



**2015-2019 Strategic Plan**  
**Statistical Institute for Asia and the Pacific**

## **I. Introduction**

### **A. Rationale for 2015-2019 Strategic Plan for SIAP**

1. The Statistical Institute for Asia and the Pacific (SIAP) is the premier training institution for official statistics of the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP). Established in 1970 by 20 countries in the Asia-Pacific region, the United Nations and the United Nations Development Programme on the initiative of the Government of Japan and accorded the status of subsidiary body of ESCAP in 1995, SIAP has had a major role in building statistical capacity of developing countries through the provision of professional training covering the breadth and depth of official statistics.

2. In the last decade, the fundamental role that statistics play in development has been increasingly recognized due to the data demands for monitoring progress towards the achievement of the Millennium Development Goals (MDGs). SIAP responded by increasing the focus of its training courses on the statistical requirements of the MDG monitoring indicators in the past 10 years.

3. There is no doubt that the main challenge facing statistical systems in developing countries of Asia and the Pacific over the next 10 years will be the demands for better and new data and quicker and more efficient ways to produce and disseminate statistics, in light of the post-2015 development agenda. At the same time, there continues to be lack of capacity to produce even some of the most basic data for a wide range of core economic, agricultural, social and environment statistics in many developing statistical systems,

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

5. These developments present challenges as well as open opportunities for SIAP to reposition itself to provide strong, effective and dynamic leadership in statistical training in the region. This 2015 – 2019 Strategic Plan has been formulated to serve as a forward-looking aspirational guide for the Institute. The Plan will be the basis for its annual programming starting in 2015.

### **B. Results of the 2010-2014**

6. From January 2010 to December 2013, the Institute conducted 91 training courses and workshops; 2061 participants completed the training events. This translates to an annual average of 23 courses and 515 participants. Thirty-four percent of the courses

were on foundations of statistics, 22 percent on population and social statistics and 20 percent on economic and national accounts statistics. Figures are presented in Annex Table 1a.

7. Thirty four percent of the courses were regional courses that trained 28 percent of the total participants. Sub-regional courses accounted for only 7 percent of the total number of courses while 18 percent of the courses were e-learning or distance training courses. Twenty-percent of participants completed e-learning or distance training courses. Figures are presented in Annex Table 1b.

8. The indicators on performance from 2010-2013 as set in the results framework of the SIAP 2010-2014 Strategic Plan are reported in Annex Table 2 for the 2013 work programme outputs. In general, the indicators show that SIAP attained the targeted results for the plan in two of the three main areas specified. The strategic plan had set out to address three main challenges-(i) developing MDG related statistics, (ii) developing integrated economic statistics and implementation of the 2008 SNA and (iii) modernizing statistical information systems. While expected results under (i) and (ii) were mainly achieved, expected results addressing (iii) were not achieved because of the lack of in-house expertise on ICT-related frameworks and tools. Likewise, the Plan had included fostering the development and dissemination of key environmental statistics, but in-house expertise on environmental statistics is missing.

### **C. Approach to formulation of the plan**

9. The Governing Council endorsed the proposal of the Institute to review the current strategic plan and initiate the development of its five-year plan at its eighth session in 2012. The Council created a “Friends of the Chair” group (FOC) composed of eight experts from Australia, China, India, Indonesia, Japan, New Zealand, Philippines and the World Bank to assist SIAP in formulating the plan. The Plan was prepared in over a 12 month period in 2013-14.

10. The FOC reviewed the 2010-2014 SIAP Plan. The review was informed by a study prepared by SIAP with the assistance of a consultant, which carried out an analysis that reconstructed the intervention logic of the logical matrix (LM), compared the results framework as contained in the strategic plan with the reconstructed LM including a review of the indicators using the SMART criteria. The study obtained stakeholders’ perspectives based on a survey of stakeholders (22 NSO heads and 20 development partners) and added staff perspectives based on focus group discussion and interviews.<sup>1</sup> A short summary of the recommendations of the FOC is included in the Annex.

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<sup>1</sup> Internal report. Strategic Framework Review for SIAP. 21 August 2013.

11. In the formulation of the 2015-2019 Strategic Plan, the FOC deliberated on specific issues SIAP identified for further guidance including: clarifying component parts of its mission (who, what and how), mechanisms for improving sub-regional training and enhancing cooperation between countries in delivering training, training-of trainers for certifying expert trainers in statistics and the institutional goals, draft results framework and staffing pattern and in-house expertise of SIAP.

12. The FOC concluded that broad strategic directions of the current plan would remain relevant to the next five years, but new ones may need to be considered with corresponding strategic initiatives. For example, collaboration and partnerships with member States and international organizations has mainly been for request of resource persons but the emergence of a 'physical' network of training institutions such as for e-learning and coordination has taken an important and needed role for cost-effective training.

13. Better ways of assessing training needs of both individual staff and institutions and of evaluating training outcomes are needed to foster increased accountability of both training providers and training recipients.

14. On the focus areas of training, a move towards increased provision of training in specialized skills and advanced statistical methods is highly relevant; at the same time the need for training in foundations of statistics will continue to remain high. Whether SIAP should focus on the former and national statistical training institutes on the latter calls for new strategic thinking.

15. The current strategic plan focused on MDG statistics and indicators (mainly social), basic economic statistics and SNA and ICT. The focus areas in the new strategic plan would need to be broader and include population statistics, environment statistics, gender statistics and civil registration. The meeting noted that the 2020 census round will have started during the period of the new plan and should be a specific focus area.

16. As a regional institution of ESCAP, the SIAP strategic framework is guided by ESCAP's strategy for its biennial work programme. In drafting the Plan, SIAP took into account the 2014-2015 and 2016-2017 ESCAP biennial programmes of work, in particular of the statistics subprogramme.

17. SIAP participates in the Pacific Statistics Steering Committee for the Ten-Year Pacific Statistics Strategy 2011-2020 (TYPSS) and the design of phase II for the TYPSS. This Plan is also informed by outcomes of recent discussions in these processes.

18. The Plan was reviewed and endorsed by the SIAP Governing Council in July 2014. It will be used as the basis for the annual work and financial plan of SIAP, starting in the year 2015.

## **D. Organization of this Document**

19. This Plan document is organized into five sections. This first section, the Introduction, explains the rationale and purpose of the Plan and the process by which it was formulated. Sections II and III establish the context for the Plan. Section II states SIAP's commitments—its mission, core values and institutional goals and aspirations. Section III presents the assumptions about the environment in which SIAP operates the challenges that arise and the broad strategic directions SIAP will take to respond to these challenges. Section IV presents the overall objective and outcomes for the Plan period and strategic initiatives SIAP will undertake to achieve its institutional goals. The final section develops priority outputs and indicative activities of the Plan and a coherent results framework, the budget framework and its monitoring and evaluation framework.

## **E. Communicating the Plan**

20. The Plan will be disseminated through the SIAP website and shared with all member States and statistical development partners. Apart from being a road map towards attaining its aspirations, the Plan is intended to be used as a resource mobilization tool. An effective communication and advocacy strategy, including the preparation of an executive summary and other appropriate dissemination materials for target audiences with support from the Partnerships and Programme Division of ESCAP, will be developed and implemented for this purpose.

## II. SIAP's Commitments

21. To provide context for this 2015 – 2019 Strategic Plan, this section presents the mission of SIAP and lays out the core values and commitments of the Institute. The section further expresses the aspirational goals of SIAP as a training institution. Together, these express who we are as an institution.

### A. Mission

22. SIAP's institutional mission<sup>2</sup> reflects the fundamental basis for its existence:

- to strengthen, through practically oriented training of official statisticians, the capability of the developing member and associate member States 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

23. SIAP is a training institution for development. Since its establishment almost 45 years ago, the Institute's continued existence is firmly dependent on the enduring trust and belief of ESCAP member and associate member States, that SIAP addresses the capacity building needs of national statistical systems to carry out their core mandates of making available quality official statistics which continues to be a daunting task for many. The continued relevance of SIAP to governments, capacity development partners and other stakeholders in the region is founded on the recognition that the training provided and coordinated by SIAP strongly supports and adds value to their own efforts in building statistical capacity.

### B. Core Values

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

- **Professionalism.** Instill professional competence and mastery of both statistics and training. Meet commitments and achieve planned results.

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<sup>2</sup> <http://www.unsiap.or.jp/about/statute.html>

- **Integrity.** Promote the *Fundamental Principles of Official Statistics*<sup>3</sup>. Be guided by the *Principles Governing International Statistical Activities*<sup>4</sup>.
- **Respect for Diversity.** Work effectively with people from all backgrounds. Promote gender equality. Respond to the diverse training needs and priorities of member and associate member States.

