed after the joint Governing Council and Statistics Committee meetings. An alternative option is the adoption of a mid-term review of the Strategic Plan and the inclusion of this as an official Governing Council agenda item.
2. Align strategic planning with the evaluation cycle so that evaluation findings and recommendations can adequately inform strategic planning.

The approach to Strategic Planning can be strengthened and should be informed by continued monitoring, evaluation and learning (MEL). SIAP's evaluation cycle should be aligned with the Strategic Planning process. SIAP is also encouraged to review its approach to needs assessment, which appears to have remained unchanged for some time.

B. SIAP and the Statistics Divisions should continue to find practical ways to expand and institutionalize collaboration (based on Findings 1 and 10)

Proposed Actions

1. Joint planning for the development of the Strategic Plan and other key planning documents.
2. Management meeting following Governing Council meetings to agree to follow-up actions.

Working with the Statistics Division to help set priorities, establish capacity gaps and pool expertise and resources would better leverage the strengths of both, fostering sustainable capacity development for member States national statistical systems and the uptake of evidence-based policy.

C. Use existing platforms to help set regional, sub-regional and country level training priorities to bring the collective programming strengths of the UN and development partners to National Statistical Systems (based on Findings 2, 8 and 9)

Proposed Actions

1. Continue active involvement in the Global Network of Institutions for Statistical Training (GIST) with a clear view of regional priorities and needs.
2. Continue emphasis on networking and partnership development with training institutes (including academic organizations) and other training providers (UN, IMF/PFTAC, PARIS 21 etc.) at the regional, sub-regional and country levels.
3. Consider SIAP membership and revisit the approach to the Data and Statistics Working Group with a view to expand its support for “a coordinated approach to statistical capacity development of national statistical systems and stakeholders of the national data ecosystem” (from the Working Group Terms of Reference).

SIAP has been highly successful in working with implementing partners with complementary mandates and functions. Working with partners remains an essential dimension of SIAP’s work programme.

D. Continue to foster a comprehensive approach to capacity development by building on good practices and opportunities to increase SIAP’s multiplier effect (based on Findings 1 and 3)

Proposed Actions

1. Identify opportunities for joint project development with ESCAP substantive divisions and implementing partners to ensure a comprehensive and sustained approach to capacity development.
2. Support capacity of national statistical training institutes including for networking and strategic partnerships at the regional and sub-regional levels to promote South-South Cooperation.
3. Continue to refine the approach to targeting specific sub-regions and CSN using a cluster approach for countries with similar challenges and context.
4. Seek clear capacity development expectations and ongoing support from the Strategy and Programme Management Division (SPMD) of ESCAP, particularly in the context of UN Development System (UNDS) reforms.

SIAP contributes to sustained capacity development when the training is planned and delivered based on the implementation of normative standards (international statistical standards) that respond to clear national and sub-regional demands. Core competencies of SIAP professional staff in both technical and pedagogical approaches are a key defining success factor in SIAP’s work.

1. Introduction

1.1 Overview of SIAP

The United Nations Statistical Institute for Asia and the Pacific (SIAP) is a statistics training center based in Chiba, Japan for government officials and others working on official statistics. It offers short and long-term specialized trainings to strengthen knowledge and build skills of national governments to produce, use, and share reliable statistics, including for the monitoring of the Sustainable Development Goals (SDGs) and the development of evidence-based policy. SIAP is the regional training arm of the Statistics Sub-programme (Sub-programme 7)¹ of the Economic and Social Commission for Asia and the Pacific (ESCAP). The mission of SIAP is to strengthen, through practically oriented training courses, the capability of official statisticians of the developing members and associate members to collect, analyze and disseminate statistics, to produce timely and high-quality statistics that can be utilized for economic and social planning and for evidence-based decision-making, and to produce and disseminate quality statistics for inclusive, sustainable and resilient societies in the ESCAP region.

SIAP was established in 1970 by 20 countries in the Asia-Pacific region, the United Nations and the United Nations Development Programme (UNDP), as an initiative of the Government of Japan. It was accorded the legal status of a subsidiary body of the Economic and Social Commission for Asia and the Pacific (ESCAP) in 1995 through Commission resolutions 50/5² of 13 April 1994 and 51/1³ of 1 May 1995. ECOSOC Resolution 2005/36 represents the Statute of the Statistical Institute for Asia and the Pacific⁴, and provides the following objectives and functions of the Institute:

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

Functions:

- (a) Training of official statisticians, utilizing existing centers and institutions for training available in member States
- (b) Networking and partnership with other international organizations and key stakeholders; and
- (c) Dissemination of information.

The Statute commits SIAP to pursuing activities in line with relevant policy decisions adopted by the UN General Assembly (UNGA), the Economic and Social Council (ECOSOC) and the ESCAP Commission. The Institute is subject to the Financial and Staff Regulations and Rules of the United Nations and the applicable administrative instructions. The Statute establishes the SIAP Governing Council to review the administrative and financial status of SIAP and the implementation of its programme of work, including through the review and endorsement of annual and long-term workplans, consistent with the programme of work. It commits the Executive Secretary of ESCAP to submitting submit annual reports (adopted by the Council) to the ESCAP Commission at its annual sessions. SIAP functions as a regional training arm of the ESCAP under Sub-programme 7 on Statistics. It is generously supported by the Ministry of Internal Affairs and Communication (MIC), Government of Japan, which provides continuous cash and in-kind contributions to the Institute. SIAP is located in the Makuhari area of Chiba, Japan through a Host Country Agreement with the

¹ <https://www.unescap.org/our-work/statistics>

² <https://documents.un.org/doc/undoc/gen/b21/104/44/pdf/b2110444.pdf>

³ <https://documents.un.org/doc/undoc/gen/b21/104/49/pdf/b2110449.pdf>

⁴ <https://www.un.org/en/ecosoc/docs/2005/resolution%202005-36.pdf>

United Nations dated 14 April 1995. The mandated target group (based on the Statute) for SIAP activities are official statisticians of developing members and associate members and economies in transition in the region.

1.2 Purpose and objectives of the evaluation

This evaluation aims to provide the Commission with an impartial and reliable body of evidence regarding SIAP's performance, as per the evaluation Terms of Reference. This will facilitate their deliberations during the 81st session of the Commission in April 2025 on SIAP's continued relevance and financial viability. The evaluation also seeks to provide ESCAP management with forward-looking actionable recommendations to improve the results orientation and performance of the Centre. In terms of weighting, the evaluation is more formative than summative and seeks to support organizational learning and decision-making. It should inform the planning and implementation of future work programme and delivery modalities, in the overall context of UNDS reforms. Guided by the TOR and the Reference Group in the Inception Phase, the specific evaluation objectives are:

- i. To assess the results achieved and performance of SIAP using the standard evaluation criteria, including impact, relevance, effectiveness, efficiency, sustainability and gender/disability inclusion mainstreaming.
- ii. To determine ways to enhance the results-orientation of SIAP and identify specific outputs and delivery modalities that are most relevant to the member States, based on needs expressed by relevant stakeholders.
- iii. To recommend actions for improving the results orientation and performance of the Institute.

Through consultation with the Evaluation Reference Group (ERG), particular focus of the evaluation will be on the relevance, effectiveness and efficiency of SIAP. These relate specifically to issues around how SIAP plans and prioritizes its work in the overall context of statistical capacity development needs in the region, ESCAP's mandate and programme of work and the operational realities faced by SIAP and ESCAP more broadly. The criteria of Impact and Sustainability will also be examined although with limited focus given the scope of the evaluation and resource availability. Gender equality and disability inclusion will be examined as cross-cutting issues.

This evaluation comes at a time when data demand across the region continues to increase drastically, including for the monitoring of the 2030 Agenda but also give the rapid pace of change in the use of non-traditional data sources. Demand for statistical capacity development is increasing in complexity and scale. The evaluation is being conducted to inform decision-making by the Commission regarding the work of SIAP.⁵ During its 81st Session (April 2025) the Commission will review the continued relevance and financial sustainability of SIAP (in accordance with Resolution 71/1). It is being undertaken in the overall context of United Nations Development System (UNDS) reform. An essential aspect of the reform process is the requirement for greater coordination and collaboration among UN entities, including ESCAP, at the regional level and greater presence at multi-country and national levels through the United Nations Resident Coordinators and United Nations Country Teams as well as the multi-country offices.

⁵ Evaluation at ESCAP is a critical function that seeks to determine as systematically and objectively as possible the impact, relevance, effectiveness, efficiency, and gender mainstreaming of its programmatic work, including the work of divisions, regional institutes, and subregional offices. In 2021, the United Nations Secretary-General issued an administrative instruction on evaluation in the UN secretariat⁵ which includes a mandate that each UN secretariat entity, including ESCAP, evaluates each subprogramme at least once every six years.

2. Description

2.1 Background

In response to the 2030 Agenda for Sustainable Development and the mega-trends facing the region (such as climate change, demographic transition and the emergence of artificial intelligence), the central role that official statistics play in development and evidence-based policy has been increasingly recognized. A clear challenge facing statistical systems in Asia and the Pacific is meeting the demands for better and new (often non-traditional) sources of data, as well as more efficient ways to produce and disseminate statistics. The data range and depth of data demands for monitoring progress towards the achievement of the SDGs, with 232 indicators addressing each of the Goals and targets of the 2030 Agenda, presents an enormous challenge for all countries but particularly Countries with Special Needs. There also continues to be persistent gaps in capacity in many countries across the region to produce some basic data for a wide range of core statistics across economic, agricultural, social and environment domains. Significant efforts are required to strengthen national statistical capacities to provide the necessary data and statistics for the full implementation of the 2030 agenda. The UN General Assembly, in its resolution 71/313, has fully recognized the crucial importance of data for sustainable development and the urgent need to strengthen statistical capacities in countries. The Cape Town Global Action Plan for Sustainable Data also prioritizes statistical training as an essential action area.

According to the 2023 Directors Report to the Governing Council, SIAP 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. Training programmes are intended to be aligned with the priorities set by the ESCAP Committee on Statistics and endorsed by the Commission as presented in 'Advancing official statistics for the 2030 Agenda for Sustainable Development: a collective vision and framework for action by the Asia-Pacific statistical community'⁶ in 2017.

2020-2024 Strategic Plan

In 2019, SIAP developed a strategic plan for the period 2020-2024, as advised by the Governing Council, for implementation in cooperation with the member States. A Friends of the Chair group comprising all members of the Governing Council, as well as one member each from the Central Asia subregion and the Pacific subregion was established to provide inputs and overall guidance to the drafting of the strategic plan (it was proposed that this arrangement be maintained for 2025–2029). The strategic plan outlines the vision of the Institute to “Enhance Statistical Capacity and Skills, Foster Regional Cooperation and Partnerships, Enhance Data Literacy and Utilization and Innovate and Modernize Statistical Systems through capacity building.” Following the adoption of the Strategic Plan by the Governing Council, SIAP developed its annual work plans for the subsequent years on an annual basis. According to the Strategic Plan, SIAP implements statistical training programmes in four main thematic areas:

- Environment and Climate Change
- Social Sector
- Economic Statistics
- Big Data, Machine Learning, Artificial Intelligence.

Under these broad areas, SIAP offers short and long-term specialized training to strengthen knowledge and build skills of national government officials to produce, use, and share reliable statistics, including monitoring of the Sustainable Development Goals (SDGs) and support for evidence-based policy. According to the 2020-24 Strategic Plan, SIAP has sought to follow two broad

⁶ E/ESCAP/CST(5)/1/Rev.1. [<https://documents.un.org/doc/undoc/gen/b17/006/07/pdf/b1700607.pdf>].

directions: better targeting and greater multiplier effect. In terms of rationalizing priority areas, SIAP was guided by:

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

The Strategic Plan covers mission, core values, aspiration and goals of SIAP and describes the following outcomes for 2020-2024 which correspond to four Goals:

1. Government officials introduce measures to improve the availability and quality of official statistics for SDG monitoring.
2. National statistical training institutes have expanded coverage and quality of their training programmes.⁷
3. Statistical training institutions conduct statistical training/events collaboratively with other partners.
4. ESCAP members and associate members and partners increased their contribution to SIAP and SIAP delivered training using improved IT infrastructure and service.

SIAP Work Programme

Under the Strategic Plan, SIAP develops annual work programmes for the approval of the Governing Council. SIAP undertakes an annual needs assessment with National Statistical Offices (NSOs) to determine training priorities. SIAP also responds to some country requests for training. A further source of demand for courses comes from implementing partners. These are included in SIAP's annual workplan which is presented to the SIAP Governing Council for approval. SIAP has continued to play a role in designing and delivering short-term training in priority areas of work identified by the ESCAP Committee on Statistics. Such priorities have included include the regional, sub-regional and national-level implementation of global strategies and programmes. SIAP has delivered three main types of training programmes, with different functions. These are:

1. Long term training programmes: These are organized in collaboration with the Japan International Cooperation Agency (JICA) and are of duration from 1.5 to 3 months usually targeting junior to mid-level Statisticians. They seek to build capacity of national statistical systems focused on statistics and indicators related to the SDGs and 2030 Agenda. These programmes are funded by JICA but SIAP staff have full oversight and responsibility for course development and delivery.
2. Short term training programmes: These courses of around one week have specific subject focus, such as SDG indicator(s). Training is conducted regionally, sub-regional and at the country level. Some also focus on the use of big data for official statistics. A focus on the data requirements for the 2030 Agenda and the SDGs and the modernization of statistical business processes focuses training at an intermediate to advanced level. The purpose of these programmes is to build knowledge and skills to the participants to assist them in their day-to-day work.

⁷ According the strategic Plan these include: China: Statistical Education and Training Centre, National Bureau of Statistics; India: National Statistical Systems Training Academy, Ministry of Statistics and Programme Implementation; Indonesia: Education and Training Centre, BPS-Statistics Indonesia; Iran (Islamic Republic of): Statistical Research and Training Centre; Malaysia: Statistical Training Institute, Department of Statistics Malaysia; Philippines: Philippine Statistical Research and Training Institute; and Republic of Korea: Statistical Training Institute, Statistics Korea.

3. E-learning programmes: These programmes relating to statistical business processes or SDG Indicator compilations are developed with an effort to reach larger audience to provide information and skill development for all persons dealing with issues relating to official statistics. The Institute disseminates its e-learning materials through the Learning Management System (LMS), except for those courses where training co-organizers manage and store on their own platforms. The LMS provides access to training programmes. Facilitated e-learning courses include discussion forums where course participants can interact amongst themselves and ask questions to the course facilitator.

Supporting a system-wide approach to capacity development:

Capacity development is at the core of ESCAP's technical cooperation programme and SIAP is an important aspect of statistical capacity development at ESCAP. Consistent with operational guidance from the UNSDG as part of UN Development System (UNDS) reform and ESCAP's mandated work programme, the main objective of ESCAP's capacity development work is to develop the technical, managerial and institutional capacities of member and associate member governments to plan and deliver more effective policies and programmes in support of inclusive and sustainable development. Special attention is given to least developed and landlocked developing countries as well as small island developing states (SIDS). Key features of ESCAP's capacity development programme include:

- Results-based design, budgeting and reporting
- Integrated approaches - linking research and analytical work with practical solutions
- Focus on transboundary issues - common solutions to common problems
- Focus on fewer, larger & multi-year projects or programmes
- Innovative partnerships with different kinds of contributions or multi-donor arrangements

ESCAP works with governments through three key modalities:

- Policy advocacy and dialogue on critical and emerging issues, including follow-up to global and regional commitments.
- Regional knowledge networking aimed at enabling members and associate members of ESCAP to share knowledge, lessons learned, and innovative practices; and
- Training, advisory services and other forms of technical cooperation to strengthen institutional and staff capacity of ESCAP's members and associate members to formulate and implement effective policies and programmes in a range of key development areas.

Source: Based on ESCAP Capacity Development Strategy (2016-2019) and <https://www.unescap.org/partnerships/capacity-development>

A list of training courses is included in Annex 7. In 2020, due to the COVID-19 pandemic, of the 25 courses planned, 12 courses were postponed while 6 were cancelled. Travel restrictions continued in 2021 due to the with all training programmes delivered through e-learning. SIAP resumed face-to-face training for the Pacific (both subregional and country level) with partners in September 2022. SIAP resumed face-to-face training in Japan in April 2023

While the considerable challenges that SIAP faced due to the COVID-19 pandemic are acknowledged, the both the number of courses (across different modalities) and participants have steadily increased over the period 2020-2024. The gender ratio (female to male participants) is also very encouraging.

