



An Assessment of National Strategy for the Development of Statistics (NSDS) 2013-2023



Bangladesh Institute of Development Studies

E-17, Agargaon, Sher-e-Bangla Nagar, Dhaka-1207



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Abbreviations and Acronyms

4IR	Fourth Industrial Revolution
APA	Annual Performance Agreement
BADC	Bangladesh Agriculture Development Corporation
BB	Bangladesh Bank
BBIN	Bangladesh, Bhutan, India, and Nepal
BBS	Bangladesh Bureau of Statistics
BDT	Bangladesh Taka
BIDS	Bangladesh Institute of Development Studies
BIMSTEC	Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation
BMPI	Building Material Price Index
BSIC	Bangladesh Standard Industrial Classification
BTRC	Bangladesh Telecommunication Regulatory Commission
CAPI	Computer Adapted Personal Interview
CPI	Consumer Price Index
DAE	Department of Agricultural Extension
DAM	Department of Agricultural Marketing
DGDP	District Gross Domestic Product
DoF	Department of Fisheries
DP	Development Partner
DPP	Development Project Proforma
ECDS	Environment, Climate Change and Disaster Statistics
EPB	Export Promotion Bureau
EU	European Union
FA & MIS	Finance, Administration, and Management Information System
FAO	Food and Agriculture Organization
FAQ	Frequently Asked Question
FPMU	Food Planning and Monitoring Unit
GDSS	General Data Dissemination System
GDP	Gross Domestic Product
GIS	Geographic Information System
GNI	Gross National Income
GoB	Government of Bangladesh
HIES	Household Income and Expenditure Survey
HMSS	Health and Morbidity Status Survey
ICT	Information and Communication Technology
IMF	International Monetary Fund
IOT	Input Output Table
ISRT	Institute of Statistical Research and Training
ISS	Informal Sector Survey
IT	Information Technology
LFS	Labour Force Survey

LMIS	Labour Market Information System
MICS	Multiple Indicator Cluster Survey
MoA	Ministry of Agriculture
MoEF	Ministry of Environment, Forest, and Climate Change
MoH&FW	Ministry of Health and Family Welfare
NACS	National Advisory Council on Statistics
NBR	National Bureau of Revenue
NHD	National Household Database
NIPORT	National Institute of Population Research and Training
NPI	Non-Profit Institutions
NPISH	Non-Profit Institutions Serving Household
NPR	National Population Register
NQAF	National Quality Assurance Framework
NSDS	National Strategy for the Development of Statistics
NSDS-ISP	NSDS Implementation Support Project
NSO	National Statistical Office
NSS	National Statistical System
PARIS21	Partnership in Statistics for Development in the 21st Century
QGDG	Quarterly Gross Domestic Product
QLFS	Quarterly Labour Force Survey
SAM	Social Accounting Matrix
SBR	Statistical Business Register
SDDS	Special Data Dissemination Standard
SDG	Sustainable Development Goal
SDMX	Statistical Data and Metadata Exchange
SMI	Survey of Manufacturing Industries
SPARRSO	Space Research and Remote Sensing Organization
SSTI	Statistical Staff Training Institute
SUT	Supply and Use Tables
SVRS	Sample Vital Registration System
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TAPP	Technical Assistance Project Proforma
UNDP	United Nations Development Programme
UNESCAP	United Nations Economic and Social Council for Asia and the Pacific
UNICEF	United Nations Children's Fund
USA	United States of America
VAT	Value Added Tax

Executive Summary

The assessment aimed to cover all aspects of the National Statistical System (NSS) involved in the production of the core set of statistics; including collection and processing of data; compilation, analysis, and dissemination of core set of statistics; statistical infrastructure (classifications, standards, frameworks, registers, IT infrastructure); human resources; and relationships between data providers and producers. The assessment identified constraints limiting the capacity of BBS to produce the core set of statistics and needs for capacity development.