### C. SIAP's Aspiration and Institutional Goals

25. Notwithstanding its long history as a premier regional training institution, SIAP aspires to be globally recognized as a top-class centre of excellence in training on official statistics and as a model institution for relevant, practical and results-oriented statistical training. SIAP acknowledges that this recognition needs to be worked for and a categorical statement of its aspiration and a strategic plan that leads to its attainment needs to be made.

26. The Institute sets four institutional goals that define the dimensions on which it will be judged:

- Excellence in Providing Training
- Excellence in Training Resources
- Strengthened Engagement with Stakeholders
- Excellence in Institutional Stewardship

It may be said that these have been the underlying principles that have guided the work of SIAP. However, stating the goals serves the purpose of defining its commitments as an institution; the attainment of the goals is measured against the results of the work SIAP sets out to do.

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

28. Training resources include human resources (SIAP faculty, staff of national statistical training institutions and experts/resource persons from national, sub-regional and

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<sup>3</sup> <http://unstats.un.org/unsd/dnss/gp/FP-New-E.pdf>

<sup>4</sup> [http://unstats.un.org/unsd/methods/statorg/Principles\\_stat\\_activities/principles\\_stat\\_activities.htm](http://unstats.un.org/unsd/methods/statorg/Principles_stat_activities/principles_stat_activities.htm)

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

29. As a regional training institution for development, SIAP traditionally has a wide range of key stakeholders: statistics producers, users, policy makers and governments of member and associate member States; statistical training institutions, donors and development partners. With the new demands on training requiring high-level of statistical expertise and expertise in adult learning and in e-learning, academic institutions are also recognized as stakeholders of SIAP. Likewise, the private sector has an interest in statistical training in part linked to increasing buy-in to corporate social responsibility, and private-public partnerships for increasing training resources, including statistics-related and IT products. A stakeholder's analysis matrix that looks at their mandate, interests in statistical training and resources is presented in Annex Table 3. Strengthened engagement with stakeholders means leveraging their interests in statistical training to advocate for support for statistics development such as through the Network for the Coordination of Statistical Training in Asia and the Pacific (the "Network") and the training framework of the Asia-Pacific Regional Action Plan of the Global Strategy to Improve Agricultural and Rural Statistics (RAP).

30. Many of these stakeholders have traditionally been SIAP's partners, a list of which is provided in Annex Table 4. Partners have been engaged in training delivery through cost-sharing and co-funding arrangements and sharing of resource persons and experts. Others have contributed their knowledge and expertise to discussions such as the Friends of the Chair and the workshops on forging partnerships for statistical training. Still others have signed on to developing collaborative open online courses as a means of forging partnerships for coordination of statistical training. Partners have likewise registered as members of the newly established "Network".

31. Strengthening engagement with stakeholders means building on the initiatives mentioned above that institutionalize partnerships and create specific mechanisms for collaboration and coordination.

32. Stewardship is an ethic that embodies the responsible planning and management of



resources<sup>5</sup>. This requires processes and structures for managing, allocating and monitoring resources—staff, financial resources and infrastructure. Excellence in stewardship means sufficient resources are generated, expenditure decisions reflect cost-effectiveness, decision-making is transparent and collaborative, and accountability is monitored.

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<sup>5</sup> <http://en.wikipedia.org/wiki/Stewardship>

### **III. SIAP and Its Environment**

33. This section identifies the main assumptions about external and internal environments that have a bearing on the strategic challenges and consequent decisions on broad directions of the Plan.

#### **A. Competencies in a changing world**

##### **Developments in statistics impacting on capacity building needs**

34. The landmark Report of the High-Level Panel of Eminent Persons on the Post-2015 Development Agenda<sup>6</sup> calls for a ‘data revolution’ that would offer new opportunities to make informed decisions towards inclusive and sustainable development. It seeks to ensure that the statistical information needed to eliminate poverty and to monitor development progress is available to the right people at the right time and in the right format. Thus, this revolution challenges official statistical systems to map out transformational shifts in the production and dissemination of data.

35. An adequate response by statistical systems to this call for a data revolution is imperative to meet monitoring requirements of the post-2015 development agenda—currently defined by 17 goals and 169 targets as proposed in July 2014 by the Open Working Group (OWG) for Sustainable Development Goals (SDGs). In September 2014, the United Nations General Assembly will consider the proposal; whichever goals and targets are eventually agreed on, the targets will be further elaborated through indicators for measuring outcomes. In the ESCAP region, the 70th session of the Commission recommended the need to undertake effective monitoring, evaluation and reporting, for better accountability, on progress in the implementation of the SDGs.

36. Monitoring progress towards the proposed SDGs will require new data such as on disasters, human rights and governance as well as measures of progress on sustainable development that complement GDP. Furthermore, it will require data and statistics disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.

37. The challenges posed in using alternative data sources such as big data and the impact of releasing and using open data would need to be understood and addressed. In this context, geospatial data are also expected to play an important role.

38. At the same time, findings from the MDG monitoring process and various assessments conducted by ESCAP and UNSD show that there is still a large unfilled demand for basic data at the national level. And, with inclusive development as a basic

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<sup>6</sup> [http://www.un.org/sg/management/pdf/HLP\\_P2015\\_Report.pdf](http://www.un.org/sg/management/pdf/HLP_P2015_Report.pdf)

dimension of the post-2015 agenda the requirements for “from data to evidence” is expected to increase, with increasing importance of local and sub-national statistics. Much of this data will come from administrative reporting systems, rather than traditional surveys.

39. The two overarching strategic goals for 2020 agreed to by member States through the Committee on Statistics reflect their aspirations to have the capability to provide a basic range of population, economic, social and environment statistics and a more adaptive and cost effective information management environment for NSIs through strong collaboration. Capability building through training is called for by the regional programmes on economic statistics, civil registration and vital statistics, agricultural and rural statistics (RAP), environment statistics and gender statistics.

### **Responding to increase in demand for training**

40. These demands for more available data and new data directly translate to demand for capacity development, with training as one of the means to do so. New training courses needs to be developed for improving competencies on the new content areas, specialized skills and advanced statistical methods. At the same time the need for training in foundations of statistics will continue to remain high. Within its expected available resources, SIAP by itself will not be able to focus on both. Thus, modalities for ‘sharing’ the responsibility of designing courses and delivering training in the region through appropriate modalities of collaboration and coordination is needed.

41. The increase in demand also means more people need to be trained. Expanding delivery of internet-based e-learning both enlarges the scope of topics, increasing the number of course offerings and training more participants. Development of these courses likewise would benefit from collaboration.

42. In countries, the needs for continuous training on foundations of statistics arise from staff movement and the influx of new entrants. In this light, strengthening the training capacity of statistical institutions to assess competencies and deliver the needed level of training would lead to sustainable training programmes.

### **B. Financial Challenges**

43. The financial resources of SIAP are principally derived from the cash contributions of the host Government and other member and associate members of ESCAP. The annual contributions provided by Government of Japan constitute the main bulk of the total annual cash contributions received from member and associate members.

44. Financial sustainability is expected to remain a continuing concern to the Institute.

Over the last five years, SIAP had a significant shortfall of financial resources mainly due to the substantial increase in staff costs as a result of continuous currency fluctuations. This enforced a temporal severe saving of personnel costs that to some extent has had an adverse impact on the rate and efficiency of service delivery.

45. In addition, many of the traditional donors are still dealing with the effects of the 2007 financial crisis. It is to the credit of member and associate member States of SIAP that the levels of cash contributions to SIAP over the last five years have remained constant. However, for some with recent budget cuts, this may have an effect on future contributions.

46. On a broader scale, scaling down of donor aid to countries may mean that affected statistical systems may increasingly look to SIAP as a provider of training. This is where, the need for strengthening national capacity to provide training internally again becomes important.

### C. SIAP's Strategic Challenges

47. This Plan assumes the following main challenges for SIAP over the next five years:

- Addressing **increase in demand for training**. Balancing the continuing need for training on basic statistics with demand for training in new topics, wider reach and **diversity** of training needs.
- Facilitating clear **articulation** by member and associate member States of their training needs. Targeted and appropriately designed training to increase efficiency and effectiveness of training in light of increased demand.
- **Maintaining highly qualified and technologically-competent core staff**. Providing leadership for developing, coordinating and providing regional training requires maintaining a staffing pattern and acquiring staff with areas of expertise and competencies that match the priority areas.
- **Developing a viable model for e-learning and blended learning** courses. Setting criteria to select appropriate instructional design and modalities for optimal utilization and impact of web-based training.
- Making **collaborative mechanisms** work. To institutionalize partnerships, facilitate sharing of training resources and mobilize financial resources, collaboration is essential.
- **Measuring quality of programmes and training resources**. Quality redounds to excellence and needs to be effectively and convincingly measured, with particular challenges in evaluating impact of web-based courses.
- Attaining **financial sustainability**. Assured funding to ensure continuity and stability needed for short-term and long-term commitments.