	2020	2021	2022	2023	2024
Total	2,709	3,102	3,431	3,197	2,867
Principles and practices of official statistics	719	155	-	10	9
Strategic and management issues	113	81	124	236	205
Population and social statistics	670	134	775	268	387
Economic statistics	136	379	48	351	402
Environment and disaster statistics	617	1,387	1,768	1,188	659
Methodology and statistical process	385	635	643	849	1,071
Country-specific courses	69	331	73	295	134

Table 1: Courses by focus area 2020-2024 (Source: SIAP)

	2020	2021	2022	2023	2024*
Gender Ratio: Total	1.76	1.40	1.53	1.37	1.31
Principles and practices of official statistics	1.73	1.92	-	0.43	0.80
Strategic and management issues	1.02	0.88	0.82	1.17	1.03
Population and social statistics	1.90	2.02	1.87	0.96	1.09
Economic statistics	1.62	2.21	1.00	1.25	1.23
Environment and disaster statistics	2.07	1.50	1.57	1.27	1.38
Methodology and statistical process	1.89	1.31	1.24	1.61	1.53
Country-specific courses	0.50	0.60	2.48	2.28	0.86

Table 2: Participants by gender ratio 2020-2024. *Data for 2024: one course remains (e-learning on Data Visualization, 27th December). The data will be available on 3rd January. (Source: SIAP)

2.2 Theory of change

The 2020-24 Strategic Plan included a summary of the Focus, Goals and Outcomes for 2020-2024 and a Theory of Change. Based on the causal logic of the Theory of Change, SIAP implements long-term, short-term training and workshops, e-learning courses, training of trainers and a community of statisticians to increase the capacity of government statisticians to produce outputs (change in capacity or behavior). These activities are intended to increase the capacity of government statisticians to produce quality data for SDG monitoring and other domains; increase access by government statisticians to regional knowledge and expertise through networking; increased number of qualified trainers; increased capacity of national statistical training institutes; and increased opportunities for cooperation and coordination in statistical training at regional and national level. These Outputs are intended to support short to medium term outcomes focused on statistical quality for SDG monitoring (and other domains); increased coverage of NSO training and contribute to NSOs undertaking cooperation training activities (with regional and international organizations). These short-medium term outcomes are intended to contribute to long-term outcomes countries' increased availability and quality of statistics for SDG monitoring and other domains; and countries' increase use of statistics for policy making. Ultimately the intended impact of SIAP's work is intended to be improved monitoring of the SDGs and improved evidence-based policy making.

Focus for 2020-2024			
Goal 1: Improved availability and quality of official statistics for SDG monitoring in ESCAP members and associate members	Goal 2: Improved coverage and quality of national statistical systems to deliver training	Goal 3: Improved coverage and quality of statistical training through enhanced partnership and innovation	Goal 4: Sustained increase in financial and human resources
Outcomes 2020-2024			
Government officials introduce measures to improve the availability and quality of official statistics for SDG monitoring	National statistical training institutes have expanded coverage and quality of their training programmes	Statistical training institutions conduct statistical training/ events collaboratively with other partners	ESCAP members and associate members and partners increased their contribution to SIAP and SIAP delivered training using improved IT infrastructure and service

The Strategic Plan also includes a Logical Framework Matrix (Logframe) for each the four Goals for 2020-2024. Each goal of the Logframe Matrices includes one goal, one outcome and one output. The Logframe includes indicators at the Outcome, Output and even Activity level. Some indicator targets are included but it is not clear to the evaluator which outputs (or activities) these are aligned with.

The following assumptions were included in the text of the Strategy Plan⁸:

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

As with the indicators, it is not clear to the evaluator what levels of the SIAP Logframe or ToC that these assumptions are aligned with. Some of these are pre-conditions rather than assumptions.

2.3 Organizational structure

SIAP's staffing structure consists of ten full-time posts. Six are at the professional level: one Director (D1), one Deputy Director (P5), and four Statisticians/Lecturers (P3). Professional level staff at the Institute are (in principle) appointed for a term not exceeding five years. The remaining staff are general service posts: an information systems assistant (G6), administrative assistant (G6), programme management assistant (G5) and one team assistant (G4). The Government of Japan

⁸ Para. 71

provides support services to the Institute, including officials and temporary staff assigned to SIAP by the Ministry of Internal Affairs and Communications (MIC), to support coordination with governments and other partners in Japan for training and the maintenance of training facilities and equipment at the Institute. In 2024, four officials and three temporary staff were assigned to the SIAP by MIC.

2.4 Beneficiaries, target countries and key partners

The 2020-2024 Strategic Plan includes a comprehensive Stakeholder Matrix. Of the stakeholders of SIAP, the main primary stakeholder is National Statistical Offices (NSOs) of ESCAP member States and associate members. According to the Strategy Plan SIAP seeks to prioritize Countries with Special Needs including small island developing States (SIDS) and the Pacific sub-region in particular, as well as the countries of Central Asia. However, different NSOs have slightly different roles within this, including membership of the SIAP Governing Council, roles in the Bureau of the ESCAP Committee on Statistics and their roles as the target group of SIAP capacity development activities. Other important stakeholders in the context of SIAP's Goals for 2020-2024 include statistical training and research institutes as well as other producers of official statistics across governments. Secondary stakeholders include academic institutions, development partners, donors and private sector entities.

Given the huge demand and need for statistical capacity development across the region as well as the need for coordination and coherence (including UNDS reform), SIAP fosters partnerships with statistical offices in international, regional and subregional organizations, corporate agencies, universities as well as national statistical offices and training institutes to deliver on its work programme. SIAP participates in the Global Network of Institutions for Statistical Training (GIST), a network of international and regional training institutions, working together to build sustainable statistical capacities through efficient, effective, and harmonized delivery of training. SIAP also helps to facilitate the Network for the Coordination of Statistical Training in Asia and the Pacific. However, the evaluator understands that this Network is no longer functioning. SIAP collaborates with a very broad range of UN and other partners with some courses proposed and financially supported by these partners. Partners include international financing institutions (ADB, IMF, World Bank), UN partners (ECLAC, FAO, ILO, UNESCO, UNFPA, UNICEF, UNODC, UNSD, UN Women, WHO), sub-regional organizations (ASEAN, SAARC, SPC), statistics institutes and collaborative organizations (GSARS, ISI, PARIS21, USP).⁹

2.5 Resources

SIAP is fully funded through extra-budgetary resources. The financial resources of the Institute are generated from (a) voluntary cash contributions provided on an annual basis by ESCAP member States and associate members, (b) technical cooperation project funds and (c) in-kind contributions provided by ESCAP member states and associate members including cost-sharing and co-funding arrangements with national statistical training institutions and regional and international statistics development partners. The projected expenditure and financial resources for 2020-2024 are estimated in the Strategic Plan as follows.

⁹ Strategic Plan, Table 2.

	2020	2021	2022	2023	2024
Bangladesh	10,000	-	7,000	-	-
Brunei Darusslam	15,000	15,000	15,000	15,000	15,000
Cambodia	2,000	2,000	4,000	2,000	
China	70,000	70,000	70,000	70,000	70,000
Fiji	8,892	9,754	8,767	-	
Hong Kong, China	30,000	30,000	30,000	30,000	
India	25,000	25,000	25,000	-	25,000
Japan	1,859,765	1,843,765	-	3,660,030	1,891,065
Kazakhstan	5,000	3,500	3,500	3,500	
Macao, China	20,000	20,000	20,000	20,000	20,000
Malaysia	20,000	20,000	20,000	20,000*	20,000
Maldives	-	-	4,000	-	
Mongolia	9,482	9,561	7,622	-	
Myanmar	1,000	1,000		-	
Philippines		36,750	18,375	-	
Republic of Korea	53,000	53,546	50,661	51,411	47,179
Samoa	1,980	3,962	3,990	3,980	
Singapore	15,000	15,000	30,000	15,000	15,000
Thailand	23,000	23,000	23,000	23,000	
Timor Leste	-	-	-	10,000	
Tuvalu	-	-	-	2,431	
Vietnam	20,500	20,000	20,000	-	
Total	2,229,619	2,241,800	360,915	3,926,352	2,103,224

2.6 Previous evaluations

The Monitoring and Evaluation System adopted in SIAP has been developed according to the ‘ESCAP Monitoring and Evaluation: Policy and Guidelines’ (2017). SIAP regularly monitors progress in the implementation of the Strategic Plan. The basis for monitoring and evaluation is the results framework. SIAP maintains robust records of training participants course evaluations. In 2015, the ESCAP Commission, through resolution 71/1 on “Restructuring the conference structure of the Commission to be fit for the evolving post-2015 development agenda”, decided to review each regional institution's continued substantive relevance and financial viability every five years. An independent evaluation of SIAP was undertaken in 2019¹⁰ to examine the 2015-2019 Strategic Plan, including the substantive relevance and financial viability of the Institute.

The evaluation report was considered by the Commission at its 76th Session in May 2020. The evaluation provided conclusions and action-oriented recommendations to enhance the performance of SIAP. It found that the mandate of the Institute remained an important actor in the development of statistical capacities in the Asia-Pacific region. A number of recommendations were proposed for improving the results orientation, relevance, sustainability and efficiency of the Institute. The evaluation recommended developing statistical training materials on new topics and indicators, making use of new modes of training delivery, using its extensive relationships with diverse stakeholders and its position in regional and global networks. Strategic Issues included recommendations that support statistical capacity development at the organizational level and to bring results to scale through adopting innovative roles in relation to statistical capacity development and enhancing e-learning. Management recommendations included the human resource (aligning human resources with the strategic plan), enhancing the use of results-based management (RBM) and the development of a resource mobilization strategy (with SPMD).

¹⁰ See: [2019 Evaluation of SIAP](#)

3. Evaluation scope and methodology

3.1 Evaluation scope

The evaluation covers the management and implementation of the work programme of SIAP from 2020 to 2024 as guided by TOR (Annex I) and aligned with the SIAP Strategic Plan for that period. The evaluation focuses on all activities implemented and outputs produced and delivered to participating countries as part of the annual work programmes of the Institute (2020-2024). The evaluation focuses on support to countries in the Asia and Pacific region and recognizes the contextual difference among the five ESCAP sub-regions (Central Asia, South Asia, Southeast Asia, Northeast Asia and the Pacific). Detailed analysis of all 53 ESCAP member States and 9 Associate Members¹¹ is beyond the scope of this evaluation. The sampling approach and methodology adopted seeks to capture the perspectives of key stakeholders from across the region in a representative way in the evaluation approach.

3.2 Evaluation approach

The evaluation applies a mixed-method approach through a combination of quantitative and qualitative methods to inform findings. The evaluation adopts a theory of change approach guided by the existing results frameworks (Logframes and the Theory of Change in the Strategic Plan) of SIAP and the actual delivery of activities and outputs. The evaluation has been conducted in accordance with the ESCAP Monitoring and Evaluation Policy and Guidelines and the UNEG norms and standards for evaluation. It will follow a participatory and consultative approach, whereby key SIAP stakeholders, particularly members of the Governing Council, Committee on Statistics, government beneficiaries from NSOs, ESCAP staff (SIAP and HQ) and implementing partners, are engaged, and their views and feedback are systematically collected and used effectively in addressing the evaluation questions. To the extent possible, data will be disaggregated by sex. Data gathering and analysis will involve and reflect the views of both male and female stakeholders.

3.3 Data collection and analysis

A mixed-methods approach is utilized to garner more nuanced, reliable, and valid findings through the triangulation of data. In analyzing the data, the evaluation uses (and triangulates) qualitative and quantitative approaches. In examining impact, the evaluation seeks to capture and highlight good practices examples using short case studies. The following data collection methods were adopted:

- An Online survey administered for (a) previous SIAP training participants, (b) national focal points and Governing Council members and (c) implementing partners (see Annex 4). The response rate for the survey was relatively low, and the results will be interpreted accordingly.
- Desk review of ESCAP and SIAP documents as well as UN guidance. These were made available by SIAP and the ESCAP Evaluation Unit (listed in Annex 5).¹²
- Key informant interviews (in person and remote) with key stakeholders (listed in Annex 6).
- Visits to Tokyo (to meet with SIAP and Government Counterparts) and ESCAP Headquarters in Bangkok.
- Attendance at the Governing Council (GC) meeting of SIAP in Bangkok on 9-10 December 2024.
- Focus Group Discussions (FGD).

The evaluator has endeavored to ensure that the analysis will be well supported by facts and findings, direct or indirect evidence, and well-substantiated logic. The recommendations are supported by the findings and seek to be relevant, specific, practical, actionable, and time bound.

¹¹ <https://www.unescap.org/about/member-states>

¹² Some documents intended for member States only have not been made available to the evaluator.

3.4 Stakeholder analysis

The 2020-2024 Strategic Plan includes a comprehensive Stakeholder Matrix. Of the stakeholders of SIAP, the main primary stakeholder is National Statistical Offices (NSOs) of ESCAP members and associate members. However, different NSOs have slightly different roles within this, including membership of the SIAP Governing Council, roles in the Bureau of the ESCAP Committee on Statistics and their roles as the target group of SIAP capacity development activities. Other important stakeholders in the context of SIAP's Goals for 2020-2024 include statistical training and research institutes as well as other producers of official statistics across governments. Secondary stakeholders include academic institutions, development partners, donors and private sector entities. The evaluation will be responsive to gender and disability inclusion issues.

3.5 Sampling

Given the wide geographic scope (across the ESCAP region but also at different scales at regional, sub-regional, national and sub-national levels) of the evaluation as well as the (increasingly) complex nature of national statistical systems, the sampling approach adopted for the evaluation is particularly important to ensure representative perspectives and, to the extent possible, avoid bias. Participants in the key informant interviews will be selected from across the different sub-regions. They will also be selected to reflect their different roles within the governance of SIAP (the GC as well as Committee on Statistics). The (online) survey will be administered to all countries that have benefitted from SIAP capacity development activities over the period 2020-2024. All programme areas of work and training modalities will be represented. Focus Group Discussions will be used particularly to inform the formative dimensions of the evaluation as per the Evaluation Matrix (Annex IV). Visits to Tokyo to hold interviews and FGD with SIAP staff and the Host Government, and Bangkok to meet with ESCAP staff, implementing partners and national government representatives, have been prioritized given the importance of these stakeholder groups.

3.6 Gender equality and disability inclusion

Gender and disability inclusion have been mainstreamed through the use of the ESCAP evaluation tool 'Guidelines on how to address disability inclusions in ESCAP evaluations' which provides guidance on how to address disability inclusion in evaluations and is issued in accordance with the United Nations Disability Inclusion Strategy (UNDIS) and UNEG guidance. The tool 'Mainstreaming gender and human rights in evaluation' has also been considered by the evaluator. Key dimensions of this include a need to integrate gender equality and disability inclusion perspectives in programme design, implementation and outcomes. The evaluator has also sought to collect and analyze data disaggregated by sex and other social groups (as available). Furthermore, the findings, recommendations and lessons learnt provide information on gender and adopt gender sensitive and disability inclusion language.

3.7 Ethical considerations

The evaluation process adhered to the ESCAP Monitoring and Evaluation Policy and Guidelines, as well as the Norms and Standards for Evaluation in the UN System of the United Nations Evaluation Group (UNEG).¹³ This includes intentionality, impartiality and independence, with the process implemented in a transparent and ethical way and contributing to organizational knowledge development. Important was, moreover, the anonymity and confidentiality of individual participants to the evaluation process, sensitivity to the social and cultural context and acting with integrity and honesty in relations with all stakeholders. The evaluator, moreover, confirmed to have received and understood the United Nations Code of Conduct for Evaluation and ascertained to abide by this code throughout the evaluation process.

