

STRATEGIC PLAN OF SIAP FOR AY 2010 - AY 2014

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Executive summary

- 1. The United Nations has been strongly emphasizing the delivery of efficient and results-oriented services to its members and associate members. Its planning and budgeting have gradually become more strategic and the linkages between various programmes more explicit, so that the expected accomplishments of each entity has contributed to the achievement of the common goal. In line with this, the Executive Secretary of ESCAP is working to strengthen the regional institutions of the Commission. The Statistical Institute for Asia and the Pacific (SIAP), as a subsidiary body of ESCAP, works closely with the Statistics Division of ESCAP to implement the Commission's subprogramme on statistics.
- 2. The financial resources of the Institute are derived principally from contributions of the host Government (Japan) and cash contributions from members and associate members of ESCAP. The Government of Japan also sponsors fellowships for all Tokyo Metropolitan Area-based training courses, through the Japan International Cooperation Agency.
- 3. Over the past years, SIAP has been developing partnerships with national statistical offices and international organizations, including the United Nations Development Programme, in carrying out its mission. As of 1 December 2008, 11,305 participants from 123 countries had been trained by the Institute.
- 4. The goal of the ESCAP subprogramme on statistics for the 2010-2011 biennium is "To increase the use of statistics for evidence-based decision-making and foster the development and dissemination of key demographic, social, economic and environmental statistics in the ESCAP region" (see E/ESCAP/64/22/Rev.1). SIAP will contribute to this goal by achieving its stated outcome for the academic years 2010-2014, which is "Strengthened statistical capability of developing countries in Asia and the Pacific to meet statistical requirements and thereby facilitate solutions aimed at enhancing economic prosperity, social progress and environmental sustainability".
- 5. The Institute will focus its assistance on the following three key areas:
- (a) Supporting monitoring and evaluation of national development strategies with respect to the Millennium Development Goals and sustainable development;
- (b) Strengthening capability in producing and disseminating integrated economic statistics, including implementation of the 2008 System of National Accounts (SNA);
- (c) Strengthening national capability in the application of information management and related Information and Communications Technology for national statistical systems.
- 6. Strong emphasis will be placed on organizational and institutional capacity-building. In doing so, different modalities of training activities will be used to reach a broader target group. The training programme of the Institute will expand its training horizon to encompass e-learning and distance training while improving efficiencies and the effectiveness of other programmes.
- 7. SIAP will strengthen partnerships it has forged with other organizations within and outside the United Nations system and with members and associate members of ESCAP, and create new partnerships with other international organizations and countries in order to maximize the use of limited resources and to have a greater impact

on strengthening national capacity.

8. The objectives of the strategic plan cannot be achieved without two fundamental components: (a) strong sense of national ownership by members and associate members; and (b) demand-driven training programmes. The proposed strategic plan will allow SIAP greater flexibility to: (a) enable countries to strengthen their awareness of national ownership; and (b) increase its responsiveness to the diverse capability-building needs of countries in the region.

Introduction

- 9. In response to a request made by the Governing Council at its third session on 22 and 23 November 2007 in Bangkok (see STAT/SIAP/GC(3)/Rep), the proposed strategic plan of the Institute for the five-year period of 1 April 2010 to 31 March 2015 has been prepared to ensure the medium- to long-term stability of the Institute.
- 10. The Institute's current five-year Programme of Work for the academic years ¹ 2005 to 2009 will be completed by the end of academic year 2009 (31 March 2010). The programme has been effective and has achieved most of its intermediate goals in building statistical capability in developing countries, in particular priority countries of ESCAP.
- 11. Nevertheless, demand for training remains huge. Many countries in the region, especially landlocked, least developed and small island developing countries as well as those with economies in transition, are struggling to produce even the basic development indicators. At the same time, however, countries are striving to produce statistics in new policy areas related to inclusive and sustainable development. Furthermore, countries are facing challenges in implementing new or revised international standards in various areas of official statistics. Thus, action-oriented training, with a multiplier effect to facilitate the wide dissemination of knowledge, is in high demand. It is necessary to broaden the target groups for training beyond the national statistical offices, so as to include those who are involved in the production of official statistics in line ministries and other Government agencies, as well as training institutes, universities and users.
- 12. The proposed plan provides strategies and direction for the Institute to enhance its effectiveness and increase its responsiveness to the needs of countries in the region. The plan has been developed based on feedback from countries and with guidance and recommendations from ESCAP and the Governing Council of SIAP.
- 13. The Institute is shifting from a multi-year work programme to a more strategic, results-oriented approach of planning, implementation, monitoring and evaluation. The proposed strategic plan has been developed using the results-based management approach of ESCAP.
- 14. The strategic plan is outlined below. Section I describes the current status of the Institute in terms of capacity-building and opportunities to build stronger statistical capacity in the region. The proposed programme description is presented in Section II. Expected results are discussed in Section III and Management and Resources are discussed in Section IV. Monitoring and Evaluation are described in the Section V. The present document also includes the logical framework, which identifies the results and the performance indicators for which SIAP will be accountable to its stakeholders. The results indicated in the logical framework must be wholly owned by members and associate members. The rough estimates of required resources are also included in the

¹ The academic year runs from 1 April to 31 March of the following year.

proposed plan. A detailed implementation plan describing the actions of the Institute, available resources, timelines, and methods for ensuring accountability is under development, and will be submitted to the Governing Council of SIAP in November 2009.

I. SITUATION ANALYSIS

A. The current status of the Institute in terms of capacity-building and its impact

1. SIAP mission

- 15. SIAP is a regional institution of ESCAP with a worldwide reach. It was founded in May 1970 in response to a critical shortage of personnel trained in official statistics in most developing countries of Asia and the Pacific. It operated on a project basis until it became a subsidiary body of ESCAP in 1995. The statute of the Institute was last reviewed in 2005. The work programme of SIAP contributes to the achievement of objectives set in the strategic framework for the ESCAP subprogramme on statistics.
- 16. The objectives of SIAP 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, analyse 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". These will be achieved by undertaking such activities as (a) training of official statisticians, directly and by utilising existing centres and institutions for training available in member States; (b) networking and partnership with other international organizations and key stakeholders; and (c) knowledge management.
- 17. Both ESCAP and the Governing Council of SIAP, which holds a session once a year, provide guidance on the Institute's functioning. In its resolution 64/1 of 30 April 2007, the Commission requested the re-established Committee on Statistics to provide the secretariat, including its regional institutions "with guidance in reviewing the proposed strategic framework and program of work".⁴

2. SIAP resources

- 18. SIAP has seven professional staff: the Director, the Deputy Director (Training) cum lecturer, and five eminent lecturers/statisticians with extensive theoretical and practical expertise in official statistics. In addition, SIAP has four general service staff and receives further support services from 10 officials assigned by the cooperating agency of the host Government of Japan, namely, the Ministry of Internal Affairs and Communications. The Institute occasionally contracts services from external guest lecturers, and ESCAP staff from various divisions have provided training on important topics of official statistics.
- 19. The financial resources of SIAP are principally derived from the cash contributions of the host Government and other members and associate members of ESCAP. The annual contribution provided by Government of Japan constitutes the main bulk (on average over 87 per cent) of the total annual cash contributions received from members and associate members.