## D. Broad Strategic Directions

48. To respond to the challenges in the Plan period, SIAP will follow four broad directions: more *focus*, effective *coordination*, more *efficiency* and greater *adaptability*. Focus and coordination are key to attaining excellence in providing training and excellence in training resources. Coordination and adaptability are crucial in strengthening engagement with stakeholders. Adaptability and efficiency are foundations for attaining excellence in leadership.

### More Focus

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

- Data requirements for the regional accountability and monitoring framework for the post-2015 development agenda
- Priorities expressed by ESCAP member States through the Committee on Statistics as embodied in its two strategic goals for 2020 and by its decisions and Commission resolutions<sup>7</sup>; and
- Asia-Pacific Regional Action Plan to Implement the Global Strategy to Improve Agricultural and Rural Statistics

50. Priorities will be identified by engaging with governance structures of the regional programmes on improving statistics including consultations with the respective steering committees and advisory groups.

51. Focus will shift to targeted training (sub-regional and in-country) from broad-based (regional) training. Sub-regional training will engage sub-regional entities through their statistical committees of ASEAN, SAARC and the Pacific Island countries.

### Effective Coordination

52. The Network for the Coordination of Statistical Training in Asia and the Pacific was established by the Bureau of the Committee on Statistics with the Statistical Institute for Asia and the Pacific (SIAP) as its secretariat. The Network will facilitate information sharing and promoting coordination among national statistical training institutions, regional and international statistical training providers, and donor agencies providing funding for statistical training in the Asia-Pacific region.

53. SIAP will leverage its position as secretariat of the Network to promote coordination, including establishing a system of training institute affiliates, certification of trainers through a training-of-trainers programme, quality certification of training materials,

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<sup>7</sup> Statistics capacity development (res. 67/11 in 2011), Economic statistics (67/10 in 2011), Population and social statistics (69/16 in 2013), Civil registration and vital statistics (res. 67/12 and 69/15 in 2011 and 2013), Disaster-related statistics (70/2 in 2014)

developing and offering collaborative open online courses and implementing the training component of the. RAP-GS.

**Efficiency and adaptability**

54. Availability and periodic application of training needs assessment tools and a core skills framework allows for better targeting and adapting design of courses and materials. Regular evaluation of results of training through a well-defined framework allows for improving efficiency and effectiveness of training results. The Network will be at the centre of development and implementation of these tools and frameworks. This will further redound to improved coordination and better focus.

55. More focus, better coordination and adaptability result in efficient use of resources that, in turn, preserves resources promotes doing more with less.

## **IV. Objective, Outcomes and Strategic Initiatives for 2015-2019**

### **A. Overall Objective**

56. For the Plan period 2015-2019, SIAP will carry out its mission with the overall *objective* of

- Strengthening the capacity of ESCAP member and associate member States to produce, process, analyze and disseminate official statistics in accordance with internationally agreed standards and good practices in support of measuring progress towards development goals for inclusive, sustainable and resilient societies

57. The capacity-building objective continues to aim for increasing availability of quality basic data for monitoring progress in achievement of development objectives. In this Plan period, the focus is on the post-2015 development indicators.

### **B. Institutional Goals and Outcomes**

58. The institutional goals define the broad areas within which the Plan outcomes and strategic initiatives are identified. The outcomes and strategic initiatives for the Plan period are stated below.

#### **Goal 1 Excellence in providing training**

**Outcome:** Improved knowledge and skills of government officials and statisticians to produce, process, analyze and manage quality official statistics in support of measuring progress towards sustainable and inclusive development goals

#### **Strategic Initiatives:**

- Develop a programme of courses that focus on production of data for core sets of economic, social and population, gender and agricultural statistics prioritized by regional programmes, based on periodic appropriately designed training needs assessment
- To address the demand for training in new areas, develop a programme of training on statistical methodologies and IT applications and adopt related themes for seminars/workshops on effective and innovative leadership and management
- For better targeting of participants and common training needs, in the delivery of courses, increase the number of sub-regional courses relative to regional courses
- Increase the use of web-based training to improve cost-effectiveness and

efficiency of training by offering more blended-learning courses and e-learning courses

- Design and conduct a cost-effective research-based training course based on priority needs of countries, aiming for quality publications

## **Goal 2 Excellence in training resources**

**Outcome:** Strengthened capacity of national statistical systems to provide appropriate statistical training

### **Strategic Initiatives:**

- With the Network as the main mechanism for doing so:
  - Establish a nodal network of training institutions as SIAP training focal points who will deliver training on specific statistical areas (Indicative areas: agricultural statistics; System of Environmental-Economic Accounting (SEEA); vital statistics and civil registration; IT applications in statistics)
  - Implement a Training-of-Trainers for Statistics Training Programme to certify trainers in specific statistical areas (Indicative areas: basic statistical methods; administrative-based statistics; sampling methodologies; national accounts; SEEA; agricultural statistics; IT applications in statistics)
  - Implement collaborative open online courses in partnership with statistical training institutions
  - Implement a certification process to quality-certify training materials to be made available through a shared online platform
- Work with agricultural statistics experts, relevant ministries and research and training institutions in implementing the RAP-GS training component

## **Goal 3 Strengthened engagement with stakeholders**

**Outcome:** Delivery of statistical training in the region is well-coordinated and enhanced by partnerships and innovation

### **Strategic Initiatives:**

- Ensure a well-functioning Network for the Coordination of Statistical Training in Asia and the Pacific
- Engage with academic institutions through the GS-RAP and the Network mechanisms
- Prepare advocacy messages for statistics development and the use of official statistics for taking informed, rational and data-aided policy decisions
- Present/ publish papers/reports in relevant forums on training innovations for official statistics:



#### **Goal 4 Excellence in Organizational Stewardship**

**Outcome:** Sustained resource support by ESCAP member and associate member states and statistical development partners for cost-effective regional statistical training provided and coordinated by SIAP

##### **Strategic Initiatives:**

- Establish appropriate staffing pattern for SIAP operations and ensure that positions are filled by staff highly qualified to lead, manage and implement the Plan
- Develop and implement effective communication and advocacy strategy for increasing exposure of SIAP to aid resource mobilization, including the effective use of the website
- Develop online databases and platforms for sharing information and materials and delivering e-learning

## V. Expected Results for 2015 – 2019

59. This section presents, in a coherent framework, the priority outputs and indicative activities that will be undertaken to achieve the desired outcomes and overall objective of the Plan presented in Section IV. The outcomes and key outputs are framed around the four institutional goals, emphasizing the logical link between the overarching aspiration of SIAP to be a widely recognized centre of excellence and a model of relevant and practical training in official statistics as it carries out its mission. The section also describes the budget framework, presenting the projected expenditures and the projected resources necessary to implement the Plan. The final part of the section describes the monitoring and evaluation framework for the plan.

### A. Priority Outputs and Key Activities

60. Expected results of the Plan are defined at three levels: one overarching objective, four outcomes—one for each institutional goal and priority outputs for each of the outcomes. The overall objective and outcomes are as presented in Section IV. The key activities to be undertaken to implement the strategic initiatives and the resulting outputs are summarized below.

61. It is important to note that while the expected outputs are designed to achieve four separate outcomes, these are actually inter-related— directly or indirectly. For example, outputs designed for outcome B feed in directly to outputs of outcome A. Outputs designed for outcome C support the outputs for outcomes A and B. Outputs of outcome D are essential for producing all the outputs.

#### **Outputs and Activities: Excellence in providing relevant, innovative, distinctive and high quality training (Outcome A)**

62. The outputs to achieve outcome A have to do primarily with the delivery and evaluation of the impact of training. The outputs relating to delivery of training reflect the three strategic approaches to delivery of training— defining programme areas with courses within each programme designed as a series; responding to diverse needs through regional, sub-regional and in-country courses; and increasing use of web-based and blended learning modalities to increase the scope of training topics and participation.