Human Resources

The staffing composition across BBS wings reveals marked differences among the various wings. The National Accounting Wing has a distribution of 5 percent at senior-level, 60 percent at mid-level, and 35 percent at junior positions. In contrast, the Agriculture Wing shows a broader spread with 16.67 percent at senior level, 25 percent at mid-level, and over 58.33 percent at junior level staff. The Demography and Health Wing exhibits a similar pattern of staff with 14.29 percent at the senior level, 42.86 percent at the mid-level, and also at the junior level. The Industry and Labour Wing as well as the Census Wing are predominantly staffed by junior personnel, accounting for 40 percent and 52.63 percent respectively. The Computer Wing stands out with a larger number of mid-level employees (42.86%) and equal numbers of senior and junior level staff (28.57%), while the SSTI maintains a balanced structure with 33.33 percent each at senior-level, mid-level, and junior-level. The FA & MIS Wing has 10.53 percent senior, 21.05 percent mid-level, and 68.42 percent junior staff, reflecting another area with a significant junior-level workforce.

Academic Qualifications

The academic qualifications across the wings predominantly feature Master's degrees, highlighting a highly educated workforce. The National Accounting Wing has about 95 percent of its staff with Master's degrees, a trend that is similarly high in the Agriculture Wing at 83.33 percent. The Census Wing also shows strong educational credentials, with 89.47 percent of staff holding Master's degrees. Impressively, all staff in the Demography and Health Wing, Industry and Labour Wing, as well as the FA & MIS Wing, possess Master's degrees. The Computer Wing and SSTI have a mix, with 71.43 percent and 66.67 percent holding Master's degrees, respectively and the rest have Bachelor's degrees.

Professional Training

The analysis of professional training reveals substantial disparities. The staff in the National Accounting Wing has received about 16.50 training, ranging from 3 to 42, indicating a robust commitment to continuous professional development. Conversely, the Agriculture Wing staff averages only 6 training, with the Census Wing and the FA & MIS Wing averaging 3.58 and 3.47 respectively. The Demography and Health Wing and SSTI show moderate training levels with

7.36 and 8 respectively on average. In contrast, the Computer Wing and the Industry and Labour Wing staff have received only 2.86 and 2.40 training respectively.

Professional Experience

Professional experience varies significantly across the wings. Years of experience in the related field vary between 9.79 and 25 years. In contrast, years of experience in the wing vary between 1 and 22.14 years. The professional staff in the Computer Wing averages 25 years of experience, making it the most experienced wing in BBS. The SSTI follows with an average of 21.67 years of experience. Other wings show a range between 9.79 and 16.17 years of experience in the related field, with notably lower years of experience in their specific wings. For example, staff in the National Accounting Wing have an average of 13.20 years in the field but only 6.75 years in the wing. The staff in the Census Wing have 10.47 years in the field but only 2.42 years in the wing, indicating a potential misalignment that could impact efficiency and continuity.

Implementation Status of the Mandated Tasks

The implementation status of each of the wing's mandated tasks conducted between 2013 and 2023, indicates that the National Accounting Wing led seven projects, followed by the Agriculture Wing (six projects), the Demography and Health Wing (five projects), the Industry and Labour Wing (three projects), the Census Wing (four projects), the Computer Wing (two projects), and the SSTI focused on training activities for statistical staff, and the FA & MIS Wing (four different activities) during this period. Full implementation of mandated tasks was achieved by the Agriculture Wing, the Industry and Labour Wing, the Census Wing, and the SSTI. Partial implementation was noted in the Demography and Health Wing, and the Computer Wing. While the National Accounting Wing fully implemented approximately 71.43% of its projects, with the remaining 28.57% partially completed, the Demography and Health Wing implemented about 80 percent of the projects fully and the rest 20 percent are partially implemented.

Expectations from the Next NSDS and Plans to Introduce New Products

Each wing anticipates significant support in human resource development, infrastructure, and logistics, with specific wings (Industry and Labour, Census, and SSTI) also seeking financial, technological, methodological, and training support. All wings except the SSTI plan to introduce a variety of new products. The National Accounting Wing has the most extensive list of new products, ranging from district GDP estimates to various indices and satellite accounts. The Agriculture Wing focuses on SDG indicator surveys, while the Demography and Health Wing aims for analytical standardization. The Industry and Labour Wing's plans are comprehensive, encompassing an LMIS and surveys aligned with the Fourth Industrial Revolution. Although unspecified, the Census Wing and Computer Wing also intend to introduce new products. Additionally, the FA & MIS Wing aims to restructure the BBS organogram.

Implementation Status of Strategic Goals

Before embarking on goal-wise analysis, it should be noted that the correspondence between human resources and the number of goals per professional varies from the lowest at 0.26 in the Census Wing to the highest at 1.14 in the Computer Wing. The correspondence between human resources and the number of indicators per professional gives a similar conclusion; while the lowest-ranked wing remains the same, the highest-ranked changes to the Computer Wing. The upshot of the analysis is that the burden of tasks is not evenly distributed across the wings.