² See Commission resolution 61/2 of 26 July 2005.

³ See Commission resolution 61/2 of 26 July 2005, annex I, para. 4.

⁴ See Commission resolution 64/1, annex I, para. 9.

- 20. In addition to cash contributions, the host Government provides administrative and infrastructure support, such as the provision of office space, equipment, facilities and services of local personnel and lecturers as resource persons for Tokyo Metropolitan Area (TMA)-based training courses. The Government of Japan also sponsors fellowships for all TMA-based training courses through the Japan International Cooperation Agency (JICA).
- 21. The Institute has been receiving support from other countries in the region as well. Australia and New Zealand have been providing resources in the form of experts to conduct training programmes. China, Indonesia, the Islamic Republic of Iran, the Republic of Korea and the Philippines, as well as Hong Kong, China have been cooperating with SIAP to conduct regional and subregional training courses.

3. Partnerships that strengthen the impact of SIAP

22. SIAP has developed strong partnerships with other organizations both inside and outside the United Nations System, including the Department of Economic and Social Affairs, the United Nations Development Programme (UNDP), the Economic Commission for Europe, the United Nations Educational, Scientific and Cultural Organization, the United Nations Conference on Trade and Development, the Asian Development Bank, the International Labour Organization, the International Monetary Fund, the World Bank, and the Secretariat of the Pacific Community in organizing various training programmes. UNDP has been a major donor for and supporter of SIAP since its establishment. In 2007, SIAP completed the implementation of a UNDP project on statistical capability-building for the promotion and generation of quality and reliable data to monitor the progress of the Millennium Development Goals. These partnerships are critical for strengthening the impact of the capacity-building programme of the Institute.

4. SIAP training activities

- 23. The training programme of the Institute consists of (a) TMA-based training courses conducted jointly by SIAP and JICA at the Institute in Chiba, Japan; (b) the Outreach Programme, conducted outside of Japan, which includes regional, subregional and country training courses (including a research-based regional training programme) as well as workshops and seminars conducted in collaboration with host country institutions and/or regional and international agencies; and (c) distance training (on a trial basis), using the JICA-Net service (see Annex II).
- 24. *TMA-based courses*. The premier training courses of SIAP, these provide important theoretical knowledge and practical skills that are relevant to carrying out the main tasks of national statistical offices. The practicality of these courses is supported by their unique project work programme, in which participants undertake projects to apply their newly acquired knowledge and skills under the supervision of faculty members. The training also provides participants with an invaluable opportunity to observe an advanced official statistical system—that of Japan—in practice, and to understand the role of well-coordinated, timely and reliable statistical information on evidence-based policymaking. The current TMA-based training courses are listed in Table 1. More information about the training programme and course contents is available at www.unsiap.or.jp/prog_overview/trainingprog_overview.htm.

Course	Target group
Six-month Group Training Course in Modules on Fundamental Official Statistics (statistical and survey methods, national accounts and economic statistics and demographic and social statistics)	Junior-level statisticians
Two-month Group Training Course in Application of Information and Communications Technologies for Production and Dissemination of Official Statistics	Mid-level statisticians and computer personnel
Two-month Group Training Course in Analysis, Interpretation and Dissemination of Official Statistics (alternate years for economic and social statisticians)	Mid-level statisticians
Two-month Area-focused Training Course in Collection and Analysis of Official Economic Statistics for Central Asian and Caucasus Countries (with interpretation into Russian)	Mid-level statisticians

Table 1. Tokyo Metropolitan Area-based training courses

- 25. Outreach Programme. This programme complements the TMA-based courses and is carried out in collaboration with national statistical organizations, related training institutes, and other international organizations. The outreach programme, including regional, subregional and country courses, covers a wide range of topics, in particular related to the Millennium Development Goals, poverty reduction, gender statistics, disability and health statistics, 1993 SNA, statistical quality management and fundamental principles of official statistics. The Institute has also been conducting the Research-based Training Programme since 2001, as well as a series of management seminars. The seminars, held in collaboration with the Statistics Division of ESCAP and the United Nations Statistics Division, provide the heads and senior officials of national statistical offices with opportunities to discuss and share experiences on important and emerging issues relevant to their management responsibilities.
- 26. Distance training. SIAP, with strong support from the Government of Japan and JICA (headquarters as well as overseas offices), has initiated distance training on a trial basis in order to increase the Institute's responsiveness to the growing training demand in the region.

5. Achievements to date

- 27. As of 1 December 2008, 11,305 participants from 123 countries have been trained by the Institute. Most of the participants (11,111) came from countries of the ESCAP region; 193 came from other regions (West Asia, 31; Africa, 79; Europe, 27; and the Americas, 57).
- 28. SIAP training programmes contribute to a sense of community among official statisticians by giving participants the opportunity to build networks within the region and beyond. Such networks facilitate communications among statistical offices, encouraging them to: (a) align their statistical programmes to international standards and methodologies; (b) disseminate knowledge of best practice; and (c) exchange expertise in various fields of official statistics.
- 29. The training programmes, especially the TMA-based courses, have been highly valued by developing countries and quoted as a model for other regions of the world. A number of former participants of SIAP courses now hold influential positions in statistical organizations in their countries and are actively helping to improve the availability of quality data and services of national statistical system.