63. The programme areas and indicative priority topics are:

- **Foundations of official statistics:** legal framework, data collection, processing, statistical analysis, and dissemination of basic data for goal monitoring statistics and indicators; statistical methodologies
- Specific domains:

- **Population and social statistics:** principles and recommendations for population censuses; analysis and use of census data; regional core set of social and population statistics
- **Gender statistics:** regional core set of gender statistics and indicators
- **National accounts & economic statistics:** introduction to national accounts; advanced topics in national accounts; regional core set of economic statistics; statistical business registers; International Comparison Programme/PPP
- **Agricultural & rural statistics:** priority areas of the Global Strategy to Improve Agricultural and Rural Statistics
- **Environment statistics:** introduction to SEEA central framework; SDG indicators; disaster-related statistics
- **Advanced Statistical methodologies and IT applications:** use of registers and other administrative reporting systems for official statistics; small-area estimation; analysis of complex survey data; data processing; standards and frameworks for statistical data production; post-2015 and the 'data revolution': big data; open data; geospatial statistics
- **Research-based training programme:** thematic topics on developing methodologies and analyzing data relevant to immediate concerns of countries
- **Leading, Managing and Modernizing for Quality Statistics:** high-level management seminars for discussing and debating leadership and management issues; senior-level workshops on quality assurance; modernizing statistical information systems.

64. Training needs assessments and objective of evaluation of the impact of SIAP training requires the adoption of a suitable evaluation framework and development of training needs assessment tools and evaluation instruments.

#### **Outputs and Activities: Excellence in training resources (Outcome B)**

65. Outputs designed to achieve outcome B focus on information-sharing on training resources, development of training courses and training materials through stronger coordination and collaboration among training providers and quality certification of trainers and training materials.

66. The main outputs and key activities are:

- **Nodal network of training institutions:** national training institutions serve as SIAP focal points for training on specific areas (Indicative areas: agricultural statistics; SEEA; vital statistics and civil registration; IT applications in statistics)

- **Outputs relating to the training component of the RAP-GS:** coordination of training and training resources development activities by SIAP
- **Training-of-Trainers for Statistics Training Programme:** training to certify trainers in specific statistical areas (Indicative areas: basic statistical methods; administrative-based statistics; sampling methodologies; national accounts; SEEA; agricultural statistics; IT applications in statistics)
- **Collaborative open online courses:** setting-up platform; developing and offering online courses
- **Database on statistical experts:** information-sharing and access facilitated
- **New training materials developed collaboratively:** identifying gaps; developing curriculum, syllabuses and training tool kits for onsite and e-learning courses
- **Quality certified trainers and training materials:** certification process

#### **Outputs and Activities: Strengthened engagement with stakeholders (Outcome C)**

67. Outputs designed to achieve outcome C are based on strategies to strengthen coordination among statistical training providers and development partners and advocacy for statistical development in general and statistical training, in particular.

68. The main outputs and key activities are:

- **Well-functioning Network for the Coordination of Statistical Training in Asia and the Pacific:** SIAP, as secretariat of the Network, facilitates and contributes to the implementation of its programme of work
- **Partnerships with academic institutions:** improving statistics curricula in universities to include official statistics; collaboration on research-based training; collaboration on e-learning and open online courses
- **Contributing to relevant forums on official statistics:** presentation and publication of papers advocating for innovative leadership and management of statistical institutions and support for statistics development
- **Reporting to intergovernmental bodies (ESCAP Commission, Committee on Statistics, United Nations Statistical Commission):** preparing reports and providing substantive inputs in deliberations of intergovernmental bodies

#### **Outputs and Activities: Excellence in Organizational Stewardship (Outcome D)**

69. Outputs designed to achieve Outcome D relate to ensuring recruiting and maintaining high-calibre staff in the required areas of expertise, obtaining and maintaining first-class training facilities and sustainability of financial resources. With the importance

of a strong sense of ownership and support of member States towards mobilization of financial and human resources and in the effective management and administration of these resources, the Plan prioritizes the development and implementation of an effective communication and advocacy plan that would serve to instill this sense of ownership. Through monitoring and evaluation, SIAP assures proper accountability that is the basis for communicating and advocating for sustained resources.

70. The main outputs and key activities are:

- **Appropriate staffing pattern and positions filled by qualified staff:** implementing a staffing pattern and recruiting appropriate staff to lead, manage and implement the Plan
- **Effective communication and advocacy plan that increases SIAP recognition and strengthens 'sense of ownership' of SIAP by member and associate member States:** preparing and implementing plan
- **Availability and effective use of appropriate training facilities and equipment and web-based technologies.** Maintaining SIAP website; e-learning platform development; setting up and maintaining online sharing platforms and databases
- **Favourable audit reports**
- **Favourable evaluation findings**

## B. Results Framework

71. This section presents the results framework for the Plan and the indicators to be used to measure achievement at the outcome and output levels. Outcome and output indicators are specified. The achievement of an institutional goal is measured against the totality of the associated outcome and output indicators. Whether or not the overall objective aimed for by the Plan is achieved will be measured against the achievement of the outcomes.

72. Baseline values of indicators that have been used in the 2010-2014 Plan are derived from the results of this Plan. In general, the targets reflect increases in these values and represent the qualities of excellence and recognition that SIAP aspires for. The target number of courses is based on the average annual course offerings during the preceding 5-year period. During the Plan period, the target is to increase sub-regional courses; blended learning and e-learning modalities will account for an increasing share in the training modalities compared to face-to-face training, as well. With the strategy of offering more e-learning courses, either as part of the SIAP training programmes or collaborative open online courses, the target is to double the total number of participants trained.

73. Achievement of the objective and expected results of the Plan is contingent on the following major assumptions:

- Relevant stakeholders at the national, regional and international levels continue to accord the necessary priority to statistical capacity building through training;
- National statistical institutions and statistical units who are the intended beneficiaries of SIAP training:
  - Consider SIAP training as an integral part of their own human resource development programme;
  - Integrate e-learning as a modality for training in their own human resource development programme;
  - Nominate officials with appropriate qualifications for the training course;
  - Provide trainees with appropriate opportunities to develop and implement action plans for applying training received
- National and international training providers are willing to pursue regional cooperation on statistical training, including:
  - Actively contributing to the work of the Network for Coordination of Statistical Training in the Asia and Pacific Region
  - Participating in certification and related processes for establishing satellite training institutions affiliated with the Network for Coordination of Statistical Training in the Asia and Pacific Region and certifying trainers and training materials
- Adequate extra-budgetary resources are mobilized to ensure that the supporting technological requirements are in place and utilized and key activities are undertaken

74. The logical framework matrix for the Plan is presented below.

## Logical Framework Matrix

**Objective:** To strengthen the capacity of ESCAP member States to produce, process, analyze and disseminate official statistics in accordance with internationally agreed standards and good practices in support of measuring progress towards development goals for inclusive, sustainable and resilient societies

<b>Institutional Goal 1:</b>	<b>Excellence in Providing Training</b>	
<b>Outcome A.</b>	<p>Improved knowledge and skills of government officials and statisticians to produce, process, analyze and manage quality official statistics in support of measuring progress towards sustainable and inclusive development goals</p> <p><i>Indicator of achievement:</i> Number of member States who availed of SIAP training who report that training contributed to increased availability and quality of basic statistics and development indicators through cost-effective and efficient means of data collection</p>	
<b>Priority Outputs</b>	<b>Activities</b>	<b>Indicators of Achievement</b>
1. Training courses on foundations of official statistics conducted	Conduct SIAP-JICA residential courses <ul style="list-style-type: none"> <li>• Expected number: at least 2 per year</li> </ul>	<ul style="list-style-type: none"> <li>• Number of participants who <i>successfully completed</i> training courses</li> <li>Target: 1,000 per year</li> <li>Baseline:<sup>8</sup>515 per year</li> <li>• % of participants who report much improved confidence in applying training received in their job</li> <li>Target: 70%</li> <li>Baseline: 60%</li> </ul>
2. Regional, sub-regional and in-country training courses in the following programme areas conducted, applying appropriate learning technologies (face-to-face, e-learning, blended): <ul style="list-style-type: none"> <li>• Population and social statistics</li> <li>• Gender statistics</li> <li>• National accounts &amp; economic statistics</li> </ul>	Conduct short courses <ul style="list-style-type: none"> <li>• Expected number (per year) by type:               <ul style="list-style-type: none"> <li>▪ Regional: 6</li> <li>▪ Sub-regional: 10</li> <li>▪ In-country: 6</li> </ul> </li> <li>• Expected number (per year) by modality</li> </ul>	

<sup>8</sup> Baseline values are generally derived from the corresponding 2010-2013 performance indicator values.