¹³ <https://www.unevaluation.org/document/detail/2866>

3.8 Risks and limitations

Given the scale and complexity of the context in which SIAP operates across the region, the timeline for data collection and analysis is relatively short. The evaluation will be conducted with visits to SIAP and ESCAP Headquarters only. As such, in-person interviews with SIAP stakeholders at the national level in any of ESCAP member States will not be possible. In the absence of face-to-face meetings, it may be more difficult for the evaluator to build a connection with the interviewee, so they speak freely and frankly. Challenges of accessibility and equality of participation for some informants due to communication barriers including access to technology, language, culture and disability are also acknowledged. Further, virtual interviews will be conducted with National Statistical Offices while the evaluation recognizes that National Statistical Systems are now much broader across government.

The limitations and potential sampling bias in the survey approach for primary quantitative data gathering are acknowledged, primarily due to the risk of a low response rate. This limitation will be mitigated through the use of triangulation, including the use of existing (quantitative) M&E data, in particular those on training participation and training evaluation gathered by SIAP. The evaluator will seek to manage any risk of exclusion and limits to participation by actively checking any barriers that may present. The approach prioritizes key stakeholders who are best placed to respond to evaluation questions. The evaluation recognizes challenges in demonstrating attribution when seeking to examine the criteria of impact. While this criterion is retained in the evaluation, methodological challenges in demonstrating impact are recognized. Similarly, sustainability is viewed from the perspective of the financial and in-kind support received from member States rather than broader questions of the sustainability of SIAP interventions.

4. Evaluation Findings

*“SIAP has helped **shape the landscape of data-driven decision-making in the Asia-Pacific region**. Its work in building statistical capacity, promoting the SDGs, fostering innovation, and encouraging international collaboration has made it a key player in the global effort to improve the quality and availability of official statistics. These achievements enable governments to **create more effective policies, track progress on development goals, and ensure that data informs every aspect of governance and planning.**”*

– Survey response from NSO

It is clear that SIAP remains a very relevant and effective statistical training institute that is highly regarded by ESCAP member States and partner organizations. The training provided by SIAP throughout the period of the 2020-24 SIAP Strategic Plan is valued by member States. SIAP is viewed by those consulted in the evaluation as a trusted and credible partner. There is a huge demand for SIAP’s services from members, but also to work with SIAP from a wide variety of implementing partners.

It is acknowledged that the COVID-19 pandemic had a profound impact on the work of SIAP over the period 2020-2022 across all the criteria examined in this evaluation. SIAP only resumed face-to-face training in Japan in April 2023. In some ways SIAP is still returning to normalizing operations with the consequences of the pandemic still being felt, including on the financial position of ESCAP members and associate members and development partners that contribute to the SIAP work programme. Following the onset of the pandemic in 2020, travel restrictions continued in 2021, with all training programmes delivered through e-learning. In-person training at SIAP and at the sub-regional and national levels (including with partners) recommenced in September 2022. While the considerable challenges that SIAP faced due to the pandemic are acknowledged, both the number of courses (across different modalities) and participants have steadily increased over the period 2020-2024. SIAP had already begun adopting e-learning as a modality in 2017, which put the institute in a strong position to respond to the pandemic in terms of business continuity by delivering virtual courses while travel and other restrictions were in place.

The remainder of this section examines each of the evaluation criteria and seeks to respond to the Key Evaluation Questions with evidence-based findings.

4.1 Impact

Key evaluation question on **impact**:

1. What have been the significant effects or impact of SIAP’s interventions on national statistical offices and other stakeholders in ESCAP members and associate members?

The evaluation has sought to identify some significant effects or impacts of SIAP's interventions on national statistical offices and other stakeholders in ESCAP members and associate members. While recognizing that establishing the impact of SIAP's interventions on national statistical offices and other stakeholders is difficult (a methodological challenge for all evaluations¹⁴), there are many success stories in the work of SIAP that demonstrates the contribution towards results of SIAP capacity development and some of the key factors that contributed to this success.

Finding 1: Key factors that contribute to Outcomes through SIAP interventions include building on clear linkages between normative frameworks (international/regional statistical standards), capacity assessment, results-based planning, leveraging of the strengths and mandates of different partners, strong demand from countries and the delivery of training through the most appropriate modalities.

“The training programs, technical assistance, and knowledge sharing provided by UNSIAP are essential for improving the quality and timeliness of statistical data. Somehow, the programs offered set the tone for the NSO as to what statistics need to be prioritized at the regional level.”

- NSO response to interview questions

Good practice 1 - Gender Statistics

SIAP has collaborated with UN Women on gender statistics through a comprehensive approach that includes (in-person) short courses, support for training of trainers and e-learning opportunities. The approach has been guided by a Subgroup on Gender Statistics Training through the initiative of UN Women. The Subgroup was convened under the auspices of the Network for the Coordination of Statistical Training in Asia and the Pacific. The Subgroup guided the development of gender statistics training curriculum in 2019-2020 and supported Training of Trainers, the development of an e-learning platform and an update of the curriculum in 2022-24 including new modules (through the UN Women Portal).

SIAP supported subregional training with UN Women in the Pacific, a country training course in Tonga as well as training on disaggregated data for gender responsive policy making (with APCICT). This demonstrates the value of functioning coordination processes.

Source: UN Women

Key success factors include the effective leveraging of the strengths and mandates of the different partners in the planning and delivery of training activities that have strong demand from countries. These areas of work have been built on clear linkages and sequencing between normative frameworks (international and regional statistical standards), capacity assessment and the delivery of training through different modalities. Working through agreed frameworks greatly assists in establishing priorities, capacity gaps and in facilitating coordination and collaboration. Co-financing that leverages SIAP's financial resources with support from implementing partners as well as (financial and in-kind) contributions from recipient countries is another key success factor.

A further example is the development of disaster statistics through collaboration between SIAP, the Disaster Risk Reduction Section of ESCAP and UNDP which was been guided by the Disaster-related Statistics Framework (DRSF) in the overall context of the Sendai Framework and the SDGs. Another success story is the work undertaken by SIAP in the Pacific, which as a sub-region faces specific and unique challenges.

¹⁴ For example, in complex systems there are often many different causal (means to end) relationships between activities and desired changes; external factors (beyond the control of activity/project/programme management) influence change; and many different development interventions often contribute to observed change.

Finding 2: Strategic objectives (Outcome 3 from the Strategic Plan Theory of Change, for example) and interventions in support of networking need renewed consideration given that the main activity supporting networking, the Network for the Coordination of Statistical Training in Asia and the Pacific, has been discontinued.

At its eighth meeting, the Network for the Coordination of Statistical Training in Asia and the Pacific recognized the recommendation made by the Committee on Statistics to review its overall operations, as well as the roles and functions of the other groups that reported to it. It was felt that the achievements of the Network were realized primarily through the work of dedicated subgroups (economic statistics, gender statistics and rural and agricultural statistics). It was felt that the Network has fulfilled its mandate which entailed, inter alia, meeting on a regular basis to facilitate sharing of training information and coordination of training institutes within the Asia-Pacific region. It was agreed to recommend to the Committee on Statistics that: (a) network activities would continue on a needs basis through short-term groups with clear objectives; and (b) the Committee would consider proposals for establishing such ad hoc groups, if any, at each of its future sessions as and when needed.

Good practice 2 - Disaster Statistics

Disaster statistics has become an important area of work for SIAP, and ESCAP more broadly. Through collaboration between the Disaster Risk Reduction (DRR) Section of ESCAP and UNDP which a Disaster-related Statistics Framework (DRSF) has been developed, in the overall context of the [Sendai Framework for Disaster Risk Reduction](#) and the SDGs. Key to the success of SIAP's work in the Pacific has been collaboration with the Statistics for Development Division of the Pacific Community (SPC) and the ESCAP sub-regional office for the Pacific which has strengthened the relevance and effectiveness of SIAP's activities in the sub-region.

SIAP has developed short courses in support of disaster statistics, such as the course on Climate Change Statistics and Indicators and Accounting Approach to Climate Change and Biodiversity. Through support provided by SIAP, the ESCAP DRR Section and SPC, Vanuatu has developed the [Vanuatu National Statistics Development Strategy \(NSDS\)](#) (2021–2025) to assist with improving data collection for disaster preparedness, response and recovery; and improving public access to disaster-related statistics. This reflects the high priority accorded to disaster statistics by the Government of Vanuatu. Vanuatu is consistently considered to be one of the most vulnerable countries to climate change and natural disasters in the world.

4.2 Relevance

Key evaluation questions on **relevance**:

2. To what extent have SIAP's interventions responded to the specific needs of ESCAP members and associate members and aligned with ESCAP's objectives and mandate?
3. How could the relevance of SIAP's approach to capacity development be further enhanced?

The areas of focus and competencies of SIAP are sufficiently broad to capture the different training needs of ESCAP members and associate members. However, it also needs to be recognized that SIAP has limited resources and cannot respond to all needs across the Asia-Pacific region. This high demand across a complex and diverse region makes strategic planning and priority setting very important.

Finding 3: A core area of strength of SIAP is its high relevance which is supported by SIAP's clear mandate and functions in responding to training needs of national statistical systems of ESCAP member States in the overall context of the 2030 Agenda and SDGs.

One of the main strengths of SIAP is its high relevance. Given the context of the increasing demand, scale and complexity facing National Statistical Offices and Systems, it could be argued that SIAP's relevance has increased (from an already high base). This is supported by SIAP's clear mandate and function in responding to training needs of national statistical systems of ESCAP member States in the overall context of the 2030 Agenda and SDGs. This was confirmed in the interviews with government officials and the survey responses.

Finding 4: The strategic planning process of SIAP can be further strengthened by refining its results framework and better aligning evaluation and learning with the development (and review) of its Strategic Plan.

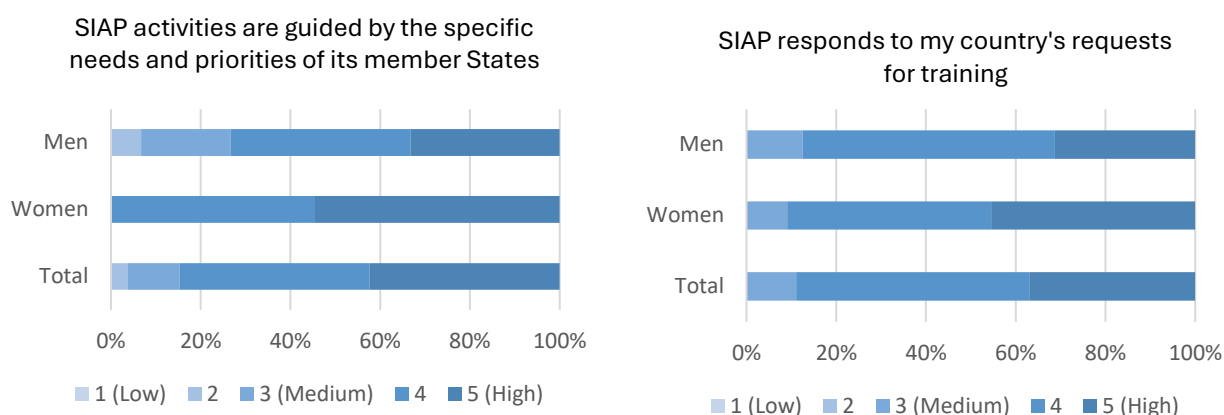
Activities implemented over the 2020-2024 period have been supportive of the theory of change, noting the difficult context created by the pandemic. The Strategic Plan is based on a sound theory of change, accompanied by agreed and plausible assumptions. The high-level results hierarchy (including Mission, Focus, Goals and Outcomes) and the Logical Framework Matrix (logframe) used by SIAP in the 2020-24 Strategic Plan can be streamlined and made more coherent, however. This would improve the strategic planning process but also help build ownership and an understanding of SIAP's core priorities that can be effectively communicated to stakeholders. Based on the assessment of the ToC and result hierarchy (Annex 2), the following observations are made:

- It is unclear why the Strategic Plan includes both Goals and Outcomes, with a Logical Framework Matrix for each of the Goals. This could be consolidated and simplified for the sake of clarity and to improve the use of RBM as a management tool for planning, implementation and M&E.
- The Outputs in the ToC and those in the logframes are different.
- The Impact of the ToC and long-term outcomes are not sufficiently different for these different levels to add value. One of these can be abolished.
- It would be helpful for the indicator targets to be aligned with the appropriate indicators. Indicators should measure results, not the number of people trained (for example).
- The assumptions could be aligned with the corresponding level in the logframes.

A draft Strategic Plan for the period 2025-2029 was endorsed by the Governing Council at its meeting on 9 December 2024. As evaluation is a key component of organizational learning, the evaluation cycle for SIAP should feed directly into Strategic Planning. The current practice is that Strategic Planning and evaluations seem to take place in parallel with little opportunity for evaluation findings to be considered by SIAP and ESCAP before submission of the Strategic Plan to the Governing Council. This greatly diminishes the value of evaluation as a key dimension of effective results-based management practice.

Use of the project document format that has been adopted by other Regional Institutes would provide a helpful step in the process of linking the strategic planning priorities (including Outcomes) with Annual Workplans. It would also help SIAP set performance targets. The key to the use of the project document approach will be to ensure it adds value as a planning and implementation approach rather than compliance and due process. The limited human resources faced by the institute are acknowledged so additional planning steps must be harmonized and efficient.

Finding 5: In support of strategic planning, the needs assessment process can be streamlined and strengthened, leveraging the supportive governance structure for the institute and existing inter-governmental and inter-agency processes.



SIAP conducts an annual needs assessment with all ESCAP members and associate members. The Survey asks NSOs to rank, in order of interest, their training priorities based on a list of previously conducted SIAP short courses, clustered according to categories (principles and practices of official statistics/Strategic and management issues, population and social statistics, economic statistics, environment and disaster statistics, methodology and statistical process). It also asks whether there is any additional topics of interest for SIAP to develop e-learning/ Face-to-Face, and what topics countries would like SIAP to consider for national level training. SIAP uses these survey response as well as other sources of demand - such as courses proposed by implementing partners - to develop an annual workplan for the consideration of the Governing Council. Some countries appreciate this approach while others remain unclear about what happens to the requests for assistance when they do not appear in the SIAP work programme.

SIAP may wish to review or refine this process given the risk of establishing expectations that cannot reasonably be met given the very high demand for SIAP courses, and country courses in particular. To help establish gaps and needs, SIAP could consider utilizing existing for a such as existing inter-governmental and inter-agency processes and the supportive governance structure for the institute.

4.3 Effectiveness

Key evaluation questions on **effectiveness**:

4. How effective was SIAP in achieving its capacity development objectives?
5. How could the effectiveness of SIAP's capacity development approach be further improved?

"From the side of the NSO, perhaps there can be feedback as to what responses in the training needs assessment survey were considered so the NSO can also plan out its participation. Maybe, training to be implemented can be planned out in the medium term as a reference for the NSOs in their work program."

- NSO response to interview questions

SIAP acts as a knowledge broker and is able to draw on partnerships to complement the areas of core competency of staff. SIAP is credited by partners and member States for being responsive and flexible. This requires SIAP to manage what can be a difficult balancing act. SIAP must remain sufficiently agile to respond to emerging needs and requests while also addressing persistent capacity constraints. There are also significant variations in the scale and complexity of needs both between and within the different ESCAP sub-regions.

Finding 6: SIAP is effective in the delivery of its mandate and institutional mission, and a key dimension of this effectiveness is that SIAP professional staff understand capacity development, bringing technical expertise, a strong appreciation for the challenges faced by NSS staff and teaching (pedagogical) experience.

SIAP approaches its capacity development approach fully in-line with ESCAP guidance. SIAP focuses two on ESCAP's main capacity development modalities:

- i. Training, advisory services and other forms of technical cooperation to strengthen institutional and staff capacity of ESCAP's members and associate members to formulate and implement effective policies and programmes; and
- ii. Regional knowledge networking aimed at enabling members and associate members of ESCAP to share knowledge, lessons learned, and innovative practices.

*“While UNSIAP provides valuable training and technical assistance, there is **a need for sustained capacity-building at the national level to ensure the effective implementation** of new methodologies and technologies.”*

- NSO response to interview questions

SIAP is also increasingly paying attention to managerial and institutional capacities to plan and deliver more effective policies and programmes in support of inclusive and sustainable development, in addition to technical dimensions of capacity only. SIAP has prioritized the needs of the Pacific and landlocked developing countries (including Central Asia) over the period of the 2020-2024 Strategic Plan. SIAP is considered a neutral actor in statistical training, in that it does not advocate for any specific issue within the SDGs (in the way that a specialized UN agency may, for example) and is able to set the substantive focus of all courses (including the long-term JICA courses). The staff of SIAP is very highly regarded by NSOs, implementing partners and ESCAP colleagues. Key to the credibility of SIAP professional staff are their recognized technical competence, understanding of the context of NSS across the region and their pedagogical experience and knowledge.