B. The need to create stronger statistical capacity in the region

- 30. While there is evidence that the statistical capacity is improving in the region, many developing countries are unable to compile a minimum set of basic statistics. Relevant and reliable statistics are a fundamental requirement for the development of evidence-based policies and their implementation. Moreover, the increasing recognition of the role of transparency and accountability in public policy delivery and resource allocation has fuelled the demand for timely and high-quality statistics.
- 31. The proposed strategic plan would be completed in 2015, only a few months before all countries and areas of the region are expected to have reached, or be very near reaching, the Millennium Development Goals. Many national statistical offices in the region face the significant challenge of developing an appropriate information system for the monitoring and evaluation of progress towards achieving the Goals. The need for quality statistics applies also to monitoring sustainable development, including environmental issues.
- 32. Since the adoption of the United Nations Millennium Declaration⁵ and related indicators, SIAP has focused on training statisticians to produce data for development indicators. The content of the Institute's training programme has been adjusted periodically on the basis of the guidance from the Governing Council, the results of a series of surveys conducted to identify the training needs, and consultations with ESCAP, partner agencies and other experts. The results from the latest surveys, conducted in 2006 and 2008, showed that many countries needed existing courses to continue. The countries also requested courses on: (a) analysis and interpretation of census and survey data; (b) data quality control; (c) Millennium Development Goal indicators; (d) population-based statistics; (e) health statistics; (f) integrated economic statistics; and (g) national accounts. Vital registration, emerging socio-economic issues, and gender and the environment have also been recognized as areas in which the potential for statistics training as well as for improving the dissemination practices of official statistics is high.
- 33. Recently, SIAP received requests from more than 30 countries in the region, showing strong demand for TMA-based training courses. A number of countries depend heavily on such courses, since their statistical development plans entail more professional statisticians. Moreover, many countries lack professional staff and have limited training capacities of their own, and thus rely on SIAP courses to train the trainers.
- 34. Many countries in Asia and the Pacific are still at the stage of moving from the 1968 to the 1993 version of SNA. Countries in the region need to strengthen their capabilities in developing integrated economic statistics and implementing the 2008 SNA as the common conceptual framework for such statistics. For integrated economic statistics, the conceptual, statistical production and institutional issues will need to be introduced in the context of the region, and then ways and means must be sought to build towards the integrated whole from the capabilities that now exist.
- 35. In addition, rapid developments in information management and related information and communications technology (ICT) significantly influence the operations of national statistical systems. For example, Internet and electronic business transactions generate huge volumes of data; national statistical offices need to be able to extract, store and manage data effectively. ICT could have a potential role in developing well-coordinated, consistent and coherent national statistical information systems. However, many countries in the region are not able to exploit the full potential of

⁵ See General Assembly resolution 55/2.

information management and related ICT, and constantly express to SIAP their strong need for systematic training in ICT for national statistical systems.

- 36. Taking this evidence into account, we can identify the following as our challenges:
- (a) Development towards achieving the Millennium Development Goals has been requiring more policy-oriented statistical indicators.
- (b) Such policy needs have put pressure on national statistical systems to provide more integrated and coordinated data among official statistics, particularly those related to economics.
- (c) Rapidly changing information management and ICT, including Internet technologies, have led to ever-stronger pressure for official statistics to follow suit. Otherwise, the system could easily become outdated and not be able to meet the changing needs for statistics.
- 37. A strong sense of national ownership by members and associate members and a demand-driven training programme are key enablers for effectively addressing these challenges. The proposed strategic plan will allow greater flexibility to enable countries to strengthen their awareness of national ownership and help SIAP increase its responsiveness to the diverse capability-building needs of members and associate members of ESCAP.

II. PROPOSED STRATEGY

- 38. The direction of the proposed strategic plan derives mainly from: (a) General Assembly resolutions 55/2, containing the United Nations Millennium Declaration, and 60/1, containing the 2005 World Summit Outcome, in particular as they relate to the monitoring of the internationally agreed development goals, including the Millennium Development Goals; (b) Economic and Social Council resolution 2006/6 on strengthening statistical capability; (c) ESCAP resolutions 61/2 on the statute of the Statistical Institute for Asia and the Pacific, 62/10 on strengthening statistical capacity in Asia and the Pacific, and 64/1 on the restructuring of the conference structure of the Commission, in which the Committee on Statistics was re-established; and (d) the Principles Governing International Statistical Activities (E/CN.3/2006/13, annex).
- 39. The SIAP work programme is integrated into the ESCAP subprogramme on statistics, allowing SIAP and the Statistics Division of ESCAP to work closely together. There is a clear division of labour, with each having a complementary role in addressing the statistical capacity-building needs of countries in Asia and the Pacific.
- 40. The Institute will intensify its training activities by expanding their scope, range and modalities in order to increase responsiveness to the needs of countries and to facilitate the implementation of ESCAP priorities. It will do so by focusing on the following three areas:
- strategies with respect to Millennium Development Goals and sustainable development in the region. The focus of SIAP is shifting from providing national statistical offices with only technical skills of collection, processing and compilation of Goal-related indicators to creating knowledge and skills for the national statistical systems to support monitoring and evaluation of national development strategies with respect to Millennium Development Goals and sustainable development. Social statistics, especially those needed to achieve and analyse the Goals, will be prominent in the curricula of most courses. The proportion of time allocated to measures of disparity, social

inclusion/exclusion and social protection will be increased, and related policy implications will be discussed in a greater depth. Methods for providing small-area and disaggregated socio-economic statistics for policy analysis have evolved and will be taken into account in course design. Gender related issues will be mainstreamed into all activities of SIAP.

- (b) Strengthening national capability in integrated economic statistics, including the implementation of the updated 2008 SNA. The Institute will focus its training programme on the 2008 SNA, as it provides a conceptual framework for coordinating economic statistics to ensure not only numerical but also conceptual consistency.
- (c) Strengthening national capability in the application of information management and related ICT for national statistical systems. The training focus will be on statistical databases, including: (a) data management; (b) the management and development of integrated databases for micro- and macrodata; (c) data mining; and (d) use of the appropriate hardware with associated software for data processing, analysis and dissemination.
- 41. Proposed strategies to achieve the Institute's outcome for the planning period are:
- (a) Strengthening partnership with other organizations. SIAP will strengthen its partnership with organizations inside and outside the United Nations system as well as with members and associate members of ESCAP to ensure that the objectives of the strategic plan are achieved. Alignment of programmes with the work of United Nations country teams and relevant regional entities will be pursued in accordance with ongoing efforts to strengthen system-wide coherence. SIAP will coordinate with members and associate members, the Statistics Division of ESCAP, the United Nations Statistics Division and other partners in reviewing and updating its training programme; organizing joint training activities, including workshops, seminars; and developing training materials. Only through such efforts can more coherent and fully harmonious results be expected.
- (b) Developing complementary training modalities with increased use of ICT. SIAP will initiate e-learning and distance training. While not replacing face-to-face training at SIAP, these modalities will provide opportunities to reach a broader target group and provide continuous and sustainable training for Government officials/statisticians and training institutes. Additional resources will be sought to create a programme that makes use of multimedia and collaborative tools to provide user-friendly access not only to SIAP training materials, but also to materials, already available on the Internet.
- (c) Strengthening partnership agreements with national training institutions and multiplying the impact of SIAP training through the "training the trainers" scheme. The Institute will offer a training programme that will accommodate the different training needs of Government officials and statisticians in the region, from entry-level statistical skills, through intermediate and professional development, up to advanced-level statistical training. Strong emphasis will be attached to "training the trainers" in order to facilitate the building of national capability in training and ensuring the sustainability of the Institute's efforts. The participants will be equipped with skills to design training programmes, teach others and make effective presentations. The requirement of having a knowledge-sharing plan on return to office will be retained and adjusted as may be required. SIAP will assume the role of a clearing house for training materials, and will develop common standards for assessing the quality of statistical training materials. The Institute will play a coordinating role in strengthening the regional dimension of training by supporting training institutions and