<b>Institutional Goal 1:</b>	<b>Excellence in Providing Training</b>	
<b>Outcome A.</b>	<p>Improved knowledge and skills of government officials and statisticians to produce, process, analyze and manage quality official statistics in support of measuring progress towards sustainable and inclusive development goals</p> <p><i>Indicator of achievement:</i> Number of member States who availed of SIAP training who report that training contributed to increased availability and quality of basic statistics and development indicators through cost-effective and efficient means of data collection</p>	
<b>Priority Outputs</b>	<b>Activities</b>	<b>Indicators of Achievement</b>
<ul style="list-style-type: none"> <li>• Agricultural &amp; rural statistics</li> <li>• Environment statistics</li> <li>• Statistical methodologies and IT applications</li> </ul>	<ul style="list-style-type: none"> <li>▪ Face-to-face: 8</li> <li>▪ Blended learning: 8</li> <li>▪ E-learning: 6</li> </ul>	<ul style="list-style-type: none"> <li>• % of participants who evaluate the course as <i>very useful</i> for their work Target: 60% Baseline: 40%</li> <li>• Increase in number of e-learning and blended-learning courses Target: 5 per year Baseline: 2 per year</li> <li>• Number of participants who avail of e-learning courses Target: 500 per year Baseline: 100 per year</li> </ul>
3. Research-based training courses based on priority needs of countries conducted	<p>Conduct research-based training</p> <ul style="list-style-type: none"> <li>• Expected number: 1 every other year</li> </ul>	<ul style="list-style-type: none"> <li>• No. of research papers prepared during course that are published in a statistical journal or presented at a regional/international technical conference</li> </ul>



<b>Institutional Goal 1:</b>	<b>Excellence in Providing Training</b>	
<b>Outcome A.</b>	<p>Improved knowledge and skills of government officials and statisticians to produce, process, analyze and manage quality official statistics in support of measuring progress towards sustainable and inclusive development goals</p> <p><i>Indicator of achievement:</i> Number of member States who availed of SIAP training who report that training contributed to increased availability and quality of basic statistics and development indicators through cost-effective and efficient means of data collection</p>	
<b>Priority Outputs</b>	<b>Activities</b>	<b>Indicators of Achievement</b>
		<p>Target: 5 per course Baseline: -</p>
<p>4. Seminars/workshops on effective and innovative leadership and management of statistics for development conducted</p>	<ul style="list-style-type: none"> <li>• Conduct management seminar for heads of statistical offices <ul style="list-style-type: none"> <li>▪ Expected number: 1 per year</li> </ul> </li> <li>• Conduct statistical quality workshops for senior-level managers <ul style="list-style-type: none"> <li>▪ Expected number: 1 per year</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Attendance rate of target participants (e.g., heads; senior-level managers) invited to events Target: 80% Baseline: -</li> <li>• Innovations, policies or improvements implemented reported by member States as a result of seminars/workshops Target: [To be determined] Baseline: -</li> </ul>
<p>5. Training needs assessments and evaluation of impact of training conducted</p>	<ul style="list-style-type: none"> <li>• Develop and implement an evaluation framework and instruments for assessing training needs and measuring impact of training</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of training impact conducted</li> </ul>

<b>Institutional Goal 2:</b>	<b>Excellence in Training Resources</b>	
<b>Outcome B.</b>	Strengthened capacity of national statistical systems to provide appropriate statistical training <i>Indicator of achievement:</i> Increased availability to and utilization of training resources on statistics by statistical training institutions and other providers of training on official statistics	
<b>Priority Outputs</b>	<b>Activities</b>	<b>Indicators of Achievement</b>
1. Training component of Asia-Pacific Regional Action Plan of the Global Strategy to Improve Agricultural and Rural Statistics implemented	Coordinate development of materials and delivery of courses with regional implementing partners and global and inter-regional initiatives	<ul style="list-style-type: none"> <li>[as specified in M&amp;E framework of the Global Strategy]</li> </ul>
2. Programme for Training-of-Trainers for Statistics for certification of statistical trainers implemented	Conduct Training-of-Trainers courses on selected areas of official statistics <ul style="list-style-type: none"> <li>Expected number: 1 per year</li> </ul>	<ul style="list-style-type: none"> <li>Number of participants who are certified as statistical trainers Target: 10 per year Baseline: -</li> </ul>
3. Coordinated network, comprised of national training institutions, of SIAP affiliates for conduct of regional, sub-regional and in-country training established	<ul style="list-style-type: none"> <li>Identify focal points/centres of excellence for delivery of training on specific areas and establish institutionalized partnerships with SIAP</li> <li>SIAP affiliates conduct sub-regional and in-country courses               <ul style="list-style-type: none"> <li>Expected number of collaboratively conducted courses= 5 per year</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Number of training courses delivered on a regular basis by focal points/centres of excellence under the institutionalized partnership with SIAP Target: 5 per year Baseline: -</li> </ul>
4. Programme of collaborative open online courses on selected topics offered on a	Develop and make available collaborative open online courses on selected topics	<ul style="list-style-type: none"> <li>Number of open online courses made available</li> </ul>

<b>Institutional Goal 2:</b>	<b>Excellence in Training Resources</b>	
<b>Outcome B.</b>	Strengthened capacity of national statistical systems to provide appropriate statistical training <i>Indicator of achievement:</i> Increased availability to and utilization of training resources on statistics by statistical training institutions and other providers of training on official statistics	
<b>Priority Outputs</b>	<b>Activities</b>	<b>Indicators of Achievement</b>
region-wide basis		Target: 2 new courses per year Baseline: - • Number of participants registered for courses Target: 100 per course Baseline: -
5. Database of experts in statistics established, shared and utilized for identifying external trainers/resource persons	Create, maintain and systematically update database of statistics experts available to provide training • Annual updating exercise	• Number of experts included in database Target: [To be determined] Baseline: - • Number of external trainers/resource persons providing training who have been identified through use of the database Target: [To be determined] Baseline: -

<b>Institutional Goal 2:</b>	<b>Excellence in Training Resources</b>	
<b>Outcome B.</b>	Strengthened capacity of national statistical systems to provide appropriate statistical training <i>Indicator of achievement:</i> Increased availability to and utilization of training resources on statistics by statistical training institutions and other providers of training on official statistics	
	<b>Priority Outputs</b>	<b>Activities</b>
	<b>Indicators of Achievement</b>	
6. Training materials on areas where gaps in availability of training materials exist and new topics developed collaboratively with members of the Network based on training needs assessments	<p>Conduct region-wide training needs assessments</p> <ul style="list-style-type: none"> <li>• In 2015 and in 2017</li> </ul> <p>Identify topics (indicative new: big data, open data) and prepare training materials (curriculum, syllabuses and training tool kits) in collaboration with Network members</p> <ul style="list-style-type: none"> <li>• Annual network/experts meetings</li> <li>• Review, piloting and finalization</li> </ul>	<ul style="list-style-type: none"> <li>• Number of topics for which training materials developed collaboratively</li> </ul> <p>Target: training materials developed for 2 topics per year</p> <p>Baseline: -</p>
7. Quality-certified training materials made available, accessible and utilized for regional, sub-regional and in-country training conducted by statistical training institutions (STIs)	<ul style="list-style-type: none"> <li>• Develop and implement system for quality certification of training materials</li> <li>• Develop and maintain an online platform (e-library) for sharing quality-certified training materials</li> </ul>	<ul style="list-style-type: none"> <li>• Number of training courses conducted by STIs utilizing quality certified training materials</li> </ul> <p>Target: [To be determined]</p> <p>Baseline: -</p>

<b>Institutional Goal 3:</b>	<b>Strengthened Engagement with Stakeholders</b>	
<b>Outcome C.</b>	Delivery of statistical training in the region is well-coordinated and enhanced by partnerships and innovation <i>Indicator of achievement:</i> Number of training events that are collaboratively developed, organized and delivered	
<b>Priority Outputs</b>	<b>Activities</b>	<b>Indicators of Achievement</b>
1. Well-functioning Network for the Coordination of Statistical Training in Asia and the Pacific	<ul style="list-style-type: none"> <li>• Organize annual Workshops on Forging Partnerships</li> <li>• Contribute to and, as secretariat to the Network, manage programme of work <ul style="list-style-type: none"> <li>▪ Organize meetings/discussions of working/subgroups of Network</li> <li>▪ Monitor progress in programme implementation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Number of Network members who participated in Workshops on Forging Partnerships Target: 80 percent of members Baseline: -</li> <li>• Programme of work of Network implemented (by expected outputs) Target: [To be determined] Baseline: -</li> <li>• Contributions by members of Network to operational costs Target: [To be determined] Baseline: -</li> <li>• Number of collaborative training activities supported by the Network members Target: [To be determined] Baseline: -</li> </ul>
2. Academic institutions in Asia and the Pacific	<ul style="list-style-type: none"> <li>• Engage academic institutions in</li> </ul>	Number of collaborative activities