Finding 7: The continued enhancement of e-learning will remain important, based on evidence of where e-learning functions best as a modality

To expand its reach, SIAP has continued to develop its training modalities and focus to include management and strategic issues, training of trainers and partnering with national statistical training institutes. These reflect the broad strategic directions of the 2020-2024 Strategic Plan for better targeting and greater multiplier effects. The shift to e-learning is a valuable modality, enabling SIAP to reach a wider audience. These are important directions for SIAP but remain work in progress (due in part to the disruption caused by the pandemic). The continued enhancement of e-learning will remain important, based on evidence of where e-learning functions best as a modality. This includes consideration of how it can complement other modalities such as in-person training and coaching/mentoring. Blended and hybrid courses will continue to emerge as important approaches, including the continued adoption of e-learning courses as pre-requisites for in-person training. The use of Open-source software is a key component of the success of e-learning as well as its uptake at the national level. In person training is clearly the most appreciated.

*“E-learning platforms have made crucial statistical training easily accessible not only to our National Statistics Office but **also to our stakeholders in the National Statistical System.**”*

- Survey response from NSO

Knowledge brokering, e-learning and the SIAP Learning Management System (LMS)

SIAP has its own e-learning platform, the Learning Management System (LMS), to provide remote training opportunities, which enables online learners to access interactive and engaging pedagogical materials, as well as fosters social learning through interaction among learners. While the LMS was initiated well before the onset of the COVID-19 pandemic, it enabled SIAP to effectively pivot to e-learning which was a key dimension of business continuity. Facilitated e-learning courses include discussion forums where participants can interact amongst themselves and ask questions to the course facilitator. Training materials used in facilitated e-learning are made available in self-paced format and are open to all. The platform is freely available across various devices for any user working in an NSO or within an NSS. The institute plans to further enhance its online presence and strengthen its collaborations with the UN Committee on Big Data and Data Science, having already developed several online courses with SIAP for compiling new data products and SDG indicators. Additionally, SIAP is constantly adding new features to its online pedagogical materials using the latest technologies and AI.

The Institute also maintains links to training materials of other international and regional organizations on its website so that website visitors can have access to a broader set of e-learning materials as needed. The Institute has continuously worked to improve its e-learning courses. This includes having courses that are more user friendly, contain interactive elements and utilize modern pedagogical approaches. E-learning materials are generally also available as self-learning courses in the LMS from where they can be accessed and studied freely by anyone registered with the LMS. Post-pandemic, SIAP adapted to the change and developed approximately 40 self-paced courses across various domains, with around five new courses added each year. These courses are available year-round, and free of charge. Some of the e-learning materials were translated into Arabic, French, Russian, Spanish, Thai, Chinese, Indonesian, Mongolian and other languages and are accessible on the Institute's LMS as self-learning courses. At the time of writing, the LMS had 66 e-learning courses, 42 self-paced and 24 facilitated courses.

4.4 Efficiency

Key evaluation questions on efficiency:

6. How well do the SIAP's staffing and financial resources match the statistical capacity development demands or requests of ESCAP members and associated members?
7. To what extent did SIAP coordinate and cooperate with its backstopping division (Statistics Division of ESCAP) and other ESCAP substantive divisions?
8. To what extent to SIAP cooperate with regional development partners, and UNCTs in the design and delivery of its outputs
9. How could the coordination and cooperation be further enhanced?

*“SIAP can **continue to enhance its role as a leader in statistical capacity building in the Asia-Pacific region. Expanding its use of technology, focusing on emerging statistical needs, fostering collaboration, and ensuring that data is used ethically and effectively** will further strengthen its impact on the development of robust and resilient national statistical systems.”*

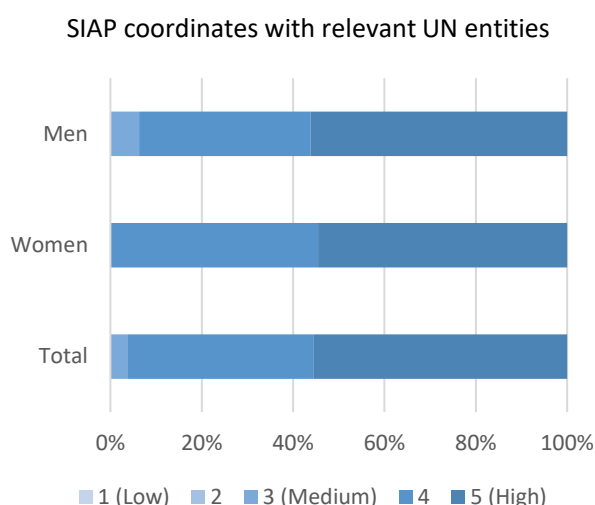
– Survey response from NSO

The efficiency of SIAP’s operations is a recognized strength of the Institute. SIAP runs courses in an efficient and cost-effective manner. Again, this involves balancing the strengths of different training modalities (long course, short courses and e-learning) as well as the country, sub-regional and regional focus of these courses. While ESCAP is a regional commission, there is a clear place for country training courses that support the implementation of international statistical standards in the appropriate context. However, again SIAP must balance this country and sub-regional focus with the diverse needs across the region. In this context, coordination and collaboration become imperative. As noted above, SIAP works with a broad range of partners to leverage its position as a statistical training institute.

Finding 8: Overall, SIAP’s staffing and financial resources are ‘fit for purpose’ given its current positioning and approach to statistical capacity development in the region. This is particularly the case given the extensive in-kind support provided to SIAP from the host government.

While the current staffing structure for SIAP is lean in term of professional staff (Director, Deputy Director and four Lecturers), management of SIAP and ESCAP more broadly are satisfied with the current staff structure. As recognized in the revised Resource Mobilization Strategy, there is a greater need for SIAP to mobilize expertise through a focus on partnerships than financial resources. SIAP is very well supported by the MIC for both core resources and in-kinds contributions, including the redesign of its website and support for the LMS. As recognized in other findings, SIAP has been very effective at leveraging partnerships that include financial contributions (cost-sharing) and expertise.

Finding 9: Existing processes at the global and regional level can continue to be leveraged and strengthened to enhance coordination and alignment, which is critically important when viewed from the perspective of NSOs and other stakeholders at the country level.



SIAP was a founding member and takes a lead role in the Global Network of Institutions for Statistical Training (GIST), an important network of international and regional training institutions, that seeks to build sustainable statistical capacities through efficient, effective, and harmonized delivery of training. The SIAP Director of the Institute is one of the Board members, a team lead for Task Team: Online Gateway and E-learning Community of Practice, a member of Task Team on Addressing Specific National Statistical Office (NSO) Demands, and a member of Task Team on Statistical Literacy in the Context of the 2030 Agenda (Directors Report to the GC, 2023).

There are no equivalent platforms at the regional level. Regular meetings of the Network of Statistical Training Institutes in Asia and the Pacific were discontinued in 2023, through the Subgroup on Gender Statistics Training remains active and will report directly to the GC.

A [Data and Statistics Working Group \(WG\)](#) functions as one of the means of implementation groups under the Regional Collaborative Platform (RCP) to enhance synergy and complementarity among programmes and activities of UN agencies in the region around SDG monitoring and statistical development. However, the WG does not seem to be fulfilling its function of enhancing synergies in statistical development in the region.¹⁵ While there is (very) limited appetite for additional coordination processes in the region, these existing processes at the global (GIST) and regional level (WG under the RCP) can continue to be strengthened to enhance coordination which is critically important when viewed from the perspective of NSOs and other stakeholders at the country level.

Finding 10: Cooperation with the ESCAP Substantive Divisions and Regional Institutes through the Statistics Division should continue to be enhanced and institutionalized.

At an operational level SIAP staff and Statistics Division staff continue to coordinate and cooperate in support of the objectives of ESCAP Sub-programme 7 (Statistics). There would be value in this cooperation to be enhanced and institutionalized through pragmatic steps that enhance collaboration without adding additional processes, noting that ESCAP staff in both the Statistics Division and SIAP conduct training but also have limited bandwidth given existing priorities and demands. The respective strengths of both ESCAP entities can be effectively leveraged to bring about greater capacity development impact for ESCAP members and associate members, recognizing that training is an important aspect of ESCAP's capacity development approach. As noted above, SIAP has also collaborated with other ESCAP divisions including the Social Development Division on gender and disability statistics and the ICT and Disaster Risk Reduction Division on disability statistics. These are good practices that can be built on.

4.5 Sustainability

Key evaluation question 10: What is the likelihood that SIAP's operations be sustained in the future?

Finding 11: SIAP's overall resource and funding position is an important strength and there is good reason to believe that this support will continue, providing reliable support that allows SIAP to confidently plan into the future.

SIAP's overall resource and funding position remains an important strength. Despite financial pressures including the post-pandemic context, support from the Government of Japan has been unwavering for over 50 years. Other ESCAP members and associate members have also provided valuable financial and in-kind support for SIAP operations and have been consistently encouraged to continue to support SIAP's operational. The post-COVID context makes it important for SIAP to continue to be cost-effective. Continued emphasis must be placed on increasing core contributions from ESCAP members and for co-financing contributions from countries receiving support from SIAP.

¹⁵ WG Terms of Reference can be found [here](https://www.unescap.org/sites/default/d8files/event-documents/ToRs_Data_Statistics_Group_Nov2023.pdf): https://www.unescap.org/sites/default/d8files/event-documents/ToRs_Data_Statistics_Group_Nov2023.pdf

4.6 Gender equality and disability inclusion

Gender equality and disability inclusion (GEDI) are important dimensions and recognized strengths

Key evaluation questions:

12. To what extent have gender and disability inclusion considerations been mainstreamed into the design and implementation of the work of SIAP?

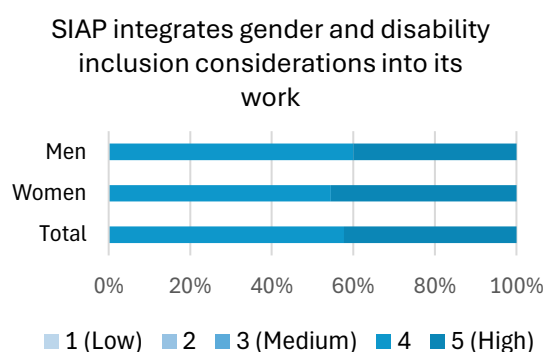
13. What could be done to promote gender and disability inclusion in SIAP's work?

of SIAP's work programme through the prioritization of different dimensions of gender statistics and the emergence of disability statistics (an area of increasing demand). Survey responses ranked highest for SIAP's efforts to integrate GEDI into its work.

Finding 12: Gender statistics and disability statistics are important areas of work that SIAP should continue to prioritize based on UN guidance and regional frameworks, with relevant ESCAP partners (such as SDD) and other implementing partners.

Promoting gender statistics has been a key dimension of SIAP's work programme over the 2020-24 period, a key towards addressing gender inequality and evidence-based policy for 'leaving no one behind', as noted above. In 2024 alone, this has included workshops/webinars on disaggregated data for gender responsive policy making (with APCICT) and Gender Mainstreaming Policies for Government Officers (with JICA) as well as regional training on Crime Statistics from a Gender Perspective and Training of Trainers on Gender Statistics for Monitoring the SDGs. Furthermore, SIAP consistently trains more women than men across all focus areas of training. While it is acknowledged that this is just one dimension of promoting gender equality, it is an important one.

Similarly, disability inclusion is an important priority across UN programming (for example, the Incheon Strategy¹⁶ includes Goal 8 on improving disability statistics while the Jakarta Declaration¹⁷ includes priority areas for action on closing disability data gap) and has become an important emerging priority for SIAP through its e-learning platform (Disability Statistics for Tracking Inclusive and Sustainable Development). This is an important area for continued collaboration between SIAP, the Statistics Division and Social Development Division, and could be expanded on to include disability inclusive disaster risk reduction.



¹⁶<https://www.unescap.org/resources/incheon-strategy-“make-right-real”-persons-disabilities-asia-and-pacific>
<https://www.unescap.org/resources/incheon-strategy-%E2%80%9Cmake-right-real%E2%80%9D-persons-disabilities-asia-and-pacific>

¹⁷ <https://repository.unescap.org/handle/20.500.12870/5163?locale-attribute=es>

5. Conclusions

SIAP continues to be a very relevant and effective statistical training institute that is valued by members and partner organizations across the region and beyond. Given the increasing demands on National Statistical Offices and the complexity of the context in which SIAP operates, it could be argued that the relevance of SIAP has increased over time from an already high base. This is reflected in the high demand for SIAP training from member States and demand to work with SIAP as a training partner from a diverse range of implementing partners including UN entities, global and sub-regional organizations and international financial institutions. The COVID-19 pandemic had a profound impact on the work of SIAP over the period 2020-2024, with significant implications across all the criteria considered in this evaluation. While the considerable challenges that SIAP faced due to the COVID-19 pandemic are acknowledged, SIAP's response has been constructive. Both the number of courses (across different modalities) and participants have steadily increased over the period 2020-2024.

While recognizing that establishing the attribution of the impact of SIAP's interventions on national statistical offices and other stakeholders is difficult, there are many success stories in the work of SIAP that demonstrates the results of SIAP capacity development and the key factors that contributed to this success. Key success factors include building on clear linkages between:

- Agreed global and regional normative frameworks (statistical standards)
- Capacity assessment and establishing clear priorities for regional, sub-regional and national training.
- Effective use of results-based management in planning, implementation, monitoring and evaluation.
- Leveraging of the strengths and mandates of many different partners.
- Responding to clear and strong demand from countries; and
- the delivery of training through a the most appropriate modalities, including e-learning, short courses and long-term training as well as blended or hybrid approaches, in the overall context of a comprehensive approach to capacity development.

Co-financing that leverages SIAP's financial resources with support from implementing partners as well as (financial and in-kind) contributions from recipient countries is another key success factor.

This evaluation recognizes that SIAP has limited resources and cannot reasonably respond to demands across the Asia-Pacific region. This high demand across a broad and diverse region makes strategic planning and priority setting very important. The risk here is that SIAP courses are spread too thinly across a wide range of focus areas that may be outside of the core competencies of SIAP staff, with tenuous linkages to the ESCAP Sub-programme 7 (Statistics). The strategic planning and needs assessment process of SIAP can be further strengthened in this connection, better utilizing results-based management and leveraging the strong and supportive governance structure of the Institute. The high-level results hierarchy and the Logical Framework Matrix used by SIAP can be streamlined and made more coherent. This would improve the value as a planning tool but also help build ownership and an understanding of SIAP's core priorities that can be effectively communicated to stakeholders. The Strategic Plan for the period 2025-2029 was endorsed by the Governing Council of SIAP at its meeting on 9 December 2024. The sequencing of the evaluation and strategic planning process is a missed opportunity for organizational learning. This is unfortunate and undermines the value of the evaluation process.

SIAP is effective in the delivery of its clear mandate, institutional mission and functions. An important dimension of this effectiveness relates to its training function. SIAP professional staff bring technical expertise and teaching (pedagogical) experience. SIAP acts as a knowledge broker and is able to draw on partnerships to complement the areas of core competency of staff. SIAP is credited by partners and member States for being responsive and flexible. This requires SIAP to manage what can be a difficult balancing act. SIAP must remain agile to respond to emerging needs and requests while also addressing persistent capacity constraints. There are significant variations

in the scale and complexity of needs between and within the different ESCAP sub-regions. In this context, SIAP has prioritized the needs of the Pacific and Central Asia sub-regions over the period of the 2020-2024 Strategic Plan. This is important and SIAP should continue to refine this cluster-based approach.

SIAP has continued to develop its training modalities and focus to include management and strategic issues, training of trainers (ToT) and partnering with national statistical training institutes. These reflect the broad strategic directions of the 2020-2024 Strategic Plan for better targeting and greater multiplier effects. The shift to e-learning is a valuable modality, enabling SIAP to reach a wider audience. It is clear that in-person training is the preferred modality of training, but member States have also acknowledged the value of e-learning in expanding the availability of training across National Statistical Systems. Blended and hybrid courses should continue to be nurtured, including the adoption of e-learning as pre-requisites for in-person training.