The National Accounting Wing fully implemented around 32.65 percent of the strategic goals, partially implemented 6.13 percent, and the rest 61.22 percent were not implemented at all, The Agriculture Wing fully implemented around 66.67 percent, partially implemented around 6.66 percent, and not implemented about 26.67 percent of their strategic goals. The Demography and Health Wing fully implemented around 56.52 percent, partially implemented around 8.70 percent, and did not implement about 34.78 percent of their strategic goals. The Industry and Labour Wing fully implemented around 62.96 percent, partially implemented about 11.11 percent, and not implemented around 25.93 percent of the strategic goals. The Census Wing fully implemented around 60 percent of their goals and the rest around 40 percent has not been implemented. The Computer Wing had a non-implementation status of around 88 percent of the goals. The SSTI had partially implemented around 66.67 percent and fully implemented around 33.33 percent of the strategic goals. Finally, the FA & MIS Wing fully implemented around 17.24 percent, partially implemented around 27.59 percent, and not implemented around 55.17 percent of the strategic goals.

Expected and Realized Support for Human Resource Development

The wings expected support from the NSDS-ISP to implement their mandated tasks and fulfill the strategic goals besides regular task management within the current capacity framework of the BBS. We found SSTI has expected the highest amount of support (100%) for human resource development; followed by the FA & MIS Wing (90%), the Industry and Labour Wing (87.5%), the Computer Wing (75%), the National Accounting Wing (73.33%), the Agriculture Wing (25%), the Census Wing (20%), and the Demography and Health Wing (16.66%). Of them, the SSTI had the highest amount of realized support (33.33%), followed by the FA & MIS Wing (30%), the Agriculture Wing (25%), the Industry and Labour Wing (25%), the Census Wing (20%), Demography and Health Wing (16.66%). The Computer Wing and the National Accounting Wing received the least proportions of support.

Expected and Realized Support for Infrastructural Development

The highest proportions of support for infrastructural development were expected by the SSTI and the FA & MIS Wing each 100 percent with no expectation from the Agriculture Wing and the Demography and Health Wing. While the SSTI received 33.33 percent support, the Computer Wing received 25 percent, and the Industry and Labour Wing received around 12.50 percent of

their expected support for infrastructure. The Agriculture Wing, the Demography and Health Wing, and the Census Wing did not expect any infrastructural support.

Expected and Realized Support for Logistics Development

The SSTI and the FA & MIS Wing expected the highest proportions of logistics support (i.e., 100%), followed by the Industry and Labour Wing (87.50%), the Computer Wing (62.50%), the National Accounting Wing (53.33%), the Census Wing (20%), the Agriculture Wing (25%) and the Demography and Health Wing (16.66%) respectively. The SSTI received 100 percent of the logistics support; but the FA & MIS Wing received 50 percent and the National Accounting Wing, the Industry and Labour Wing, and the Computer Wing received only a small proportion of support expected for logistics purposes.

Expected Support from the Next NSDS for Relevant Projects

Most of the wings expected support from the next NSDS for human resource development. This is crucial and is consistent with other human capital development policies of the government. This expectation is followed by infrastructural and logistics support as well. The National Accounting Wing has expected around 93.33 percent support for human resource development followed by logistics (80%). This pattern of prioritizing human resource development and logistics support is found to be similar for the Demography and Health Wing (83.33%) and the Industry and Labour Wing (87.50%). In contrast, the Agriculture Wing has expected around 50% support for each of the three types.

In terms of the changes in the indicators from the next NSDS; around 33.33 percent changes have been made by the Demography and Health Wing compared to the Industry and Labour Wing (25%), National Accounting Wing (20%) and the Agriculture Wing (16.66%). The Administrative wings -- the SSTI and FA & MIS -- are found to expect around 100 percent support for human resource development, infrastructure, and logistics to fulfill their strategic goals from the next NSDS with further about 100 percent changes made in the indicators by the Computer Wing as well.