<b>Institutional Goal 3:</b>	<b>Strengthened Engagement with Stakeholders</b>	
<b>Outcome C.</b>	Delivery of statistical training in the region is well-coordinated and enhanced by partnerships and innovation <i>Indicator of achievement:</i> Number of training events that are collaboratively developed, organized and delivered	
	<b>Priority Outputs</b>	<b>Activities</b>
	are engaged in statistical training and related development activities for official statistics	<ul style="list-style-type: none"> <li>improving statistics curricula in universities</li> <li>Establish partnerships with academic institutions to collaborate on the research-based training courses [3 courses]</li> </ul>
	3. Reports provided to and meetings of intergovernmental bodies organized and serviced, as appropriate	<ul style="list-style-type: none"> <li>Prepare reports and serve as secretariat to the SIAP Governing Council</li> <li>Prepare reports and service ESCAP Commission annual meetings</li> </ul>
	4. Participated and substantively contributed to international, regional and national events on official statistics	<ul style="list-style-type: none"> <li>Advocate for state-of-the-art management and leadership of national statistical systems</li> <li>Advocate for support to statistics development</li> </ul>
		<b>Indicators of Achievement</b>
		<ul style="list-style-type: none"> <li>Target: 4</li> <li>Baseline: -</li> </ul>
		<ul style="list-style-type: none"> <li>Meetings organized and reports/inputs prepared</li> <li>Target: 2</li> <li>Baseline: 2</li> </ul>
		<ul style="list-style-type: none"> <li>Number of events where SIAP participated in as speaker (chair, presenter, discussant)</li> <li>Target: 4 per year</li> <li>Baseline: 4 per year</li> <li>Papers published</li> <li>Target: 1 per year</li> <li>Baseline: -</li> </ul>



<b>Institutional Goal 4:</b>	<b>Excellence in Organizational Stewardship</b>	
<b>Outcome D.</b>	Sustained resource support by ESCAP member and associate member states and statistical development partners for cost-effective regional statistical training provided and coordinated by SIAP <i>Indicator of achievement:</i> Training needs identified by ESCAP member and associate member states are met	
<b>Priority Outputs</b>	<b>Activities</b>	<b>Indicators of Achievement</b>
1. SIAP is staffed at required levels and expertise for providing, managing and leading regional training in Asia and the Pacific	Contract professional and support staff according to desired qualifications based on programme priorities	<ul style="list-style-type: none"> <li>• Number of core staff = 6 Professional and 3 GS staff</li> <li>• Qualifications of staff</li> </ul>
2. Effective communication and advocacy strategy in place and implemented	Prepare communication and advocacy strategy and put it to use in liaising with stakeholders	<ul style="list-style-type: none"> <li>• Number of calls for funding to SIAP stakeholders by Director Target: 2 per year Baseline: 2 per year</li> <li>• Success rate in obtaining approvals for technical cooperation projects Target: 50 % Baseline: -</li> </ul>
3. State-of-the-art training facilities and infrastructure and appropriate ICT equipment and facilities provided by the host Government of Japan	Continuing collaboration in determining appropriate training and training development facilities in support of SIAP goals	<ul style="list-style-type: none"> <li>• SIAP website is an effective and reliable tool for training, communication and advocacy [usage]</li> <li>• Online platforms for sharing training materials and databases are supported by ICT facilities</li> <li>• E-learning platform for conducting</li> </ul>



<b>Institutional Goal 4:</b>	<b>Excellence in Organizational Stewardship</b>	
<b>Outcome D.</b>	Sustained resource support by ESCAP member and associate member states and statistical development partners for cost-effective regional statistical training provided and coordinated by SIAP <i>Indicator of achievement:</i> Training needs identified by ESCAP member and associate member states are met	
<b>Priority Outputs</b>	<b>Activities</b>	<b>Indicators of Achievement</b>
		training courses meet the needs for applying appropriate training technology and anticipated increased volume of participation
4. ESCAP and/or external audit reports on SIAP prepared	Conduct audit inspections under ESCAP system [ <i>Note: Schedules are determined by ESCAP/United Nations</i> ]	<ul style="list-style-type: none"> <li>• Audit report opinions</li> </ul> Target: No adverse opinions
5. Evaluation reports on SIAP prepared and responded to	Conduct evaluation exercises [ <i>Note: Evaluations are to be done within the ESCAP M &amp; E Framework</i> ] <ul style="list-style-type: none"> <li>• Mid-term evaluation</li> <li>• Final evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Findings of evaluation</li> </ul> Target: Mostly favourable findings

## **C. Budget Framework**

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

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

### **Voluntary Cash Contributions**

77. The annual cash contributions from member and associate member States of ESCAP will continue to be the major source of funding for the implementation of this strategic plan. The host government of SIAP, Government of Japan, has provided the main bulk of these contributions. From 2010 – 2013, its average annual cash contribution was \$1.662M. For the strategic plan period, it is anticipated that Japan will continue to contribute at least at the same levels, contingent on its relevant and applicable laws and regulations and in accordance with its budgetary appropriations.

78. During the period 2010-2013, SIAP received cash contributions from 34 of 58 ESCAP member and associate member States from Asia and the Pacific—26 of whom contributed on a regular basis. Annual contributions during this period averaged \$440M, ranging from US\$1,000 to US\$100,000. With the innovations of the initiatives outlined in this Strategic Plan aiming for increased relevance, accessibility and stronger support to institutional strengthening and with continuing advocacy for implementing recommendations of the Commission for increasing contributions to SIAP, it is anticipated that an increased number of countries will start to contribute and current contributors will increase their levels of contributions.

### **Technical Cooperation Project Funds**

79. The training programme in support of the Asia-Pacific Regional Action Plan of the Global Strategy to Improve Agricultural and Rural Statistics will be primarily funded through the 2013-2017 ESCAP-FAO technical cooperation project. The Global Strategy also continues to seek additional funding support from donors.

80. In addition, it is imperative that SIAP raise funds to support training development activities and operational costs of the Network for the Coordination of Statistical Training in Asia and Pacific, the Training-of-Trainers for Statistics programme and special training programmes in support of capacity-building for population and housing censuses and SDG monitoring indicators.

### **Cost-sharing and Co-funding**

81. Support for the strategic initiatives of strengthening statistical training institutions as focal centres for training in specific areas and the Network will be provided through collaborative cost-sharing arrangements with training institutes and co-funding modalities with development partners.

## Medium-Term Budget Framework

82. Projected expenditures and financial resources for the five-year period from 1 January 2015 to 31 December 2019 are summarized in Table A.

83. In addition, the host government will continue to provide substantial in-kind contributions covering (i) office space, training facilities, LAN-network, equipment and costs of maintenance and office supplies for SIAP headquarters in Chiba, Japan and support services of officials and temporary staff assigned by the Ministry of Internal Affairs and Communication to SIAP and (ii) fellowships for the SIAP/JICA residential courses through the Japan International Cooperation Agency (JICA). These items are not reflected in Table A.

**Table A. Medium Term Budget Framework: 2015 – 2019**  
(In United States Dollars (thousand dollars))

Projected Expenditures	Resource A	Resources B & C	Projected Financial Resources
Personnel (Professional staff, general support staff)	9,300		A. Cash contributions from ESCAP member and associate member States 11,300
Travel	300		B. Technical cooperation projects 2,500*
Training	300	3,400	C. Co-funding/cost-sharing 900
Miscellaneous	100		
Programme Support Cost	1,300		
	11,300	3,400	
<b>TOTAL (A+B+C)</b>		<b>14,700</b>	<b>TOTAL 14,700</b>

\* Under the ESCAP-FAO technical cooperation project, funding of \$1.5 million is expected to be received during 2015-2019. Two new projects in partnership with UNFPA and the World Bank to raise the remaining \$1 million are being planned.

## **D. Monitoring and Evaluation Framework**

84. SIAP will regularly monitor progress in the implementation of the Strategic Plan and will evaluate achievement of its institutional goals and outcomes. The basis for monitoring and evaluation is the results framework presented in the previous section.

### **Monitoring progress**

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

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

- For ratings on effectiveness of training (reaction and learning levels): Evaluation forms for training courses
- For ratings on effectiveness of training (behavior level): Evaluation forms for training courses and reports on implementation of action plans on application of training (from participants and supervisors)
- Number of participants, courses/workshops, frequency: administrative reports
- Use of training materials, experts database: surveys on activities of training providers
- Feedback survey of stakeholders
- Others: administrative reports of SIAP

87. Evaluation of effectiveness of specific course outcomes will be based on a course monitoring and evaluation framework and guidelines that are being developed and will be in place at the beginning of the Plan period. In addition to measuring outcomes at the individual level, the framework will include measurement of impact at the institutional level.

### **Annual Planning and Review of Expenditures and Financial Resources**

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

### **Evaluating Achievements**

89. Evaluation of achievements will be based on the progress indicators and, in addition, the four outcome indicators. Outcome indicators will be the main basis for assessing achievement. The sources of verification for these indicators will be through an evaluation

survey which can be conducted by SIAP or as part of an external evaluation.