Coordination, coherence and alignment are critical at the regional, sub-regional and national levels. SIAP's roles in the Global Network of Institutions for Statistical Training (GIST) is recognized. This is global network of international and regional training institutions, that seeks to build sustainable statistical capacities through efficient, effective, and harmonized delivery of training. There are no equivalent platforms at the regional level in the Asia-Pacific. The need for SIAP to support networking at the regional and sub-regional levels remains very important and this is reflected in SIAP's statute. New approaches to supporting networking and partnership will need to be considered by SIAP and the Statistics Division. Relying on global platforms for regional and sub-regional coordination and collaboration undermines the value of regionalism.

Related to this, at an operational level SIAP staff and Statistics Division staff continue to coordinate and cooperate in support of the objectives of ESCAP Sub-programme 7 (Statistics). There is a need for this cooperation to be enhanced and institutionalized through pragmatic steps that enhance collaboration, without adding additional process. The respective strengths of both ESCAP entities can be effectively leveraged to bring about greater capacity development impact for ESCAP members, recognizing that training is an important aspect of a broader capacity development approach. In other words, training is a necessary but not sufficient aspect of a comprehensive approach to capacity development for National Statistical Systems in the region.

The post-COVID context makes it important for SIAP to continue to be cost-effective and do more within existing resources and through continued emphasis on partnerships, as reflected in SIAPs (revised) Resource Mobilization Strategy. While SIAP's financial and human resources can be considered 'fit for purpose' given its current positioning and approach to statistical capacity development in the region and in the post-pandemic context, continued advocacy for increasing core contributions from ESCAP members and for co-financing contributions from countries receiving support from SIAP will be important.

6. Recommendations

These recommendations are focused on fine-tuning the work of SIAP rather than addressing any substantial problems, as no major issues have been identified through the evaluation. This is not to suggest that improvement is not possible, however. The evaluation offers the following action-oriented recommendations addressed to ESCAP management to enhance the performance and results-orientation of SIAP:

A. Strategic planning and priority setting are critically important to SIAP and should continue to be strengthened and streamlined (based on Findings 1, 4 and 5)

Proposed Actions

1. Consider the adoption of the project document (2-year) approach used by all other ESCAP Regional Institutes, developed after the joint Governing Council and Statistics Committee meeting. An alternative option is the adoption of a mid-term review of the Strategic Plan and the inclusion of this as an official Governing Council agenda item.
2. Align strategic planning with the evaluation cycle so that evaluation findings and recommendations can adequately inform strategic planning.

Rationale

The approach to Strategic Planning can be strengthened and should be informed by continued monitoring, evaluation and learning (MEL). SIAP's evaluation cycle should be aligned with the Strategic Planning process. An internal mid-term review of the Strategic Plan could be considered to help ensure the ongoing relevance and effectiveness of SIAP's work. A five-year planning cycle is long given the rapid changes taking place in the context of SIAP's work. The results framework and logframe can also be streamlined and harmonized to improve the value of these in planning, implementation and M&E, rather than compliance.

SIAP is also encouraged to review its approach to needs assessment, which appears to have remained unchanged (using an annual survey) for some time. All other ESCAP regional institutes develop an institutional project document to support the implementation of their Strategic Plan that includes clear outputs and indicators of achievement. Adopting this approach could assist in ensuring that the Strategic Plan and institutional logframe are effectively utilized in programme planning, implementation and M&E. It would need to be implemented in a way that ensures value-addition with no net increase in work for SIAP. This could be done by reconsidering the scope of the Strategic Plan (focusing on higher level results) and the annual work plan which would focus on activities.

B. SIAP and the Statistics Divisions should continue to find practical ways to expand and institutionalize collaboration (based on Findings 1 and 10)

Proposed Actions

1. Joint planning for the development of the Strategic Plan and other key planning documents.
2. Management meeting following Governing Council meetings to agree to follow-up actions.

Rationale

Working with the Statistics Division to help set priorities, establish capacity gaps and pool expertise and resources would better leverage the strengths of both, fostering sustainable capacity development for member States national statistical systems and the uptake of evidence-based policy. Similarly, successful collaboration between other ESCAP substantive divisions and regional institutes (such as APDIM on disaster statistics and APCICT on 'big data') could be prioritized and expanded.

C. Use existing platforms to help set regional, sub-regional and country level training priorities to bring the collective programming strengths of the UN and development partners to National Statistical Systems (based on Findings 2, 8 and 9)

Proposed Actions

1. Continue active involvement in the Global Network of Institutions for Statistical Training (GIST) with a clear view of regional priorities and needs.
2. Continue emphasis on networking and partnership development with training institutes (including academic organizations) and other training providers (UN, IMF/PFTAC, PARIS 21 etc.) at the regional, sub-regional and country levels.
3. Consider SIAP membership and revisit approach to the Data and Statistics Working Group with a view to expand its support for “a coordinated approach to statistical capacity development of national statistical systems and stakeholders of the national data ecosystem” (from the Working Group Terms of Reference).

Rationale

SIAP has been highly successful in working with implementing partners with complementary mandates and functions. Working with partners remains an essential dimension of SIAP’s work programme. Coordination and cooperation could be enhanced and institutionalized using existing platforms at the regional and sub-regional levels. This could build on the success of working with and through sub-regional organizations such as SPC to expand collaboration with ASEAN, for example.

D. Continue to foster a comprehensive approach to capacity development by building on good practices and opportunities to increase SIAP’s multiplier effect (based on Findings 1 and 3)

Proposed Actions

1. Identify opportunities for joint project development with ESCAP substantive divisions and implementing partners to ensure a comprehensive and sustained approach to capacity development.
2. Support the capacity of national statistical training institutes, including for networking and strategic partnerships at the regional and sub-regional levels, to promote South-South Cooperation.
3. Continue to refine the approach to targeting specific sub-regions and CSN using a cluster approach for countries with similar challenges and context
4. Seek clear capacity development expectations and ongoing support from SPMD, particularly in the context of UN Development System (UNDS) reforms.

Rationale

SIAP contributes to sustained capacity development when the training is planned and delivered based on the implementation of normative standards (international statistical standards) that respond to clear national and sub-regional demands. Core competencies of SIAP professional staff in both technical and pedagogical approaches are a key defining success factor in SIAP’s work.

Annex 1: Evaluation TORs

Evaluation of the Statistical Institute for Asia and the Pacific (SIAP)

1. INTRODUCTION

1.1 Background

The United Nations Statistical Institute for Asia and the Pacific (UNSIAP) was established in 1970 as a regional training arm of the United Nations Economic and Social Commission for Asia and Pacific (UNESCAP) with the initiative, support and cooperation of Ministry of Internal Affairs and Communication, Government of Japan, which provides continuous cash and in-kind contribution to the Institute. SIAP is located in the Makuhari area of Chiba, Japan. SIAP is a professional statistics training institute for government officials working on official statistics. With the strong and longstanding support of Government of Japan and other member states, SIAP has been able to contribute to strengthening human capacity for production, management, and use of statistics/data in developing countries and facilitating member states to track progress in implementation of the Sustainable Development Goals (SDGs). SIAP broadly runs statistical training programmes in mainly 4 thematic areas: Environment and Climate Change, Social Sector, Economic Statistics, Big Data, Machine Learning, Artificial Intelligence.

In 2015, ESCAP members and associate members decided through resolution 71/1 on “Restructuring the conference structure of the Commission to be fit for the evolving post-2015 development agenda” to review each regional institution's continued substantive relevance and financial viability every five years. In response to this mandate, the ESCAP secretariat commissions an independent evaluation of each regional institution every five years to inform the above-mentioned review by the Commission. The evaluation of SIAP was completed in December 2019 and the Commission considered its report at its 76th Session held in May 2020.

The evaluation provided conclusions and action-oriented recommendations to enhance the performance of the Institute. It found that the mandate of the Institute remained an important actor in the development of statistical capacities in the Asia-Pacific region. Based on the findings and conclusions of the evaluation, some recommendations were proposed for improving the results orientation, relevance, sustainability and efficiency of the Institute. The evaluation also recommended developing statistical training materials on new topics and indicators, making use of new modes of training delivery, using its extensive relationships with diverse stakeholders and its position in regional and global networks.

In 2019, SIAP developed a strategic plan for the period 2020-2024, as per the advice of its Governing Council, for implementation in cooperation with the member States. The strategic plan outlines the vision of the Institute to “Enhance Statistical Capacity and Skills, Foster Regional Cooperation and Partnerships, Enhance Data Literacy and Utilization and Innovate and Modernize Statistical Systems through capacity building”. Following the adoption of the strategic plan by the Governing Council, SIAP developed its annual work plans for the subsequent years.

During its 81st session scheduled for April 2025, the Commission will review the continued relevance and financial sustainability of SIAP in accordance with resolution 71/1. Accordingly, ESCAP management is commissioning an independent evaluation of the Institute to guide the deliberations and inform decision-making by the Commission regarding the work of SIAP. Evaluation at ESCAP is a critical function that seeks to determine as systematically and objectively as possible the impact, relevance, effectiveness, efficiency, and gender mainstreaming of its programmatic work, including the work of divisions, regional institutes, and subregional offices. In 2021, the United Nations Secretary-General issued an administrative

instruction on evaluation in the UN secretariat¹⁸ which includes a mandate that each UN secretariat entity, including ESCAP, evaluates each subprogramme at least once every six years. The evaluation occurs when the United Nations Development System (UNDS) is undergoing a reform process. An essential aspect of the reform process is the requirement for greater coordination and collaboration among UN entities, including ESCAP, at the regional level and greater presence at multi-country and national levels, including through the United Nations Resident Coordinators and the United Nations Country Teams, including through the multi-country offices. The UNDS reform is part of the context and guidance for the present evaluation.

1.2 Purpose and objectives

This evaluation aims to provide the Commission with an impartial and reliable body of evidence regarding SIAP's performance. This will facilitate their deliberations during the 81th session of the Commission in April 2025 on SIAP's continued relevance and financial viability. The evaluation will also provide ESCAP management with forward-looking actionable recommendations to improve the results orientation and performance of the Centre. The evaluation is formative in nature, i.e., supporting organizational learning and decision-making, and informing formulation of future work programme and delivery modalities, particularly in the context of UNDS reforms.

The evaluation objectives include:

- (i) To assess the results achieved and performance of SIAP using the standard evaluation criteria, including impact, relevance, effectiveness, efficiency, sustainability and gender/disability inclusion mainstreaming.
- (ii) To determine ways to enhance the results-orientation of SIAP and identify specific outputs and delivery modalities that are most relevant to the member States, based on needs expressed by relevant stakeholders.
- (iii) To recommend actions for improving the results orientation and performance of the Institute.

1.3 Scope

The evaluation will cover the work of SIAP from 2020 to the present. The following tentative questions to be answered by the evaluation under each evaluation criteria are proposed. Further refinement of the questions will be made during the inception phase of the evaluation.

Evaluation criteria	Tentative evaluation questions
Impact ¹⁹	- What have been the significant effects or impact of SIAP's interventions on national statistical offices and other stakeholders in ESCAP members and associate members? - To what extent have SIAP's interventions contributed to the observed impact on national statistical offices and other stakeholders? - How could SIAP's impact be further enhanced?

¹⁸ ST/AI/2021/3 on "Evaluation in the United Nations Secretariat"

¹⁹ Impact criterion is defined by the OECD as the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. Impact addresses the ultimate significance and potentially transformative effects of the intervention. OECD suggests that impact criterion can be used loosely to mean "results" in the broadest sense. It also clarifies that the use of impact criterion should not be confused with the term "impact evaluation", which refers to specific methodologies for establishing a statistically significant causal relationship between the intervention and observed effects. ESCAP uses the impact criterion to assess its contribution to changes in policies, strategies, norms, standards and institutional capacities in its member States in the medium term.

Relevance	• To what extent have SIAP's interventions responded to the specific needs of ESCAP members and associate members and aligned with ESCAP's objectives and mandate? • How could the relevance of SIAP's approach to capacity development be further enhanced? • How was the relevance of SIAP's interventions perceived by ESCAP members and associate members? Which specific outputs were considered most relevant to the members, and which were found least relevant?
Effectiveness	• How effective was SIAP in achieving its capacity development objectives, in the three areas: 1) collection, analysis and dissemination of statistics, 2) production of timely and high-quality statistics, and 3) statistical training capacity development of members? • How could the effectiveness of SIAP's capacity development approach be further improved?
Efficiency	• How well do the SIAP's staffing and financial resources match the statistical capacity development demands or requests of ESCAP members and associated members? • To what extent did SIAP coordinate and cooperate with its backstopping division (Statistics Division of ESCAP) and other ESCAP substantive divisions, regional development partners, and UNCTs in the design and delivery of its outputs? • How could the coordination and cooperation be further enhanced?
Sustainability	• What is the likelihood that SIAP's operations be sustained in the future? • What commitments have been made by member States to contribute to the Institute's operating funds? • What in-kind contributions members provide to SIAP to implement its programme of work?
Gender equality and disability inclusion	• To what extent have gender and disability inclusion considerations been mainstreamed into the design and implementation of the work of SIAP? • What could be done to promote women and disability inclusion in SIAP's work?

2. METHODOLOGY

The evaluation will be conducted in accordance with the ESCAP Monitoring and Evaluation Policy and Guidelines and the UNEG norms and standards for evaluation. It will follow a participatory and consultative approach, whereby key SIAP stakeholders, particularly members of the Governing Council, government beneficiaries and development partners, are engaged, and their views and feedback are systematically collected and used effectively in addressing the evaluation questions.

In assessing the impact of SIAP, the evaluation will use a theory of change approach to determine the longer-term results that the Institute intends to achieve. The development of the theory of

change should be guided by the existing results framework of SIAP and the actual delivery of outputs.

The evaluation will apply a mixed-method approach through a combination of quantitative and qualitative analysis to inform findings. The evaluation methodology will cover but not be limited to the following actions:

a)	Inception and scoping • Preliminary review of documentation • Interviews with members of the reference group • Formulation of a theory of change • Preparation of an evaluation inception report • Meeting with the evaluation reference group • Preparation of questionnaires and interview guides
b)	A desk review of documents. The following documentation will be provided: • List of SIAP stakeholders • Annual programme plan and project documents • SIAP Strategic Plan, if available • Monitoring reports, including annual progress and terminal reports • Reports of capacity-building activities and other significant events • Press releases • Results of surveys or questionnaires conducted by SIAP • Mission reports • Partnership agreements and reports
c)	Surveys of SIAP stakeholders (electronic) • An electronic survey will be administered targeting government officials and implementing partners • Administration of the survey and analysis of data
d)	In-depth individual interviews (video/audio call) • Governmental stakeholders • Development partners • ESCAP management and staff management
e)	Focus group discussions (video conference) • If needed, in-depth discussions with selected stakeholders may be conducted
f)	Country case studies • In-depth assessment of selection beneficiary countries to understand the Institute's contribution to observed impacts
g)	Observation • The evaluator will be given an opportunity to observe the proceedings of SIAP's activities during the period of the evaluation.
h)	Preparation of the evaluation report and presentation of findings

- Preparation of a brief note containing the preliminary findings, conclusions, and recommendations
- Meeting with the reference group to discuss the preliminary evaluation results
- Preparation of a draft evaluation report and review of the draft report
- Finalization of the evaluation report

Data will be disaggregated by sex and other relevant demographic characteristics if it is available. The interviews and stakeholder analysis will involve and reflect the views of both male and female stakeholders. In analyzing the data, the evaluation will use and triangulate qualitative and quantitative approaches, provide charts and direct quotations and highlight good practices examples.

3. EVALUATION OUTPUTS

The following outputs will be delivered to ESCAP:

1. Inception report, including an evaluation work plan and framework detailing the evaluation approach
2. Results of data collection (survey, interviews, consultants, case studies, etc.)
3. Presentation of evaluation results to the evaluation reference group and Governing Council of SIAP
4. Draft and final evaluation reports

The reference group will review the draft evaluation report, including preliminary findings and recommendations, against the ESCAP standard quality criteria used to review evaluation reports (Annex 1). The final report, including an ESCAP management response, will be posted on the ESCAP's public and internal websites. A summary of the evaluation results will be reported to the ESCAP Commission.