courses at the country level. This will help South-South cooperation and facilitate networking among countries in the region.

42. Special attention will be given to strengthening national statistical capability in landlocked, least developed and small island developing countries as well as in countries with economies in transition.

III. EXPECTED RESULTS

A. Goal, outcome and outputs

43. SIAP will deliver the outputs as described in Table 2 in order to achieve its outcome and to contribute to the ESCAP subprogramme on statistics. The outcome is in line with the subprogramme for the biennium 2010-2011. The outputs and the corresponding synopsis of activities of SIAP have been endorsed in general by the Governing Council.

Table 2. Results framework of the Statistical Institute for Asia and the Pacific, for the five-year period from academic years 2010 to 2014

Goal				
To increase the use of statistics for evidence-based decision-making and foster the development and dissemination of key demographic, social, economic and environmental statistics in the ESCAP region.				
Outcome	Indicators of achievement			
Strengthened statistical capability of developing countries in Asia and the Pacific to meet statistical requirements and thereby facilitate solutions aimed at enhancing economic prosperity, social progress and environmental sustainability.	Increased percentage of trainees of SIAP who indicate that they are better able to take measures to improve the availability of quality data and services provided by national statistical systems. Need views and feedback from heads of national statistical offices.			
Outputs and related activities				
 A. Improved knowledge and skills of Government officials and statisticians in regard to producing, managing and using data supported by appropriate information and communications technology. Conduct Tokyo Metropolitan Area-based training courses Conduct outreach programme, including regional, subregional and country-level training, workshops and seminars 	 (a) Difference between pre- and post-test scores; (b) Percentage of participants who indicate much improved/fairly improved confidence in implementing the newly acquired knowledge and skills upon return; (c) Percentage of participants who indicate that training was very useful/useful to their work. 			
 B. Improved remotely guided learning Coduct distance and online training Provide electronic learning materials 	Number of participants who find that the training or training materials were very useful/useful.			
C. Increased multiplier effect of SIAP	(a) Number of training activities organized by national statistical offices,			

training at country levels training institutions, centres or units in which the knowledge and skills of former Train the trainers in the Tokyo participants of SIAP courses as well as Metropolitan Area-based training training materials or other training courses resources prepared by the Institute are Include training the trainers in the outreach programme (b) Increased number of country partner institutions. Expand cooperation with country partner institutions D. Improved skills of managers of Percentage of heads of national statistical offices who attend a seminar: national statistical offices (b) Percentage of deputy heads of Organize management seminars for the heads, deputy heads and national statistical offices who attend a mid-level managers of national workshop or seminar; statistical offices (c) Percentage of mid-level managers of national statistical offices who attend a training, workshop or seminar; (d) Percentage of participants who indicate that the training, seminar or workshop(s) was/were very useful/useful to their work; (e) External assessment by stakeholders and some practical examples of how the assessment made a difference. E. Improved coordination of statistical Number of jointly conducted training training in the region activities held during the year. Organize joint training activities with training institutions, members and associate members of ESCAP, international organizations Develop training materials in collaboration with other institutions

IV. MANAGEMENT AND RESOURCES

- 44. In implementing the proposed plan, the Institute will follow up on the guidance and recommendations of the Commission, the Governing Council of SIAP and the Committee on Statistics and make annual adjustments as necessary to reflect the changing environment and new opportunities as they arise. A detailed implementation plan for the period 1 April 2010 to 31 March 2015 describing the Institute's actions, available resources, timelines and methods for ensuring accountability is under development. At its fourth session, held in November 2008, the Governing Council was informed that the Institute would present the final draft implementation plan at the 2009 session of the Governing Council (STAT/SIAP/GC(4)/4).
- 45. The Director of the Institute would be the main person responsible for the overall implementation, monitoring and evaluation of the proposed strategic plan. The

Director will be supported by the Deputy Director, faculty members and other staff members of the Institute in achieving and monitoring the outcome and outputs.

46. The strategic plan will be implemented in close collaboration with the Statistics Division of ESCAP. It is also expected that, with the support of other international organizations, the plan will be instrumental in achieving development goals, including the Millennium Development Goals, in the countries of the ESCAP region.

Budget and resource requirements

- 47. SIAP depends on voluntary contributions from the host Government and other members and associate members of ESCAP. The Government of Japan, based on its relevant and applicable laws and regulations and in accordance with its budgetary appropriations, provides the main bulk of cash and in-kind contributions. In 2007, Japan contributed \$1,685,280 in cash, constituting 87 per cent of all such contributions for that year. Cash contributions from other members and associate members in 2007 come to \$271,456. Among the 58 members and associate members in the region, fewer than 25 are regular contributors. Several contribute only token amounts.
- 48. The annual cash contributions from members and associate members of ESCAP will continue to be the major source of funding for the implementation of this strategic plan. Total resource requirements for the five-year period from 1 April 2010 to 31 March 2015, have been set at \$12,050,885, an increase of approximately \$1,300,000 over the budget of the previous five-year period (1 April 2005 to 31 March 2010). The required amount of cash contributions is \$10,320,290. The Institute anticipates that other members and associate members other than Japan will provide cash contributions totalling \$2.1 million. The Institute also anticipates that the Government of Japan will contribute the remaining cash contribution, \$8,220,290, which would represent about 80 per cent of the total.
- 49. Considering that some reduction of cash contributions to SIAP from the Government of Japan could be applied, the Institute will initiate substantial efforts to significantly increase cash and in-kind contributions from other members and associate members of ESCAP. Otherwise, the Institute may not be able to continue the implementation of activities, due to insufficient funds. Therefore, strong support from other members and associate members and a significant increase in their cash contributions are crucial to ensuring the sustainability of the Institute's training programme.
- 50. To increase its resources and thereby ensure the implementation of the strategic plan and the achievement of its planned objectives, the Institute will carry out the following initiatives:
- (a) Expand cash contributions by: (i) increasing the number of members and associate members of ESCAP that contribute to SIAP; (ii) increasing the level of annual cash contributions; (iii) increasing the number of multi-year pledges and contributions; and (iv) attracting resources from non-traditional sources, such as the private sector, private foundations and individual giving;
- (b) Actively involve potential donor Governments in cost sharing during the preparation of projects as well as in the preparation of the annual work plan/activities;
- (c) Encourage members and associate members of ESCAP to provide more support in priority areas of the work programme;