90. A mid-term review and an end-term external evaluation covering the five-year plan period will be sought from the Programme Management Division of ESCAP.

## **Annexes**

Notes from Friends of the Chair Deliberations

Table 1. Stakeholders' Analysis Matrix

Table 2. List of Partners

Table 3a. Trends in number of courses and participants by training programme: 1 January 2010- 31 December 2013

Table 3b. Trends in number of courses and participants by training modality: 1 January 2010- 31 December 2013

Table 4. Performance Indicators: 2010 – 2013

## **Summary Notes from FOC Discussions [Excerpts from Report of the Friends of the Chair on its First Meeting, 9<sup>th</sup> session of the SIAP Governing Council] on the Review of the 2010-2014 Strategic Plan**

The FOC noted that the strategic plan addressed three main challenges-(i) developing MDG related statistics, (ii) developing integrated economic statistics and implementation of the 2008 SNA and (iii) modernizing statistical information systems. While expected results under (i) and (ii) were mainly achieved, expected results addressing (iii) were not achieved because of the lack of in-house expertise on ICT-related frameworks and tools. Likewise, the goal included fostering the development and dissemination of key environmental statistics, among others, but in-house expertise on environmental statistics is missing. The group noted that environmental statistics will be a more important area for training after 2015.

As a result of the review, the FOC highlighted issues that needed more consideration and also made some initial recommendations, as follows:

- The question of which is the ultimate goal of SIAP-is it to increase the use of statistics for decision-making or is it to increase the statistical capacity to produce, disseminate and use statistics-- was raised and merited further discussion.
- In formulating the strategic goals of SIAP, a distinction needs to be made between overarching goals and aspirations on one hand and specific objectives (expected outcomes) and actions (outputs) on the other hand.
- A stakeholder analysis needs to be part of the strategic planning process. Traditional stakeholders are member States, national statistical offices, bilateral country donors, and international organizations and donors. There is a need to take a closer look at nontraditional potential stakeholders such as other component member institutions of national statistical systems, ministries of finance and budget, academic institutions engaged in statistical education and research and the private sector and civil society organizations.
- The broad strategic directions of the current plan would remain relevant to the next five years, but new ones may need to be considered with corresponding strategic initiatives. For example, collaboration and partnerships with member States and international organizations has mainly been for request of resource persons but the emergence of a 'physical' network of training institutions such as for e-learning and coordination has taken an important and needed role for cost-effective training.
- Better ways of assessing training needs and of evaluating training outcomes are needed to foster increased accountability of both training providers and training recipients.
- On the focus areas of training, a move towards increased provision of training in specialized skills and advanced statistical methods is highly relevant; at the same time the need for training in foundations of statistics will continue to remain high.

Whether SIAP should focus on the former and national statistical training institutes on the latter calls for new strategic thinking.

- The current strategic plan focused on namely MDG statistics and indicators (mainly social), basic economic statistics and SNA and ICT. The focus areas in the new strategic plan would need to be broader and include population statistics, environment statistics, gender statistics and civil registration. The meeting noted that the 2020 census round will have started during the period of the new plan and should be a specific focus area; for the 2010 census round, training on censuses started only in 2009.
- Along the recommendation of the Council in its eighth session, SIAP is continuing to expand delivery of Internet-based learning in terms of enlarging the scope of topics, increasing the number of course offerings and accepting more participants. E-learning blended with face-to-face learning. This approach should be extended. The use of face-to-face learning could be used more strategically with an understanding of the nature of the courses for which this modality is essential. The initiative on the effective use of Internet-based e-learning in collaboration with member States and international organizations through a common platform adapted from the MOOC approach should be pursued as a strategic initiative.
- The commitments and goal areas in the strategic plan should reflect the importance of a strong sense of ownership and support of member States towards mobilization of financial and human resources and in the effective management and administration of these resources.
- The strategic plan should be a document that can be utilized for resource mobilizations. To serve this purpose, it should include an implementation plan identifying priority outputs and indicative activities, such as number of training courses and participants, and budget estimates.



**Table 1a. Trends in number of courses and participants by training programme:  
1 January 2010- 31 December 2013**

**A. Number of courses by programme**

Year	FOS	PSS	Gender	ECON	AGRI	ENV	MGMT	Total
2010	11	3	1	3			2	20
2011	11	3	5	5			1	25
2012	5	6	1	4			1	17
2013	4	6	1	8	5	1	4	29
Total	31	18	8	20	5	1	8	91

**B. Number of participants by programme**

Year	FOS	PSS	Gender	ECON	AGRI	ENV	MGMT	Total
2010	236	55	20	57			67	435
2011	197	54	112	106			38	507
2012	96	112	13	81			17	319
2013	79	120	21	217	129	30	204	800
Total	608	341	166	461	129	30	326	2061

**C. Gender ratios by programme**

Year	FOS	PSS	Gender	ECON	AGRI	ENV	MGMT	Total
2010	1.17	0.67	1.50	0.97			0.4	0.92
2011	1.16	1.16	0.78	1.26			0.15	0.96
2012	0.71	0.75	1.60	0.80			0.89	0.78
2013	0.98	1.50	3.20	1.13	0.87	2.75	0.98	1.13
Total	1.05	1.01	1.05	1.07	0.87	2.75	0.69	0.98

**Abbreviations:** FOS- Fundamentals of Official Statistics; PSS- Population and Social Statistics; Gender- Gender Statistics; ECON- Economic Statistics and System of National Accounts; AGRI- Agricultural and Rural Statistics; ENV- Environment Statistics; MGMT- Leading and Managing for Official Statistics

**Table 1b. Trends in number of courses and participants by training modality:  
1 January 2010- 31 December 2013**

**A. Number of courses by training modality**

Year	SIAP-JICA Residential Courses	Short Courses				Distance Training & e-learning	Seminars & Workshops	Total
		Regional	Sub-regional	Country	Total			
2010	4	5	1	4	10	4	2	20
2011	3	6	3	6	15	6	1	25
2012	4	9	1	1	11	1	1	17
2013	2	11	2	5	18	5	4	29
Total	13	31	7	16	54	16	8	91

**B. Number of participants**

Year	SIAP-JICA Residential Courses	Short Courses				Distance Training & e-learning	Seminars & Workshops	Total
		Regional	Sub-regional	Country	Total			
2010	70	89	26	94	209	89	67	435
2011	72	100	62	111	273	124	38	507
2012	78	140	21	20	181	43	17	319
2013	32	244	44	129	417	147	204	800
Total	252	573	153	354	1080	403	326	2061

**C. Gender ratios**

Year	SIAP-JICA Residential Courses	Short Courses				Distance Training & e-learning	Seminars & Workshops	Total
		Regional	Sub-regional	Country	Total			
2010	0.84	1.07	1.0	0.88	0.97	1.54	0.4	0.92
2011	0.64	1.08	0.59	1.18	0.98	1.82	0.15	0.96
2012	0.44	0.63	2.0	4.0	0.87	1.26	0.89	0.78
2013	0.52	0.92	2.67	2.00	1.29	1.13	0.98	1.13
Total	0.61	0.89	1.16	1.39	1.07	1.41	0.69	0.98

**Annex Table 2. Performance indicators: 2010 - 2013**

**Output A:** Improved knowledge and skills of government officials/ statisticians to produce, manage, and use data supported by appropriate information and communications technology

Indicator	2010 - 2013 (1 January - 31 December)	
	Target	Result
1. Number of participants successfully completed the training courses		
1a) SIAP-JICA Residential Courses	360	252
1b) Short Courses	900	1080
1c) Distance Training & e-learning	234	403
2. Percentage of participants who indicated much improved confidence in applying knowledge and skills acquired upon return		
1a) SIAP-JICA Residential Courses	65%	60%
1b) Short Courses	-	58%
3. Percentage of participants who have held at least one training /seminar/ course based on SIAP courseware within one year after the training*	30 %	42 %
4. Percentage of participants who indicated training activity was very useful to their work		
1a) SIAP-JICA Residential Courses	65%	55%
1b) Short Courses	50%	57%
1c) Distance Training & e-learning	-	53%
5. Number of research papers prepared during research-based course that published in full	4	None**
6. Acceptance of SIAP alumni into graduate programme by the Tokyo International University (TIU) under SIAP-TIU agreement	Number accepted	7

\* Based on reports on completed actions plans of SIAP-JICA courses

\*\* The research-based training programme has not been conducted since 2011

**Annex Table 2 (continued)****Output B: Improved remotely/guided learning**

Indicator	2010 -2013 (1 January - 31 December)	
	Target	Result
1. Number of participants successfully completed the SIAP-JICA distance training courses & e-Learning course	234	403
2. Number of sets of e-training materials developed	None set	15 CD-ROMs
3. % of participants who found that the training or training materials were very useful/useful	None set	Very useful: 59% Useful: 37%