4. ROLES AND RESPONSIBILITIES

4.1 Evaluation reference group

ESCAP uses an evaluation reference group to enhance stakeholder participation and provide oversight and substantive support to the evaluation. The evaluation reference group comprises the following members:

1. Deputy Executive Secretary of ESCAP (Chair)
2. Director, Strategy and Programme Management Division (SPMD)
3. Director, Statistics Division (SD)
4. Director, SIAP
5. Chief of Evaluation Unit, SPMD (ex-officio member and secretariat).

The reference group provides technical and methodological guidance to the evaluation process; reviews and agrees on the evaluation terms of reference and inception report; reviews and agrees on a short-list of qualified evaluation consultants for selection and approval by the Executive Secretary of ESCAP; provides quality assurance support to the preparation of the evaluation report and validation of recommendations and support the dissemination of the evaluation results and the formulation of the evaluation management response and follow-up action plan.

SPMD, through its Evaluation Unit, is responsible for managing evaluations commissioned by ESCAP to promote impartiality and independence and comply with the United Nations Administrative Instruction on Evaluation in the United Nations Secretariat. SPMD, through its Evaluation Unit, oversees and manages the entire evaluation process and ensures that the evaluation is managed and conducted in line with the ESCAP Monitoring and Evaluation Policy and Guidelines and the UNEG norms and standards for evaluation.

4.2 Professional evaluator

A professional evaluator will be recruited to undertake a rigorous and independent evaluation. He/she is expected to produce evidence-based data and utilize appropriate and best-practice data collection methods and analysis. He/she will undertake a transparent and participatory evaluation process in consultation with the evaluation reference group, involving staff and partners at all evaluation stages.

The evaluator will assume overall responsibility for carrying out the evaluation in an objective and independent manner. This includes, among other activities, managing the work, ensuring the quality of interviews and data collection, preparing the draft report, presenting the draft report, and producing the final report after comments have been received in line with standard templates provided by ESCAP. The evaluator must have:

- Knowledge of the United Nations System; principles, values, goals, and approaches, including gender equality, disability inclusion, organizational culture, and Sustainable Development Goals. Knowledge of the work and activities of ESCAP is desirable.
- Knowledge, experience and demonstrated expertise in conducting and managing evaluations of development programmes in the UN context, including familiarity with evaluation methodologies and the United Nations Evaluation Group (UNEG) norms and standards for evaluation.

ESCAP adheres to the UNEG [Ethical Guidelines](#) and [Code of Conduct](#) in evaluation, and all staff and consultants engaged in evaluation are required to uphold these standards. To this end, ESCAP has developed a Consultants Agreement form that evaluators are required to abide as part of the contracting process (Annex 2).

4.3 Timeframe

The evaluation will be implemented from June to November 2024. The evaluation process will involve four main phases with the tentative timelines as shown below:

Phase	Timeframe
1. Preparatory phase • Brief SIAP on the evaluation process • Develop a TOR • Establish an evaluation reference group • Select and recruit a consultant	June-July 2024
2. Inception • Desk review of documentation • Interviews with members of the reference group • Preparation of an inception report for the evaluation • Presentation of evaluation methodology and tools to the reference group	July-August 2024

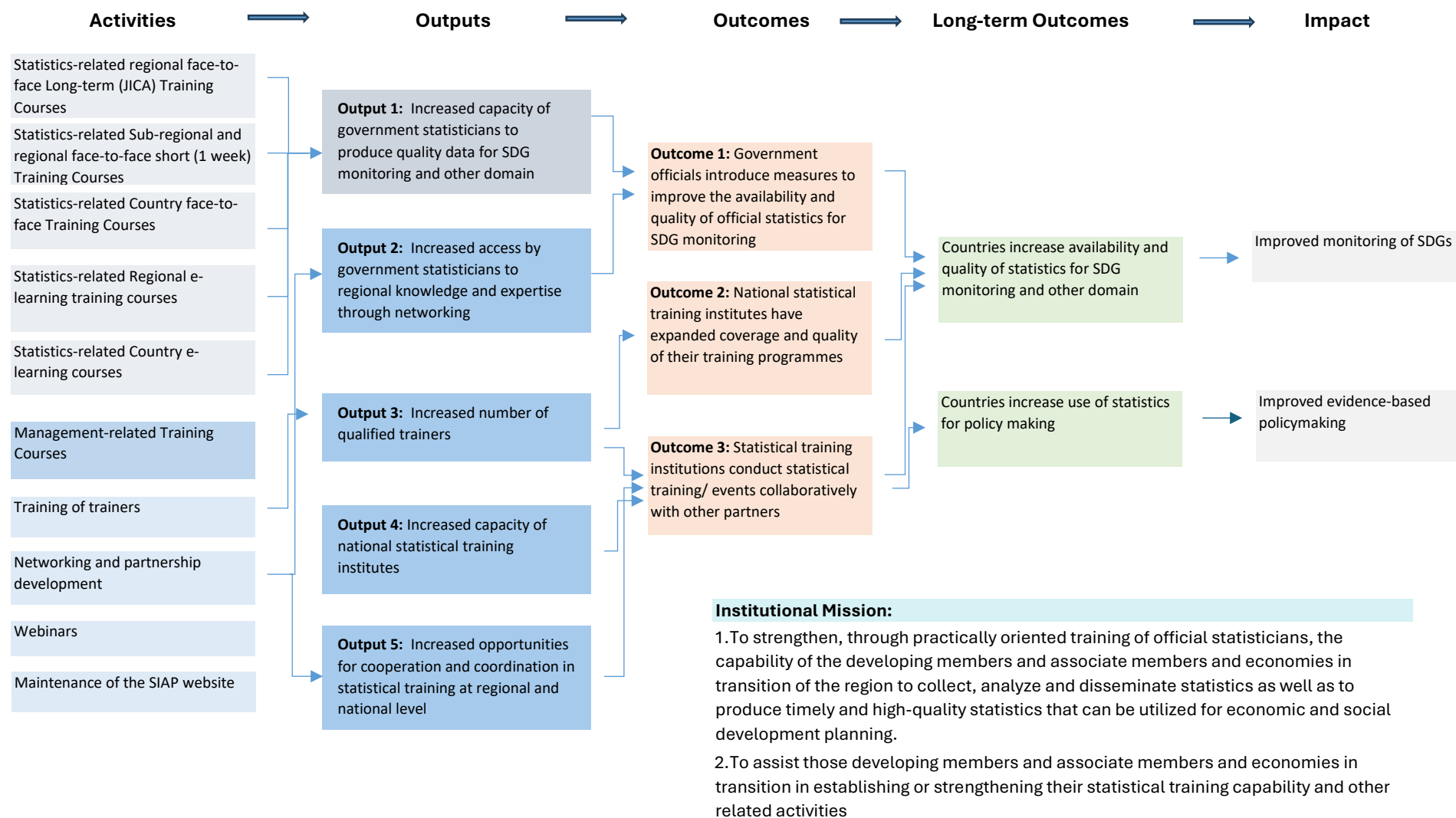
3. Data collection and analysis • Desk review of documentation • Preparation of surveys and interview guides • Administration of stakeholder surveys • Interviews and focus group discussions with stakeholders • Attendance at selected events/meetings • Data compilation and analysis	Aug-October 2024
4. Report preparation and conclusion • Submit a brief report containing the preliminary findings, conclusions and recommendations • Meet with the reference group to discuss the preliminary findings and recommendations • Prepare a first draft evaluation report • Present the evaluation results to the SIAP Governing Council • Incorporate feedback and submit a final evaluation report and an evaluation brief	November-December 2024

Annex I. Quality criteria used to review evaluation reports

Report content	The report is structured logically and is well written
☒	• The report follows the table of contents outlined in the TOR and includes the relevant annexes • The executive summary is 1-2 pages and highlights the key findings, conclusions and recommendations • The report uses consistent grammar and spelling in line with UN rules, written in good English and is easy to read. Main messages are clearly distinguished from the text
Purpose, objectives	The report meets the purpose, objectives and scope of the evaluation stated in the TOR
☒	• The report gives a clear description of the object of evaluation. The expected results chain is clearly outlined. Key stakeholders are listed. • The report clearly explains the evaluation's purpose, objectives and scope, including main evaluation questions, and limitations • The report describes and explains the chosen evaluation criteria • Evaluation objectives and scope address gender and disability inclusion
Evaluation method	The evaluation methodology and its application are explained clearly

☒	• The methodology is clearly explained and applied throughout the evaluation process • The report describes data collection methods and analysis and consultation process • Methods are appropriate for effective gender and disability inclusion analysis • Amendments to the methodology identified in the inception report are clearly explained • The limitations and their implications for the validity of the findings and conclusions have been explained
Findings	The findings and conclusions are credible
☒	• Findings respond to the evaluation criteria and questions detailed in the scope and objectives section of the report • Findings are based on evidence gathered using methodology identified in the report • Findings are based on rigorous analysis, are evidence based and objective • Findings are adequately substantiated, balanced and reliable • The relative contributions of stakeholders to the results are explained
Conclusions	Conclusions are relevant, evidence based and insightful
☒	• The conclusions derive from the findings and are evidence based • Conclusions relate to the purpose and key questions of the evaluation • Conclusions are logically connected to evaluation findings
Recommendations	The recommendations are useful
☒	• The recommendations are clear and follow logically from the findings and conclusions • Recommendations are realistic, concrete and actionable within a reasonable timeframe • Recommendations for SIAP should be clearly within ESCAP's mandate
Gender and disability inclusion	Gender and disability inclusion are mainstreamed
☒	• The report discusses the extent to which the subject being evaluated integrates gender equality and disability inclusion perspectives in programme design, implementation and outcomes. • The evaluator collects and analyses data disaggregated by sex and other social groups. • Findings, recommendations and lessons learnt provide information on gender • The report uses gender sensitive and disability inclusion language.

Annex 2: Theory of change (based on 2020-2024 Strategic Plan)



Mainstreamed: Gender equality and disability inclusion

Broad Strategic Directions:

1. Better targeting: Improving course effectiveness and impact of e-learning programmes
2. Greater multiplier effect: Mobilization of expertise in highly specialized areas Partnership with national statistical training institutions and other agencies

Assumptions (Strategic Plan):

The following assumptions were included in the text of the Strategy Plan, noting that these remain general and are not aligned with particularly levels within the SIAP Logframe or Theory of Change:

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

Assessment of the Theory of Change and SIAP Logframe:

Observations on the ToC and results-hierarchy of SIAP:

- The Outputs and Outcomes in the ToC are well formulated, clearly reflecting changes in capacity (or potentials) at the Output level and changes in behavior at the Outcome level. These also reflect well the activities of SIAP - as implemented - providing a solid basis for planning, monitoring and evaluation (and learning) under the Strategic Plan.
- Activities implemented over the 2020-2024 period have been supportive of the theory of change, noting the difficult context created by the pandemic.
- It is unclear why the Strategic Plan includes both Goals and Outcomes, with a Logical Framework Matrix for each of the Goals. This could be simplified for the sake of clarity.
- The Outputs in the ToC and those in the logframes are different.
- The Impact of the ToC and long-term outcomes are not sufficiently different for these different levels to add value.
- The institutional logframe contained in the Strategic Plan, could be strengthened. It is linear in that each Goal has one Outcome and one Output contributing to it, except for

Goal 4 which has three Outputs. Rather than having four individual logframes, SIAP could consider consolidating this into one institutional logframe.

- Further, the logframes have indicators at the activity which is unconventional given that activities are not results. It would also be helpful for the indicator targets to be aligned with the appropriate indicators.
- If there is an interest in simplifying and consolidating the results framework, SIAP could consider removing 'Goal 4 Sustained increase in financial and human resources and improved statistical training and other services provided and coordinated by SIAP' as this related to financial inputs for the Institute. While important, finances are more of a means of implementation for SIAP rather than an intended result. The evaluator has removed this Goal from the constructed above.
- The assumptions could be aligned with the corresponding level in the logframes. Some appear more like preconditions than assumptions that seek to capture risks.
- While gender equality and disability inclusion are 'mainstreamed' it is not clear how. Mainstreaming requires concerted effort to ensure that mainstreamed issues are not simply lost.

Annex 3: Evaluation matrix

KEQ	Sub-questions	Source/Informant	Methods	Assumptions
Impact				
1. What have been the significant effects or impact of SIAP's interventions on national statistical offices and other stakeholders in ESCAP members and associate members?	1.1 To what extent have SIAP's interventions contributed to the observed impact on national statistical offices and other stakeholders? 1.2 What success stories can be identified in the implementation of SIAP's work?	· NSO representatives · GC members · ESCAP staff (SIAP and HQ) · Partner organizations	· Document review · Key informant interviews · Survey · Triangulation	· Sample available is representative · Response rate to survey is adequate
Relevance				
2. To what extent have SIAP's interventions responded to the specific needs of ESCAP members and associate members and aligned with ESCAP's objectives and mandate?	2.1 How does SIAP ensure that its work programme is aligned with the needs of target countries? 2.2 How was the relevance of SIAP's interventions perceived by ESCAP members and associate members? 2.3 Which specific outputs were considered most relevant to the members, and which were found least relevant?	· NSO representatives · GC members · ESCAP staff (SIAP and HQ) · Partner organizations	· Document review · Key informant interviews · Survey · Focus group discussions · Triangulation	· Sample available is representative · Response rate to survey is adequate
3. How could the relevance of SIAP's approach to capacity development be further enhanced?		· NSO representatives · GC members · ESCAP staff (SIAP and HQ) · Partner organizations	· Key informant interviews · Focus group discussions	
Effectiveness				
4. How effective was SIAP in achieving its capacity development objectives?	4.1 How is capacity development understood by SIAP and ESCAP more broadly? 4.2 How effective was SIAP in achieving its Outputs for the 2020-2024 period?	· ESCAP staff (SIAP and HQ) · Partner organizations	· Document review · Key informant interviews · Survey · Focus group discussions	· Sample available is representative · Response rate to survey is adequate
5. How could the effectiveness of SIAP's capacity development approach be further improved?		· NSO representatives · ESCAP staff (SIAP and HQ) · Partner organizations	· Key informant interviews · Focus group discussions	
Efficiency				

6. How well do the SIAP's staffing and financial resources match the statistical capacity development demands or requests of ESCAP members and associated members?		· NSO representatives · GC members · ESCAP staff (SIAP and HQ) · Partner organizations	· Document review · Key informant interviews · Survey · Focus group discussions	
7. To what extent did SIAP coordinate and cooperate with its backstopping division (Statistics Division of ESCAP) and other ESCAP substantive divisions?	7.1 To what extent is the SIAP work programme supportive of the objectives of ESCAP Sub-programme 7 (Statistics) 7.2 How has SIAP collaborated with other ESCAP substantive divisions?	· ESCAP staff (SIAP and HQ) · GC members	· Document review · Key informant interviews · Survey · Focus group discussions	· Sample available is representative · Response rate to survey is adequate
8. To what extent to SIAP cooperate with regional development partners, and UNCTs in the design and delivery of its outputs?	8.1 In what ways has SIAP collaborated with UNCTs and other members of the UNDS? 8.2 In what ways has SIAP collaborated with other organizations, including other statistical training institutions?	· ESCAP staff (SIAP and HQ) · Partner organizations	· Document review · Key informant interviews · Survey · Focus group discussions	· Sample available is representative · Response rate to survey is adequate
9. How could the coordination and cooperation be further enhanced?		· NSO representatives · ESCAP staff (SIAP and HQ) · Partner organizations	· Key informant interviews · Focus group discussions	
D. Sustainability				
10. What is the likelihood that SIAP's operations be sustained in the future?	10.1 What financial and in-kind commitments have been made by member States to contribute to the Institute's operations? 10.2 What indications are there (if any) that these will be sustained or increased?	· Host Government · NSO representatives · GC members · Partner organizations	· Document review · Key informant interviews	· Future resource commitments can be predicted by government reps.
E. Gender equality and disability inclusion				
11. To what extent have gender and disability inclusion considerations been mainstreamed into the design and implementation of the work of SIAP?	11.1 How have gender issues been addressed in the design and implementation of the work of SIAP? 11.2 How has disability inclusion been addressed design and implementation of the work of SIAP	· NSO representatives · GC members · ESCAP staff (SIAP and HQ) · Partner organizations	· Document review · Key informant interviews · Survey · Focus group discussions · Triangulation	· Sample available is representative · Response rate to survey is adequate
12. What could be done to promote gender and disability inclusion in SIAP's work?		· ESCAP staff (SIAP and HQ) · Partner organizations	· Key informant interviews · Focus group discussions	

Annex 4: Data collection instruments

Instrument	Description	Purpose
Desk review	Study and review of selected documents relevant to the evaluation (see Annex 6)	Information on the background and context, primarily for the Inception Report.
Key Informant Interviews	Semi-structured interviews in Bangkok, Chiba and MS Teams	To gather qualitative data on SIAP for the period 2020-2024
Focus Group Discussion	Discussions in groups of selected participants	To gather qualitative data on SIAP for the period 2020-2024
On-line Survey	An electronic survey targeting government officials from NSOs, training participants, Governing Council members and implementing partners Administration of the survey and analysis of data. See: https://survey.alchemer.com/s3/8027455/SIAP-Evaluation-Training-Participants	To gather quantitative and qualitative data on SIAP for the period 2020-2024.
Written responses to interview questions	Requested by some member States who had scheduling conflicts	To gather qualitative data on SIAP for the period 2020-2024

Key Informant Interviews

Interview Guide – SIAP Evaluation Member States

Introductory question

- i. To begin, could you please tell us about your role and your connection to SIAP?