- (d) Develop selected complementary projects on Millennium Development Goals, implementation of the System of National Accounts and e-learning;
- (e) Utilize funds from country offices of international organizations in collaborative training activities in those countries;
- (f) Encourage members and associate members of ESCAP to sponsor their nominated official for training activities offered by the Institute;
- (g) Allocate additional administrative overhead costs to SIAP in order to finance activities;
- (h) Stimulate creative fund-raising, including collaboration with the business community and in-kind contributions from private sources.

Table 3. Required financial resources, AY 2010-AY 2014

(In United States dollars)

Anticipated expenditures		Anticipated financial resources		
Consultants	500 000	Cash contributions		
Professional staff	6 665 500	Japan	8 220 290	
Administrative support staff	1 596 500	Members and associate members of ESCAP	2 100 000	
Travel	227 500	Co-funding, other forms of cost	1 720 505	
Training	1 500 000	sharing, external projects	1 730 595	
Miscellaneous	175 000			
Administrative overhead costs	1 386 385			
TOTAL	12 050 885		12 050 885	

V. MONITORING AND EVALUATION

The implementation of the strategic plan will be monitored and evaluated based on the institutional logical framework described in annex I of the present document, the SIAP programme of work, and in accordance with the ESCAP subprogramme on statistics. Monitoring and evaluation will be guided by the ESCAP monitoring and evaluation system. Ongoing monitoring of SIAP activities will be undertaken by SIAP. The Institute will also continue to adopt evaluative and peer reviews of programme results with support from the Statistics Division and Programme Management Division of ESCAP. SIAP will continue to report the results of these monitoring and evaluation activities to members and associate members regularly through its Governing Council, as well as through ESCAP and its Committee on Statistics. A comprehensive evaluation of SIAP will be undertaken in 2009 (tentatively scheduled for July), which will further strengthen its programming planning and implementation. This evaluation will also represent the first milestone for the review of the present strategic plan.

Annex I

LOGICAL FRAMEWORK

Project Title:		Target Countries:	
Support to the Statistical Institute for Asia and the Pacific (SIAP) and Key Capacity Building Programmes		ESCAP membership in Asia and the Pacific	
Subprogramme: Thematic Focus:		Starting Date:	<u>Duration:</u>
Statistics	Support achievement of the Millennium Development Goals and reduction in poverty	1 January 2010	Five years

Objectives and activities	Indicators	Means of verification	Important assumptions
Project goal: To increase the use of statistics for evidence-based decision-making and foster the development and dissemination of key demographic, social, economic and environmental statistics in the ESCAP region. Outcome: Strengthened statistical capability of developing countries in Asia and the Pacific to meet statistical requirements and thereby facilitate solutions aimed at enhancing economic prosperity, social progress and environmental sustainability.	Increased percentage of trainees of SIAP who indicate that they are better able to take measures to improve the availability of quality data and services provided by national statistical offices. Need views and feedback from heads of national statistical offices.	Progress reports of SIAP training participants, certified by national statistical offices.	For the project goal: (a) Decision makers are promoting an evidence-based approach and considering statistics as a fundamental factor in policy actions; (b) Sufficient resources exist for developing official statistics.
Output A: Improved knowledge and skills of Government officials and statisticians to produce, manage and use data supported by appropriate information and	(a) Difference between pre- and post-test scores;(b) Percentage of participants who indicate much	(a) Pre- and post-test results;(b) Evaluation of participants' presentations;(c) Evaluation/participants'	For the outcome: (a) SIAP participants, after completing their training, are assigned to the appropriate

Objectives and activities	Indicators	Means of verification	Important assumptions		
communications technology.	improved/fairly improved confidence in implementing the newly acquired knowledge and skills upon return; (c) Percentage of participants who indicate that training was very useful/useful to their work.	action plans; (d) Participants' evaluation survey.	fields of statistics; (b) Countries nominate the right persons for appropriate training.		
 Major activities A: A.1 Conduct: TMA-based training courses in collaboration with the Japan International Cooperation Agency: Six-month Group Training Course in Modules on Fundamental Statistics (the title of the course will be revised); Two-month Group Training Course in Analysis, Interpretation and Dissemination of Official Statistics (the title of the course will be revised); Two-month Group Training Course in Application of Information Management and related Information and Communications Technology for National Statistical Systems; Two-month Area-focused Training Course in Official Economic Statistics, including the System of National Accounts, for Central Asian countries (with interpretation in Russian), academic years 2010-2011; A.2 Conduct short-term TMA-based training course/workshop/seminar(s); 			For Output A: (a) Participants continue to work with the nominating agency/organization; (b) Participants are given appropriate opportunities in there work places to apply the knowledge and skills acquired from the training.		

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Objectives and activities	Indicators	Means of verification	Important assumptions
A.3 Conduct Outreach Programme, including regional, subregional and country training courses, workshops or seminars on important aspects related to Millennium Development Goal indicators, integrated economic statistics and implementation of the 2008 System of National Accounts, and application of information management and related information and communications technology for national statistical systems at regional, subregional and country levels.			
Output B: Improved remotely guided learning.	Number of participants who find that the training or training materials were very useful/useful.	Feedback questionnaire/survey results.	For the outcome: (a) Appropriate technology is in place; (b) Participants have access to on-line training.
Major activities B:			For Output B:
B.1 Conduct distance training in selected topics using JICA-Net services;			(a) Countries identified appropriate participants;
B.2 Conduct on-line training with tutor;			(b) Participants are posted
B.3 Conduct on-line training without tutor;			appropriately.
B.4 Provide and compile training materials.			