**Output C: Increased multiplier effect of SIAP training**

Indicator	2010 - 2013 (1 January - 31 December)	
	Target	Result
1. Number of training activities organized by ESCAP member States for 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.	60	86
2. Increased number of country partner institutions	None set	No increase

**Annex Table 2 (continued)****Output D:** Improved skills of managers of national statistical offices

Indicator	2010 - 2013 (1 January - 31 December)	
	Target	Result
<b>Management seminar for Heads of NSOs</b>		
1. Percentage of participants who are chief statisticians/heads of NSOs	55%	82%
2. Percentage of participants who indicated that the seminar was very useful to their work	60%	69 %
<b>Statistical Quality Management and Fundamental Principles of Official</b>		
1. Percentage of participants who are deputy heads of NSOs	55%	44 %
2. Percentage of participants who are mid-level managers of NSOs	40%	66 %
3. Percentage of participants who indicated that the seminar was very useful to their work	60%	68 %

**Output E:** Improved coordination of statistical training in the region

Indicator	2010 - 2013 (1 January - 31 December)	
	Target	Result
1. Number of participants: Workshop on Forging Partnerships	20	21
2. Number of joint activities conducted with training institutions and other partners	5	33
3. Number of national training institutions conducting joint activities with SIAP and providing in-kind contributions	6 annually	5

**Annex Table 3. Stakeholders' Analysis Matrix**

Stakeholder	Related Mandate	Interest in Statistical Training	Resources
Producers of official statistics			
<ul style="list-style-type: none"> <li>• National statistical offices</li> </ul>	<ul style="list-style-type: none"> <li>• Production, processing, tabulation and dissemination of data and statistics</li> <li>• Coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Improving statistical skills and increasing knowledge of staff in producing core statistics and indicators and applications of statistical methods</li> <li>• Increasing knowledge and skills in specialized fields of statistics</li> <li>• Capability to respond to statistical data needs for post-2015 development agenda</li> <li>• Updating knowledge on standards, recommendations and methodologies</li> <li>• Capacity to apply IT to increase efficiency in statistical data processing</li> <li>• Sharing knowledge, practices and experiences</li> <li>• Improving quality of statistics</li> <li>• Capability to provide basic training to staff</li> </ul>	<ul style="list-style-type: none"> <li>• Statistical experts</li> <li>• Good practices and experiences in various aspects of data collection, processing and dissemination</li> <li>• Leadership and management experience</li> <li>• Training resources</li> <li>• Attract financial resources for training</li> </ul>

Stakeholder	Related Mandate	Interest in Statistical Training	Resources
		<ul style="list-style-type: none"> <li>• Communication and advocacy skills for statistics</li> </ul>	
<ul style="list-style-type: none"> <li>• Other producers of official statistics who are also data users (e.g., ministries; central banks; civil registration offices)</li> </ul>	<ul style="list-style-type: none"> <li>• Data production usually from administrative reporting systems</li> <li>• Data analysis</li> <li>• Policy monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Improving statistical skills and increasing statistical knowledge of staff applicable to subject area</li> <li>• Improving quality of data from administrative reporting systems</li> <li>• Data analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of subject area pertaining to their mandates</li> <li>• Proximity to policy-makers</li> <li>• Advocacy for resources for statistics</li> </ul>
Statistical training and research institutions	Providing statistical training and education; conducting statistical research	<ul style="list-style-type: none"> <li>• Providing relevant training to meet local demand</li> <li>• Recognition as provider of quality training</li> <li>• Providing training for other countries</li> <li>• Training-of-Trainers</li> <li>• Research-based training</li> <li>• Sharing training materials</li> <li>• Access to and availability of external experts</li> <li>• Collaborative offering of training courses, including e-learning</li> <li>• Collaborative development of training materials</li> </ul>	<ul style="list-style-type: none"> <li>• Experts</li> <li>• Training expertise</li> <li>• Training infrastructure</li> <li>• Training materials</li> <li>• Financial resources</li> </ul>

Stakeholder	Related Mandate	Interest in Statistical Training	Resources
Policy-makers	Formulating development policies and plans	<ul style="list-style-type: none"> <li>• Data availability</li> <li>• Use of statistics for policy and planning</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy for adequate resources for statistics</li> </ul>
Governments	Ensure the availability of quality data	<ul style="list-style-type: none"> <li>• Reliable data for monitoring progress and achievement of development goals</li> </ul>	<ul style="list-style-type: none"> <li>• Allocation of resources</li> <li>• Enabling environment</li> </ul>
Academic institutions	Provide formal education and conduct methodological research	<ul style="list-style-type: none"> <li>• Collaboration on statistical training, including e-learning</li> <li>• Development and sharing of teaching materials</li> <li>• Training and learning models</li> <li>• Potential employment of statistics graduates</li> </ul>	<ul style="list-style-type: none"> <li>• Expertise on adult learning</li> <li>• Statistical experts</li> <li>• Curricula, syllabuses and training materials</li> <li>• Infrastructure</li> </ul>
Development partners	Support to statistics development and capacity building in programme areas	<ul style="list-style-type: none"> <li>• Timely and reliable data and statistics in their programme areas including: <ul style="list-style-type: none"> <li>• Formulating national statistical development strategies</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Technical experts and facilitation of sharing of training resources and expertise</li> <li>• Financial resources</li> <li>• Advocacy for statistics</li> </ul>
Donors	Development assistance	Capacity development as part of development assistance programme	Financial resources
Private sector	Private-public partnership	<ul style="list-style-type: none"> <li>• Corporate social responsibility</li> <li>• Training facilities and products</li> </ul>	<ul style="list-style-type: none"> <li>• Financial resources (under UN Guidelines)</li> <li>• Technologies and expertise</li> </ul>



Stakeholder	Related Mandate	Interest in Statistical Training	Resources
		<ul style="list-style-type: none"><li data-bbox="1160 300 1451 331">• Statistical products</li></ul>	

#### **Annex Table 4. Partners in Training 2010 – 2013**

##### **A. National Statistical Organizations**

- Australia: Australian Bureau of Statistics
- Bangladesh: Bangladesh Bureau of Statistics
- Cambodia: National Institute of Statistics
- China: National Bureau of Statistics
- India: Central Statistical Organization
- Indonesia: BPS-Statistics Indonesia
- Japan: Ministry of Internal Affairs and Communications
- Malaysia: Ministry of Human Resource
- Malaysia: Department of Statistics Malaysia
- Maldives: Department of National Planning
- Indonesia: BPS-Statistics Indonesia
- Mongolia: National Statistical Office
- Myanmar: Central Statistical Organization
- New Zealand: Statistics New Zealand
- Norway: Statistics Norway
- Philippines: National Statistical Coordination Board
- Philippines: National Statistical Office
- Republic of Korea: Statistics Korea
- Republic of Korea: Bank of Korea
- Russian Federation: Federal State Statistics Service
- Sri Lanka: Department of Census and Statistics
- Timor-Leste: National Statistics Office
- Thailand: National Statistical Office
- Viet Nam: National Statistical Office
- Vanuatu National Statistics Office
- Uzbekistan: State Statistics Committee of Uzbekistan

##### **B. Training Institutes**

- China International Statistical Training Centre
- India: National Academy of Statistical Administration (NASA)
- Indonesia: Education Training Center, BPS-Statistics Indonesia
- Islamic Republic of Iran: Statistical Centre of Iran (SCI)
- Malaysia: Statistical Training Institute, Department of Statistics Malaysia
- Philippines: Statistical Research & Training Center
- Republic of Korea: Statistical Training Institute, Statistics Korea



### **C. International and Regional Organizations**

- ADB: Asian Development Bank
- Economic Commission for Latin America and the Caribbean: CELADE
- Economic and Social Commission for Asia & the Pacific (ESCAP): Statistics Division, Environment & Development Division, Pacific Office, Sub-regional Office for East and North-east Asia, Sub-regional Office for South and South-west Asia, United Nations Asian and Pacific Training Centre for Information and Communication Technology for Development, Centre for Alleviation of Poverty through Sustainable Agriculture, Macroeconomic Policy and Development Division
- FAO : Food and Agriculture Organization, Asia Pacific Office
- ILO: International Labour Organization
- IMF: International Monetary Fund
- ISI: International Statistical Institute
- PARIS21- The Partnership in Statistics for Development in the 21st Century
- SPC: Secretariat of the Pacific Community
- UNFPA: United Nations Population Fund
- UNICEF: United Nations Children's Fund
- UNSD: United Nations Statistics Division
- USP: The University of the South Pacific
- UNESCO: United Nations Educational, Scientific and Cultural Organization
- World Bank