Overall observations

- ii. From your perspective, what has gone well with SIAP?
- iii. What do you see as the main challenges that SIAP has faced?

Impact

- To what extent have SIAP's interventions contributed to the observed impact on national statistical offices and other stakeholders? (EQ1.1)
- What success stories can be identified in the implementation of SIAP's work? (EQ1.2)

Relevance

- How does SIAP ensure that it's work programme is aligned with the needs of your country? (EQ2.1)
- How do you view the relevance of SIAP's interventions? (EQ2.2)

- Which specific outputs do you consider to be most relevant, and are the least relevant? (EQ2.3)
- How could SIAP better respond to your government's statistical capacity development priorities? (EQ3)

Effectiveness

- How could the effectiveness of SIAP's capacity development approach be further improved? (EQ5)

Efficiency

- To what extent do you think the SIAP work programme is integrated into the work of the Statistics Division (EQ7.1)
- Are you aware of how SIAP collaborates with other members of the UNDS? (EQ8.1)
- In what ways has SIAP collaborated with other organizations, including other statistical training institutions? (EQ8.2)
- How could the coordination and cooperation be further enhanced? (EQ9)

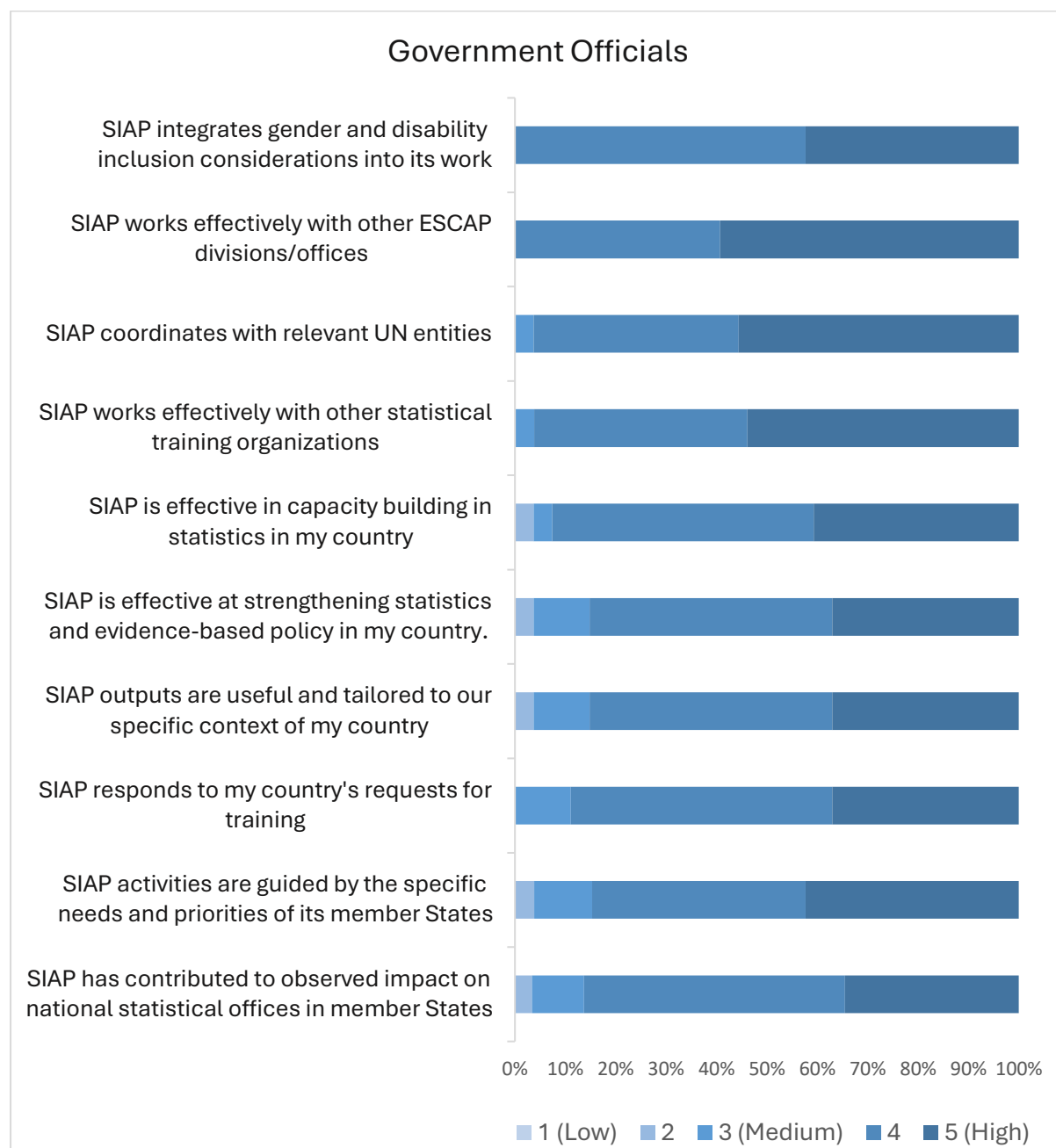
Gender and disability inclusion

- How have gender issues been addressed in the design and implementation of the work of SIAP? (EQ11.1)
- How has disability inclusion been addressed design and implementation of the work of SIAP (EQ11.2)
- What could be done to promote gender and disability inclusion in SIAP's work? (EQ12)

Closing

- Is there anything else you would like to raise before we wrap up?

Annex 5: Survey response



Government (Training participants and NSOs)		Low				High	
		1	2	3	4	5	n
Impact	Total (%)	0.0	3.4	10.3	51.7	34.5	29
SIAP has contributed to observed impact on national statistical offices in member States	Women	0.0	0.0	8.3	58.3	33.3	11
	Men	0.0	5.9	11.8	47.1	35.3	16
Relevance	Total	0.0	3.8	11.5	42.3	42.3	26
SIAP activities are guided by the specific needs and priorities of its member States	Women	0.0	0.0	0.0	45.5	54.5	11
	Men	0.0	6.7	20.0	40.0	33.3	15
Relevance	Total	0.0	0.0	11.1	51.9	37.0	27
SIAP responds to my country's requests for training	Women	0.0	0.0	9.1	45.5	45.5	11
	Men	0.0	0.0	12.5	56.3	31.3	16
Effectiveness	Total	0.0	3.7	11.1	48.1	37.0	27
SIAP outputs are useful and tailored to our specific context of my country	Women	0.0	0.0	9.1	45.5	45.5	11
	Men	0.0	0.0	18.8	43.8	31.3	16
Effectiveness	Total	0.0	3.7	11.1	48.1	37.0	27
SIAP is effective at strengthening statistics and evidence-based policy in my country.	Women	0.0	0.0	0.0	54.5	45.5	11
	Men	0.0	6.3	18.8	43.8	31.3	16
Effectiveness	Total	0.0	3.7	3.7	51.9	40.7	27
SIAP is effective in capacity building in statistics in my country	Women	0.0	0.0	0.0	45.5	54.4	11
	Men	0.0	6.3	6.3	56.3	31.3	16
Efficiency	Total	0.0	0.0	3.8	42.3	53.8	26
SIAP works effectively with other statistical training organizations	Women	0.0	0.0	0.0	40.0	60.0	10
	Men	0.0	0.0	6.3	43.8	50.0	16
Efficiency	Total	0.0	0.0	3.7	40.7	55.6	27
SIAP coordinates with relevant UN entities	Women	0.0	0.0	0.0	45.5	54.5	11
	Men	0.0	0.0	6.3	37.5	56.3	16
Efficiency	Total	0.0	0.0	0.0	40.7	59.3	27
SIAP works effectively with other ESCAP divisions/offices	Women	0.0	0.0	0.0	36.4	63.6	11
	Men	0.0	0.0	0.0	43.8	56.3	16
GEDI	Total	0.0	0.0	0.0	57.7	42.3	26
SIAP integrates gender and disability inclusion considerations into its work	Women	0.0	0.0	0.0	54.5	45.5	11
	Men	0.0	0.0	0.0	60.0	40.0	15

Training participants	Low					High
Responses 21 (Female 8, Male 13, non-specific 0)	1	2	3	4	5	n
SIAP has contributed to observed impact on national statistical offices in member States	0.0	0.0	9.5	57.1	33.3	21
SIAP activities are guided by the specific needs and priorities of its member States	0.0	0.0	0.0	61.9	38.1	21
SIAP responds to my country's requests for training	0.0	0.0	9.5	47.6	42.9	21
SIAP outputs are useful and tailored to our specific context of my country	0.0	0.0	9.5	57.1	33.3	21
SIAP is effective at strengthening statistics and evidence-based policy in my country.	0.0	0.0	14.3	52.4	33.1	21
SIAP is effective in capacity building in statistics in my country	0.0	0.0	4.8	61.9	38.1	21
SIAP works effectively with other statistical training organizations	0.0	0.0	0.0	42.9	57.1	21
SIAP coordinates with relevant UN entities	0.0	0.0	0.0	42.9	57.1	21
SIAP works effectively with other ESCAP divisions/offices	0.0	0.0	0.0	38.1	61.9	21
SIAP integrates gender and disability inclusion considerations into its work	0.0	0.0	0.0	60.0	40.0	20
GC members (past and present) and national focal points	Low					High
Responses 10 (Female 4, Male 6, non-specific 0)	1	2	3	4	5	n
SIAP has contributed to observed impact on national statistical offices in member States	0.0	12.5	12.5	37.5	37.5	8
SIAP activities are guided by the specific needs and priorities of its member States	0.0	0.0	16.7	16.7	50.0	6
SIAP responds to my country's requests for training	0.0	16.7	16.7	16.7	50.0	6
SIAP outputs are useful and tailored to our specific context of my country	0.0	0.0	16.7	33.3	50.0	6
SIAP is effective in strengthening statistics and evidence-based policy in my country.	0.0	16.7	0.0	33.3	50.0	6
SIAP is effective in capacity building in statistics in my country	0.0	16.7	0.0	16.7	66.7	6
SIAP is effective in promoting cooperation	0.0	0.0	16.7	33.3	50.0	6
SIAP works effectively with other statistical training organizations	0.0	0.0	16.7	33.3	50.0	6
SIAP coordinates with relevant UN entities	0.0	0.0	0.0	50.0	50.0	6
SIAP works effectively with other ESCAP divisions/offices	0.0	0.0	0.0	50.0	50.0	6
SIAP integrates gender and disability inclusion considerations into its work	0.0	0.0	16.7	16.7	66.7	6

Implementing partners	Low			High		
Responses 2 - UN entities (Female 1, Male 1)	1	2	3	4	5	n
4.1 SIAP has contributed to observed impact on national statistical offices in member States	0.0	0.0	0.0	100.0	0.0	2
5.1 SIAP activities are guided by the specific needs and priorities of its member States	0.0	0.0	0.0	50.0	50.0	2
5.2 SIAP responds to member States' requests for training	0.0	0.0	0.0	0.0	100.0	2
5.3 SIAP outputs are useful and tailored to the specific context of member States	0.0	0.0	0.0	50.0	50.0	2
6.1 SIAP is effective at strengthening statistics and evidence-based policy in member States	0.0	0.0	0.0	100.0	0.0	2
6.2 SIAP is effective in capacity building in statistics in member States	0.0	0.0	4.8	100.0	0.0	2
7.1 SIAP works effectively with other statistical training organizations	0.0	0.0	0.0	100.0	0.0	2
7.2 SIAP coordinates with relevant UN entities	0.0	0.0	0.0	0.0	100.0	2
7.3 SIAP works effectively with other ESCAP divisions/offices	0.0	0.0	0.0	100.0	0.0	2
8.1 SIAP integrates gender and disability inclusion considerations into its work	0.0	0.0	0.0	100.0	0.0	2

Annex 6: List of documents reviewed

1. Strategic plan of SIAP (2020-2024)
2. SIAP Annual work programme (2020, 2021, 2022, 2023, 2024)
3. SIAP Annual progress reports (2020, 2021, 2022, 2023)
4. Advancing official statistics for the 2030 Agenda for Sustainable Development: a collective vision and framework for action by the Asia-Pacific statistical community
5. Governing Council documentation
6. Revised Resource Mobilization Strategy of the Statistics Institute for Asia and the Pacific
7. Communications and Advocacy Strategy
8. Asia and the Pacific SDG Progress Report 2024 - Showcasing Transformative Actions
9. Commission documents (including Resolutions 50/5 of 13 April 1994 and 51/1 of 1 May 1995)
10. Results of SIAP surveys and questionnaires
11. Evaluation of SIAP – Final Report (2019)
12. Mission reports of the SIAP Director
13. Press Releases
14. SIAP Statute
15. SIAP Host Country Agreement
16. ESCAP Capacity Development Strategy (2016-2019)
17. ESCAP Monitoring and Evaluation: Policy and Guidelines (2017)
18. ESCAP Guidelines on Disability Inclusion in Evaluations (2022)
19. Mainstreaming Gender and Human Rights in Evaluations
20. Capacity Development – UNDAF Guidance

Annex 7: List of individuals consulted

ESCAP HQ staff

1. Ms. Lin Yang, Deputy Executive Secretary, ESCAP
4. Ms. Rachael Joanne Beaven, Director, Statistics Division, ESCAP
5. Ms. Rikke Hansen, Section Chief, Statistics Divisions, ESCAP
6. Mr. Sanjay Srivastava, Chief, Disaster Risk Reduction, ESCAP
7. Mr. Srinivas Tata, Director, Social Development Division, ESCAP
8. Mr. Edgar Dante, Evaluation Unit, SPMD, ESCAP
9. Ms. Petra Nahmias, Section Chief, Statistics Divisions, ESCAP
10. Mr. Alick Mjuma Nyasulu, Statistician, Statistics Divisions, ESCAP
11. Mr. Richard Tonkin, Statistician, Statistics Divisions, ESCAP
12. Ms. Cai Cai, Section Chief, Social Development Divisions, ESCAP
13. Mr. Chris Ryan, Statistician, ESCAP Sub-regional Office for the Pacific (EPO)

ESCAP SIAP staff

14. Ms. Shailja Sharma, Director, SIAP
15. Mr. Seiji Takata, Deputy Director, SIAP
16. Mr. Christophe Bontemps, Statistician/ Lecturer, SIAP
17. Mr. Sokol Vako, Statistician/ Lecturer, SIAP
18. Ms. Sinovia Moonie, Statistician/Lecturer, SIAP

Host Government

19. Mr. Masakazu Nagata, Director for International Statistics Affairs, Ministry of Internal Affairs and Communications, Government of Japan
20. Mr. Yamasaki Minoru, Director for International Training Cooperation, Ministry of Internal Affairs and Communications, Government of Japan