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Objectives and activities	Indicators	Means of verification	Important assumptions
Output C: Increased multiplier effect of SIAP training at country levels.	 (a) Number of training activities organized by national statistical offices, training institutions, centres or units in which the knowledge and skills of former participants in SIAP courses as well as training materials or other training resources prepared by the Institute are used; (b) Increased number of country partner institutions. 	Follow-up information/report/feedback survey.	For the outcome: SIAP trainees are encouraged to hold training/seminar/workshops for their colleagues at their home offices.
Major Activities C:			For Output C:
C.1 Train the trainers in the TMA-based training courses;			An action plan developed by SIAP trainees is in line with the
C.2 Provide training the trainers in the outreach programme;			strategy of their nominating agencies or organizations.
C.3 Provide access to training materials;			
C.4 Provide advice on developing training activities;			
C.5 Expand the cooperation with country partner institutions.			

Dutput D: Improved skills of managers of national statistical offices.
made a difference.

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Objectives and activities	Indicators	Means of verification	Important assumptions	
Output E: Improved coordination of statistical training in the region.	Number of jointly conducted training activities held during the year.	SIAP data base on jointly conducted activities.	For the outcome: Partner institutions promote the use of statistics for evidence-based decision-making.	
 Major Activities E: E.1 Organize joint training activities with training institutions, members and associate members of ESCAP, and international organizations; E.2 Develop training materials in collaboration with other institutions. 			For Output E: (a) Country partner institutions make effective contributions; (b) National statistical offices and other agencies have interest in organizing joint training activities.	

Annex II
TRAINING COURSES ORGANIZED BY SIAP FROM 1 APRIL 2004 TO 1 DECEMBER 2008

	Course	Number of participants	Number of countries	Start date	End date
Tok	yo Metropolitan Area-based courses	349			
Six-	month courses: modules on official statistics Sixth Group Training Course on Core Official Statistics	122 33	33	10/4/04	3/18/05
2	First Group Training Course on Fundamental Official Statistics	25	15	10/3/05	3/17/06
3	Second Group Training Course on Fundamental Official Statistics	30	23	10/2/06	3/16/07
4	Third Group Training Course on Fundamental Official Statistics	34	28	10/1/07	3/14/08
	p-month courses: application of information and communications	93	-		
1	nology Third Group Training Course in Application of ICT to Statistical Processes	23	23	5/10/04	7/9/04
2	First Group Training Course in Application of ICT to Production and Dissemination of Official Statistics	20	17	5/11/05	7/12/05
3	Second Group Training Course in Application of ICT to Production and Dissemination of Official Statistics	18	16	5/11/06	7/12/06
4	Third Group Training Course in Application of ICT to Production and Dissemination of Official Statistics	18	17	5/10/07	7/11/07
5	Fourth Group Training Course in Application of ICT to Production and Dissemination of Official Statistics	14	10	5/12/08	7/11/08
	-month courses: analysis, interpretation and dissemination of	79	-		
1	cial statistics Third Group Training Course on Official Statistics (Social	12	11	7/20/04	9/17/04
2	Statistics) First Group Training Course on Analysis, Interpretation and Dissemination (economic statistics)	12	11	7/19/05	9/16/05
3	Second Group Training Course on Analysis, Interpretation and Dissemination (social statistics)	13	13	7/18/06	9/15/06
4	Third Group Training Course on Analysis, Interpretation and Dissemination (economic statistics)	20	18	7/23/07	9/21/07
5	Fourth Group Training Course on Analysis, Interpretation and Dissemination (social statistics)	22	20	7/14/08	9/12/08
	p-month courses: collection and analysis of official statistics for tral Asian countries (with interpretation into Russian)	38	-		
1	Area Focused Training Course in Collection and Analysis of	8	7	7/26/04	9/24/04
2	Official Statistics Area Focused Training Course in Collection and Analysis of Official Statistics	9	8	7/25/05	9/22/05
3	Area Focused Training Course in Collection and Analysis of Official Economic Statistics	8	8	7/24/06	9/22/06
4	Area Focused Training Course in Collection and Analysis of Official Economic Statistics	8	8	7/17/07	9/14/07
5	Area Focused Training Course in Collection and Analysis of Official Statistics	5	4	7/22/08	9/22/08
One 1	-week course: labor statistics SIAP/ILO Asia Regional Training Course on Child Labour Data Collection through Baseline Surveys and Rapid Assessment, Chiba, Japan	15 15	15	9/22/08	9/26/08

Indi 1	vidual Training Census and Survey Processing System (CS Pro)	2 2	1	6/2/04	6/15/04
Out	reach programme	2051			
Reg	ional/subregional courses	855			
	Statistical Quality Management and Fundamental Principles of Official Statistics				7/1/05
1	First Regional Course, Daejeon, Republic of Korea	22	20	6/27/05	
2	Second Regional Course/Workshop, Putrajaya, Malaysia	19	17	6/12/06	6/16/06
3	Third Regional Course/Workshop, Beijing, China	22	21	10/15/07	10/19/07
	Statistics for Millennium Development Goal Indicators:				12/15/04
4	Inception Seminar/Workshop on Upgrading Statistical Capabilities, Trivendrum, Kerala, India	32	19	12/13/04	
5	First Subregional Training Course/Workshop, Tehran, Islamic Republic of Iran	14	7	4/30/05	5/11/05
6	Second Subregional Training Course/Workshop, Beijing, China	22	7	6/20/05	7/1/05
7	Third Subregional Training Course/Workshop, Hanoi, Viet Nam	23	7	7/4/05	7/15/05
8	Fourth Subregional Training Course/Workshop, Nadi, Fiji	18	7	9/12/05	9/23/05
9	Fifth Subregional Training Course/Workshop, Nadi, Fiji	12	5	4/24/06	5/5/06
10	Seminar/Workshop on Evaluation Capacity-building Initiatives for Statistics, Chiang Mai, Thailand	35	20	11/30/05	12/2/05
11	Workshop on Statistics for Monitoring the Achievement of the MDGs in Asia and the Pacific, Bangkok, Thailand	67	32	7/31/06	8/2/06
12	Subregional Training Course/Workshop for the Countries in Transition of Central Asia and Caucasus, Tehran, Islamic Republic of Iran	11	7	4/21/07	5/2/07
	Poverty Measurements				12/10/04
13	First Regional Course, Jakarta, Indonesia	23	22	11/29/04	
14	Second Regional Course, Jakarta, Indonesia	25	20	2/13/06	2/24/06
15	Third Regional Course, Jakarta, Indonesia	24	19	3/20/07	3/30/07
16	Fourth Regional Course, Jakarta, Indonesia	21	18	5/6/08	5/16/08
	System of National Accounts				10/28/05
17	First Regional Course, Macao, China	35	21	10/10/05	
18	Second Regional Course, Metro Manila, Philippines	23	20	5/15/06	6/2/06
	Sample Design for Household and Establishment Surveys				11/12/04
19	Tenth Course/Workshop, Kolkata, India	20	18	10/18/04	
20	Eleventh Course/Workshop, Tehran, Islamic Republic of Iran	23	19	6/11/05	7/6/05
21	Twelfth Course/Workshop, Tehran, Republic of Iran	24	19	6/24/06	7/19/06
22	Thirteenth Course/Workshop, Tehran, Islamic Republic of Iran	22	17	4/19/08	5/7/08
	Statistics for Pacific Island Developing Countries				3/23/05
23	First Subregional Course, Nadi, Fiji	12	8	2/28/05	
24	Second Subregional Course, Guam	13	8	2/6/06	3/1/06
25	Third Subregional Course, Nadi, Fiji	13	8	11/20/06	12/1/06
26	Fourth Subregional Course, Nadi, Fiji	6	4	10/27/08	11/14/08
	Price Statistics and the International Comparison Programme				9/29/05