National Statistical Offices

21. Mr. Leota Aliielua Salani, Government Statistician, Samoa Bureau of Statistics
22. Ms. Ngoc Phan Thi, General Statistics Office of Vietnam
23. Ms. Aishath Hassan, Chief Statistician, Maldives Bureau of Statistics
24. Dr. Jitendra Singh Tomar, Director, National Statistical Systems Training Academy (NSSTA), Ministry of Statistics and Programme Implementation (MoSPI), Government of India
25. Mr. Batdavaa Batmunkh, Chairman, National Statistics Office, Mongolia

Partner organizations

26. Mr. Rajesh Sharma, Programme Specialist (Global) Disaster Risk Information & Application, Crisis Bureau, Bangkok Regional Hub, UNDP
27. Ms. Sara Duerto Valero, Regional Advisor on Gender Statistics, Regional Office for Asia and the Pacific, UN Women
28. Mr. Matthias Reister, Chief, Development Data Section Statistics Division, Development Data and Outreach Branch United Nations Department of Economic and Social Affairs (DESA)
29. Mr. François Fonteneau, Deputy Head, Partnership in Statistics for Development in the 21st Century (PARIS21)

Annex 8: Courses by modality and Output

Course		Output ²⁰	Duration
2020			
Regional training courses			
1	Short-term training course on supply and use table	1,3	20 – 24 Jan
Country e-learning training courses			
1	Training on metadata for SDGs to the following Countries (Tanzania)	1,3,4	20-21 Jul
2	Training on metadata for SDGs to the following Countries (Nepal)	1, 3, 4	27-29 Jul
3	Training on metadata for SDGs to the following Countries (Bangladesh)	1,3,4	9-17 Sep
Regional e-learning courses			
1	Official Statistics for SDGs	1,3,4	9 Mar – 7 April
2	Introduction to the System of Environmental Economic Accounting (SEEA) - central framework	1,3,4	6 April – 15 May
3	Health statistics for SDG monitoring	1,3,4	18 May – 12 June
4	Intermediate-level course on System of National Accounts (SNA): Integrated transaction accounts	1,3,4	29 June-31 Aug
5	Compiling national metadata for the SDGs	1,3,4	10 Aug-11 Sept
6	Introduction to energy statistics and energy accounts	1,3,4	14 Sep – 16 Oct
7	Crime Statistics from a Gender Perspective	1,3,4	10 Oct – 27 Nov
8	International Accounts	1,3,4	24 Nov – 31 Dec
Webinar			
1	Challenges in measuring the mortality of COVID-19 pandemic	1,3,4	20 Aug
2	National Strategy for the Development of Statistics (NSDS) and Advanced Data Planning Tool (ADAPT)	1,3,4	24 – 27 Nov
3	Management Seminar for the Heads of National Statistical Offices	1,3,4	3 – 4 Dec
2021 ²¹			
Regional e-learning courses			
1	Compiling Climate Change Indicators Based on an Accounting Approach	1,3,4	6 Jan – 12 Feb
2	Training of Trainers on Telephone Surveys	1,3, 4	12-22 Jan, 25-28 Jan
3	Principles of Data Visualization for Official Statistics and SDG Indicators	1,4	13 Jan - 3 Mar
4	Health Statistics for Monitoring SDGs (Russian language)	1,3,4	15-28 Feb
5	Disaster Related Statistics Framework	1,3,4	22 Feb - 9 April
6	Compiling National Metadata for the Sustainable Development Goals	1,3,4	22 Mar - 28 Apr
7	Introductory Course on Labour Accounts	1,3,4	12 April - 7 May
8	Official Statistics for SDGs (Russian language)	1,3,4	10-31 May
9	In-depth Training on Water Accounts	1,3,4	10 May - 18 June
10	Training of Trainers on Gender Statistics for Monitoring the SDGs	1,3, 4	10-11, 26-27 May, 14-15, 28-29 June
11	Developing National Indicator Frameworks for SDGs Monitoring	1,3,4	24 May - 25 June

²⁰ Assigned by evaluator based on Outputs contained in the Strategic Plan

²¹ Travel restrictions continued in 2021 due to the COVID-19 pandemic. All training programmes were delivered in virtual mode through e-learning.

12	Basic-Level E-learning Course on System of National Accounts (2008 SNA): Integrated Transaction Accounts (Russian)	1,3,4	19 July - 9 Aug
13	International Accounts	1,3,4	19 July - 27 Aug
14	Solid Waste Accounts	1,3,4	26 July - 20 Aug
15	Energy Statistics and Energy Accounts	1,3,4	30 Aug - 1 Oct
16	Intermediate Level E-learning Course on System of National Accounts (2008 SNA): Integrated Transaction Accounts (Russian language)	1,3,4	1 - 27 Sept
17	Foundational Course on Statistical Business Register	1,3,4	27 Sept - 12 Nov
18	Theory and Practices in Official Statistics for Monitoring SDGs	1,3,4	18 Oct - 10 Dec
19	SDG 9: Industry, Innovation and Infrastructure	1,3,4	8 Nov - 10 Dec
20	Machine Learning for Official Statistics and SDG Indicators	1,4	8 Nov - 24 Dec
Sub-regional e-learning and remote training courses			
1	Web-based Training on Using Big Data for Gender Statistics for the Pacific	1,3,4	29-30 July, 3-4 Aug
Country training courses			
1	Training on metadata for SDGs (Bangladesh)	1,3,4	6-8 Apr
2	Training on metadata for SDGs (Zimbabwe)	1,3,4	15-16 Apr
3	Training on metadata for SDGs (Cambodia)	1,3,4	28 Mar - 3 Apr
4	Training on metadata for SDGs (Nepal)	1,3,4	10-11 May
5	Training on metadata for SDGs (Lao P.D.R.)	1,3,4	12-14 May
6	Training on metadata for SDGs (Vietnam)	1,3,4	25-26 May
7	Disaster-related statistics framework for Indonesian nationals	1,3,4	26 Jul - 3 Sep
Webinars			
1	Webinar Series on Selected Topics in Environmental-Economic Accounting	1,3,4	12-14 Oct
2	Webinar Series on Selected Topics in the System of National Accounts	1,3,4	24-26 Nov
3	Management Seminar for the Heads of National Statistical Offices	1,3,4	30 Nov - 1 Dec
2022²²			
Regional face-to-face training courses			
1	Management Seminar for the Heads of National Statistical Offices	1,3,4	14-15 Dec
Subregional face-to-face training courses			
1	Technical Workshop on Statistical Literacy for the Pacific, Nadi, Fiji	1,3	
Country face-to-face training courses			
1	National Training: Producing and Using Gender Statistics to Monitor the SDGs and Implement the Pacific Roadmap for Kiribati	1	26-30 Sep.
2	National Training: Producing and Using Gender Statistics to Monitor the SDGs and Implement the Pacific Roadmap for Solomon Islands	1	10-15 Oct
Regional e-learning courses			
1	Compiling Climate Change Indicators: an Accounting Approach	1,3,4	10 Jan-18 Feb
2	Principles of Data Visualization for Official Statistics and Sustainable development Goal (SDG) Indicators	1,3,4	24 Jan-4 Mar
3	Crime Statistics from a Gender Perspective	1,3,4	14 Feb-20 Mar
4	Measuring Material Flows in the SDGs	1,3,4	7 Mar-1 April

²² Travel restrictions continued in 2022 due to the COVID-19 pandemic. All training programmes before Sept 2022 were delivered in virtual mode. The Institute has resumed face-to-face training for the Pacific (both subregional and country level) with partners starting Sept 2022.

5	Statistical Data and Metadata Exchange (SDMX) Foundation-newbies	1,3,4	28 Mar-8 May
6	Ecosystem Account	1,3,4	11 April-20 June
7	Health Statistics for Monitoring SDGs	1,3,4	4 July-12 Aug
8	Introduction to the System of Environmental Economic Accounting (SEEA) - Central Framework	1,3,4	1 Aug- 9 Sept
9	Training of Trainers: Improving Facilitation Skills	1,3,4	19-30 Sep
10	Foundational Course on Statistical Business Register	1,3,4	26 Sept-11 Nov
11	Introduction to Energy Statistics and Energy Accounts [3 Oct	1,3,4	3 Oct -18 Nov
Webinars			
1	Early Childhood Development Index 2030	1,3,4	18 - 19 May
2	Mastering Social Media for National Statistical Office (NSO) Communications	1,3,4	18 – 20 Oct
3	Register-based Population and Housing Census	1,3,4	25 – 27 Oct
2023			
Regional face-to-face training courses			
1	Training Workshop on an Accounting Approach to Climate Change Statistics and Indicators	1,3	15 – 19 May
2	Training for SDG4 monitoring using MICS survey data (Manila)	1,3	
3	Training Workshop on the System of Environmental-Economic Accounting, Ecosystem Accounting (Manila)	1,3	5-8 June
4	Training Workshop on Transition to Register-based Approaches for Population and Housing Censuses (Ankara)	1,3	12 – 15 June
5	Training Workshop on Enhancing Statistical Leadership for Heads of National Statistical Offices (NSOs) in Asia and the Pacific (Chiba)	1,3	14-16 June
6	Training Course on Big Data for Sustainable Development (RoK)	1,3	19-23 June
7	Training programme on Theory and Practices in Official Statistics for Monitoring Sustainable Development Goals (SDGs) (Chiba)	1,3	Aug – 1 Dec
8	Training Course on Consumer Price Index (Chiba)	1,3	25-29 Sept
9	Statistics on Informality	1,3	13–17 Nov
10	Training of Trainers on Quality of Statistics for SDGs, Perak, Malaysia	1,2,3	11-13 Dec
11	Management Seminar for the Heads of National Statistical Offices, Kuala Lumpur, Malaysia	1,3	14-15 Dec
Sub-regional face-to-face training courses			
1	Technical Workshop on Statistical Literacy and Capacity Development for the Pacific (Nadi)	1,3	22-26 May
2	Training on Gender Statistics for Monitoring the Sustainable Development Goals (Seoul)	1,2,3	29 May - 2 June
3	Technical Workshop on Statistical Literacy and Capacity Development for the Pacific (Guam)	1,3	24-28 July
4	Training on Monitoring the lack of Financial Protection in health (SDG 3.8.2 and related indicators)	1,3	23-26 Oct
5	Gender Statistics for SDG Monitoring, Daejeon	1,2,3	30 Oct – 3 Nov
Country face-to-face training courses			
1	Producing and Using Gender Statistics to Monitor the SDGs and Implement the Pacific Roadmap (Tonga)	1,3	23-27 Jan
2	Sampling Techniques with Applications (Mongolia)	1,3	4-8 Sept
3	SEEA Central Framework (Bhutan)	1,3	30 Oct – 3 Nov
Regional e-learning courses			
1	Machine Learning for Official Statistics and SDG Indicators	1,4	21 Nov 2022 -15 Jan 2023
2	Compiling climate change indicators: an accounting approach	1,3,4	16 Jan-24 Feb

3	Introduction to International Recommendations on Refugee and IDP Statistics	1,3,4	13 Mar-21 April
4	Increasing engagement around data and statistics – identifying and responding to user needs	1,3,4	27 Mar-28 April
5	Sustainable Development Goal 9 (SDG 9): Industry, Innovation and Infrastructure	1,3,4	24 April -26 May
6	In-depth Training on Water Accounts	1,3,4	15 May – 23 June
7	Advanced Data Visualization for Official Statistics and SDG Indicators	1,3,4	3 - 28 July
8	Disaster related statistics framework	1,3,4	7 Aug- 15 Sept
9	Disaster related statistics framework (DSRF)in Russian language	1,3,4	25 Sep – 8 Oct
10	System of Environmental-Economic Accounting–Ecosystem Accounting (SEEA EA)	1,3,4	2 Oct-11 Nov
11	Compiling climate change indicators: an accounting approach in Russian language	1,3,4	9 Oct – 22 Oct
12	Compiling National Metadata for the Sustainable Development Goals in Russian language	1,3,4	6 Nov – 24 Nov
13	Statistical Data and Metadata eXchange, SDMX with ADB platform	1,3,4	15 Nov – 15 Dec
14	Foundational Course on Statistical Business Registers in Russian language	1,3,4	27 Nov – 15 Dec
Country-focused e-learning course			
1	Disaster related statistics framework (Thailand National e-Learning course)	1,3,4	20 June - 8 Sept
Webinars			
1	Webinar on 2008 SNA Implementation	1,3,4	22 - 23 Feb
2	Webinar Series on Indicators on business performance related to well-being and sustainability	1,3,4	26 Apr – 28 Jun
3	Webinar Series on Selected Topics on Management Aspects of Capacity Building	1,3,4	27 – 28 Sep
4	National Strategy for the Development of Statistics and the Advanced Data Planning Tool	1,3,4	21 -23 Nov
2024			
Regional face-to-face training courses			
1	Compilation of Energy and Air Emission Accounts	1,3	5-15 Feb.
2	Regional Course on Statistical Business Registers	1,3	11-14 March
3	Training programme on Theory and Practices in Official Statistics for Monitoring SDGs	1,3	19 Aug- 30 Nov
4	Regional Training on Crime Statistics from a Gender Perspective	1,3	3-6 Sept.
5	Regional Workshop on Web-scraping for Consumer Price Statistics	1,3	6-20 Sept
6	Regional Training Workshop on Enhancing Statistical Leadership for Heads of National Statistical Offices (NSOs) in Asia and the Pacific	1,3	4-6 Sept
7	Training Workshop on Quality of Statistics for Sustainable Development Goals (SDGs) for the Asia-Pacific Region	1,3	23-25 Sept
8	Regional Course on Statistics on Informality: Definitions, Measurement, SDG's and other Policy Indicators	1,3	15-18 Oct.
9	Regional Training on Crime Statistics from a Gender Perspective	1,3	3-6 Sept.
10	Big Data: Innovative Methods and Applications for Achieving SDGs	1,3	21-25 Oct.
11	Management Seminar for the Heads of National Statistical Offices	1,3	10 Dec
Sub-regional face-to-face training courses			
1	Sub-Regional Training Workshop on Climate Change Statistics and Indicators for South Pacific	1,3	3-7 June

2	Sub-Regional Training Workshop on Climate Change Statistics and Indicators for North Pacific	1,3	17-21 June
3	Sub-Regional Workshop on an Accounting Approach to Climate Change and Biodiversity	1,3	9-12 Sept.
4	Sub-regional Course on Consumer Price Index	1,3	30 Sept-4 Oct
5	Technica Workshop on Computer Assisted Personal Interviewing (CAPI) for the Pacific	1,3	18-22 Nov
Country face-to-face training courses			
1	Training on Machine Learning and GIS for Land Cover Estimation Mission to Vanuatu Bureau of Statistics (VBoS)	1,3	15-26 April
2	Training on Natural Resource Accounts (Land and Forest), Bangladesh	1	20-22 Mat
3	GIS and Machine Learning for Land Cover Estimation, Vanuatu	1,3	8-12 July
4	National Training of Trainers on Gender Statistics for Monitoring SDGS, Philippines	1,2	5-8 Nov
Regional e-learning courses			
1	Machine Learning for Official Statistics	1,4	27 Nov 2023- 19 Jan
2	Introduction to the System of Environmental Economic Accounting (SEEA)-Central Framework	1,3,4	4 Mar – 12 Apr
3	The International Recommendations on Refugee, IDP and Statelessness Statistics	1,3,4	1 Apr – 7 Jun
4	Principles of Reproducible Analytical Pipelines for Official Statistics	1,4	6-31 May
5	Increasing engagement around data and statistics – identifying and responding to user needs	1,3,4	12 Aug-13 Sept
6	Disability Statistics for Tracking Inclusive and Sustainable Development	1,3,4	23 Sep – 8 Nov
7	Compiling climate change indicators: an accounting approach	1,3,4	30 Sep – 8 Nov
8	Dava Visualization for Official Statistics and SDGs	1,4	11 Nov – 27 Dec
9	Solid Waste Accounting	1,3,4	18 Nov – 6 Dec
Webinars			
1	Webinar on the Management of Statistics Capacity Building in the Pacific	1,3,4	21 Feb.
2	Webinar on Macroeconomic Statistics Framework	1,3,4	23-24 Jan.
3	Webinar on Measuring Digital Trade	1,3,4	6 March
4	Webinar on Enhancing Collaboration between NSOs and Disaster Management for Smarter Disaster and Climate Resilience	1,3,4	8 Oct.
5	National Strategy for the Development of Statistics	1,3,4	3-5 Dec

Annex 9: Management response