27	First Regional Course, Male, Maldives	23	19	9/25/05	
28	Second Regional Course, Jakarta, Indonesia	22	17	6/5/06	6/9/06
20	-	22	17	0/3/00	
20	Forging Partnerships in Statistical Training in Asia and the Pacific	22	20	11/22/04	11/24/04
29	Second Workshop, Bangkok, Thailand	22	20	11/23/04	
30	Third Workshop, Bangkok, Thailand	28	19	11/20/07	11/21/07
	Disability and Health Statistics				12/6/06
31	First Regional Course, Tehran, Islamic Republic of Iran	22	19	12/2/06	
32	Second Regional Course, Daejeon, Republic of Korea	22	21	9/22/08	9/26/08
	Integrated Economic Accounts				5/4/07
33	First Regional Course, Metro Manila, Philippines	23	21	4/16/07	
34	Second Regional Course, Metro Manila, Philippines	25	21	5/26/08	6/13/08
35	Training Course on the Production of Statistics on the Information Economy, Incheon, Republic of Korea	24	16	2/18/08	2/22/08
36	SIAP/ECE Subregional Training Course on New Challenges in Economic Statistics, Tehran, Iran	13	6	11/15/08	11/19/08
37	Subregional Course on Labour Force and Manpower Projections, Hong Kong, China	25	6	4/7/08	4/11/08
38	Subregional Course on Industrial Statistics, Goa, India	16	7	3/20/06	3/24/06
39	Workshop on Informal Employment and Informal Sector Data Collection II: Evaluation, Processing and Utilization of Data from "1-2" Surveys, Bangkok, Thailand	9	5	5/14/08	5/16/08
Pos	earch-based programme	88			
1	Second Research-based Regional Course, Daejeon, Republic of	16	16	8/16/04	9/24/04
1	Korea	10	10	0/10/04)/2 4 /04
2	Third Research-based Regional Course, Daejeon, Republic of Korea	14	14	7/25/05	9/2/05
3	Fourth Research-based Regional Course, Metro Manila, Philippines	10	9	11/2/05	12/9/05
4	Fifth Research-based Regional Course, Daejeon, Republic of Korea	18	18	7/3/06	8/11/06
5	Sixth Research-based Regional Course, Daejeon, Republic of	16	16	7/9/07	8/17/07
6	Korea Seventh Research-based Regional Course, Daejeon, Republic of Korea	14	14	6/30/08	8/8/08
	nagement Seminar for the Heads of National Statistical Offices sia and the Pacific	191	-		
1	Third Management Seminar, Bangkok, Thailand	39	33	1/31/05	2/2/05
2	Fourth Management Seminar, Putrajaya, Malaysia	31	28	9/28/05	9/30/05
3	Fifth Management Seminar, Daejeon, Republic of Korea	42	33	9/18/06	9/20/06
4	Sixth Management Seminar, Hong Kong, China	44	33	5/28/07	5/30/07
5	Seventh Management Seminar, Shanghai, China	35	29	10/13/08	10/15/08
Cou	ntry courses on:	917	-		
1	Analysis of Statistics for Monitoring Millennium Development Goals, Thimphu, Bhutan	48		1/3/05	1/7/05
2	National Accounts and Informal Sector, Bandar Seri Begawan, Brunei Darussalam	24		2/26/07	3/10/07
3	Statistical Classifications, Phnom Penh, Cambodia	31		4/26/04	4/30/04

4	Statistical Analysis of Cambodia Household Social Economic Survey, Phnom Penh, Cambodia	23	2/14/05	2/25/05
5	Environmental Statistics, Beijing, China	35	5/17/04	5/21/04
6	DevInfo and MS Access Software, Pyongyang, Democratic People's Republic of Korea	28	7/4/05	7/15/05
7	Statistical Analysis Using SPSS, Pyongyang, Democratic People's Republic of Korea	32	11/30/05	12/9/05
8	Country Course/Workshop on Strategic Planning, Bogor, Indonesia	34	4/19/04	4/21/04
9	Use of Administrative Registers for Social and Cultural Statistics, Tehran, Iran	23	4/22/06	4/26/06
10	Statistical Capability for Millennium Development Goals, Vientiane, Lao People's Democratic Republic	23	5/22/06	6/2/06
11	Statistical Capability for MDGs, Tarawa, Kiribati	13	6/19/07	6/28/07
12	Analysis of Survey Data, Putrajaya, Malaysia	28	7/12/04	7/17/04
13	Price Statistics and International Comparison Programme, Putrajaya, Malaysia	24	4/23/07	4/27/07
14	National Accounts and Economics Analysis, Male, Maldives	27	9/4/06	9/15/06
15	Data Analysis, Interpretation and Research in Statistics, Male, Maldives	28	3/18/07	3/29/07
16	Poverty Statistics, Ulaanbaatar, Mongolia	26	1/3/06	1/13/06
17	Agriculture Statistics, Ulaanbaatar, Mongolia	20	12/17/07	12/21/07
18	MDGs and Use of Administrative Data Systems for Statistical Purposes, Ulaanbaatar, Mongolia	24	9/15/08	9/19/08
19	Use of STATA for the Myanmar Integrated Household Living Conditions Assessment/Survey, Yangon, Myanmar	20	12/13/04	12/17/04
20	MDGs and Use of Administrative Data Systems for Statistical Purposes, Kathmandu, Nepal	23	6/30/08	7/4/08
21	Income Distribution and Poverty Measurement, Islamabad, Pakistan	23	4/2/07	4/6/07
22	Statistical Capability for MDGs, Islamabad, Pakistan	19	6/11/07	6/15/07
23	Small Area Estimation, Metro Manila, Philippines	21	7/19/04	7/30/04
24	Geographic Information System in the Philippines, Metro Manila, Philippines	17	1/24/05	2/4/05
25	Statistical Methods in Data Analysis, Colombo, Sri Lanka	24	6/14/04	6/25/04
26	Database Development, Management and Maintenance, Colombo, Sri Lanka	27	8/9/04	8/20/04
27	Projection of Demographic and Economic Indicators, Colombo, Sri Lanka	20	4/3/07	4/7/07
28	Small Area Estimation, Colombo, Sri Lanka	19	12/10/07	12/14/07
29	MDGs and Use of Administrative Data System for Statistical Purposes, Colombo, Sri Lanka	26	7/7/08	7/11/08
30	Training Course on International Migration, Dushanbe, Tajikistan	19	4/21/08	4/25/08
31	Advance Techniques on Data Imputation for Processing Establishment/Enterprise Survey Data, Bangkok, Thailand	31	10/25/05	11/4/05
32	Computer-assisted Survey Data Processing, Bangkok, Thailand	33	11/7/05	11/11/05
33	Designing Training for Government Statisticians of the National Statistical Office of Thailand in Light of MDG Concepts and Indicators, Bangkok, Thailand	23	5/21/07	5/25/07
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34	Use of Statistical Matching to link Poverty, Informal Employment and MDG indicators, Bangkok, Thailand	28	6/27/07	6/29/07
35	Design, Implementation and Management of Sample Surveys, Hanoi, Viet Nam	27	9/8/08	9/19/08
36	MDGs and Use of Administrative Data Systems for Statistical Purposes, Hanoi, Viet Nam	26	9/22/08	9/26/08
Dist	ance-learning course on:	95		
1	Use of STATA Software, Bangladesh and Nepal	20	6/25/07	7/6/07
2	Introduction to the System of National Accounts, Lao People's Democratic Republic and Viet Nam	30	2/18/08	2/21/08
3	Introduction to STATA Software, Cambodia and India	20	4/1/08	4/9/08
4	Introduction to STATA Software, Lao People's Democratic Republic, Pakistan and Sri Lanka	25	6/24/08	7/4/08

Annex III

NUMBER OF PARTICIPANTS WHO ATTENDED SIAP TRAINING PROGRAMMES
DURING THE PERIOD 1 APRIL 2004 TO 1 DECEMBER 2008

Country/Area	Total	Tokyo-based Programme	Outreach Programme	Distance-learning Programme
Total	2 495	349	2 051	95
ESCAP countries/areas	2 409	275	2 039	95
East and North-East Asia	393	18	375	0
China	90	5	85	
Democratic People's	71		71	
Republic of Korea Hong Kong, China	39	1	38	
Japan	4	2	2	
Macao, China	29	2	29	
Mongolia	123	10	113	
Republic of Korea	37	10	37	
•		7.4		50
South-East Asia Brunei Darussalam	922 38	74	798 38	50
Cambodia	108	12	38 86	10
Indonesia	92	12 9	83	10
Lao People's	92	9	83	
Democratic Republic	90	7	58	25
Malaysia Kepublic	104	8	96	25
Myanmar	52	6	46	
Philippines	107	12	95	
Singapore	13	12	13	
Thailand	189	13	176	
Timor Leste	9	2	7	
Viet Nam	120	5	100	15
South and South-West Asia	750	86	619	45
Afghanistan	20	5	15	15
Bangladesh	53	15	28	10
Bhutan	78	6	72	10
India	61	12	39	10
Iran (Islamic Republic of)	93	7	86	10
Maldives	98	7	91	
Nepal	75	8	57	10
Pakistan	86	12	65	9
Sri Lanka	180	11	163	6
Turkey	6	3	3	
North and Central Asia	125	56	69	0
Armenia	13	7	6	
Azerbaijan	14	7	7	
Georgia	13	6	7	
Kazakhstan	15	7	8	
Kyrgyzstan	20	10	10	
Russian Federation	2		2	
Tajikistan	34	8	26	
Turkmenistan	3	3		
Uzbekistan	11	8	3	

D 10	210	4.1	150	
Pacific	219	41	178	
Australia	7	_	7	
Cook Islands	10	6	4	
Fiji	45	6	39	
Guam	3		3	
Kiribati	24	1	23	
Marshall Islands	4		4	
Micronesia (Federated	10	-	0	
States of)	13	5	8	
Nauru	4	2	2	
New Caledonia	4		4	
New Zealand	8		8	
Niue	4	_	4	
Palau	4	2	2	
Papua New Guinea	23	6	17	
Samoa	24	6	18	
Solomon Islands	4		4	
Tonga	20	4	16	
Tuvalu	8		8	
Vanuatu	10	3	7	
Non-ESCAP	0.5			
countries/areas	86	74	12	
Algeria	1	1		
Argentina	1	1		
Benin	1	1		
Bolivia	3	3		
Bosnia and Herzegovina	2	2		
Botswana	2	2		
Bulgaria	1	1		
Cote d'Ivoire	1	1		
Cuba	2	2		
Dominican Republic	1	1		
Egypt	1	1		
Ethiopia	1	1		
France	4		4	
Germany	1		1	
Ghana	3	3		
Guatemala	1	1		
Honduras	3	3		
Iraq	1	1		
Jamaica	2	2		
Kenya	2	2		
Latvia	1	1		
Luxembourg	1		1	
Madagascar	1	1		
Malawi	2	2		
Mauritania	1	1		
Republic of Moldova	3	3		
Niger	2	2		
Nigeria	2	2		
Oman	1	1		
Palestine	4	4		
Paraguay	2	2		

Peru	2	2		
Romania	2	2		
Rwanda	2	2		
Saint Lucia	2	1	1	
Senegal	1	1		
Serbia and Montenegro ^a	1	1		
Swaziland	3	3		
Switzerland	2		2	
Tanzania	9	9		
United States of America	3		3	
Ukraine	2	2		
Uruguay	1	1		
Zambia	1	1		
Zimbabwe	1	1		

^a On June 2006, Montenegro became an independent State.

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