Modifications in the Next NSDS

The modifications made in the strategic goals made by the wings were explored in consultation with relevant stakeholders in the next NSDS. However, the proportion of the modified changes in the respective goals depends upon the number of the strategic goals of the wings as well. Our results reveal that the Computer Wing has made around 100 percent changes in the strategic goals in the next NSDS, followed by the Census Wing (40%), the Industry and Labour Wing (37.50%), the Agriculture Wing (33.33%), and the National Accounting Wing (13.33%) respectively. The Demography and Health Wing, SSTI, and the FA & MIS Wing did not report any changes to the strategic goals in the next NSDS.

Budget Assessment

The capacity to finance mandatory initiatives and other strategic goals depends upon availing internal and external resources. The estimated budgets are different across the wings based on their strategic goals and regular activities and reflect in their support expectations from different sources. The sources of funding the wings reported include government revenue allocations, Development Project Proforma, and Technical Assistance Project Proforma. The wings applied for funding based on selected strategic goals out of the total number of their strategic goals. The results indicate that the Computer Wing has applied for funding for around 100 percent of the strategic goals, followed by the Agriculture Wing (66.67%), the National Accounting Wing (40%), and the Industry and Labour Wing (12.50%) respectively. In line with the approval process, the requested budget was approved for around 100 percent in the case of the National Accounting Wing, the Agriculture Wing, and the Industry and Labour Wing. The Demography and Labour Wing, the Census Wing, SSTI, and the FA & MIS did not apply for funding towards the fulfillment of the strategic goals. Despite efforts, the Computer Wing did not receive approval for the requested budget to implement their strategic goals. Our assessment further shows that the National Accounting Wing has applied for an estimated budget of BDT 1167.5 million compared to the Agriculture Wing's estimated amount of BDT 323 million. However, the Agriculture Wing has around 68.85 percent of the budget compared with the National Accounting Wing's 51.71 percent.

Tasks with Little Financial Bearings

While many of the tasks enlisted in the NSDS had sizeable financial bearings, a significant number of the activities listed in the NSDS do not have any obvious financial obligations. Completion of these tasks needed particular attention to different minor issues. While BBS signed memoranda of understanding with at least one foreign NSO and five others within the country, formed the NACS, made good progress in completing 6 Institutional Accounts to improve the estimates of the GDP and GNI, the Business Register at the piloting stage, the NPR at the initial stage, it initiated Citizen's Perception Survey on Crime and Justice, Research and Development Wing initiated primarily as a Cell, the dissolution of the Census Wing in the process, several other tasks are delayed or yet to be completed.

The list of tasks delayed includes implementation of the SDDS, failure to maintain the advance release calendar, less than full implementation of the NQAF, lack of comprehensive metadata system complying with SDMX, slow and outdated BBS website which lacks constant updating except for uploading new statistical products.

There are disparities in human capital development through training across wings, no obvious fruition of consultative meetings and training of officials of the wings, dependence on external experts on designing questionnaires, sampling, and report writing, weak and thin workforce given the continuous increase in workload, lacks statistical infrastructures, and logistics support.

The list of tasks not undertaken includes the extension of BBS activities at the upazila level, open data policy, coordination with the other agencies of the NSS, compiling the District GDP, no

initiative for generating panel data though there are mandated tasks that BBS performs periodically such as HIES and SVRS. Further, there are a few duplications of efforts across various statistical products, that seem redundant. Besides, discrepancies in agricultural statistics and foreign trade statistics have not yet been resolved through coordination with the other relevant agencies of the NSS.

A significant obstacle faced by the BBS is the recruitment and retention of competent, seasoned, and professionally certified personnel due to severe constraints on vertical career progression. Leadership positions within BBS must be filled internally to enhance operational efficiency and ensure career advancement. Failure to do so will result in a continued drain of skilled professionals seeking career advancement opportunities elsewhere.

Restructuring of Wings of BBS

The BBS must undergo a comprehensive restructuring of its longstanding organizational chart to meet the current demands, considering the escalating workload. In this regard, the National Accounting Wing should be divided into three separate entities: the National Accounting Wing, the Prices and Wages Wing, and the Energy and Environment Wing. Similarly, the Industry and Labour Wing should be subdivided into Industry Wing and Labour Wing. Moreover, the Demography and Health Wing should be segmented into the Population and Demography Wing, and Health and Nutrition Wing. Additionally, the Agriculture Wing ought to be split into the Crop Statistics Wing and the Non-crop Statistics Wing. The Computer Wing also requires division into the Data Processing Wing and IT Wing. Furthermore, in light of technological advancements, particularly in ICT, a GIS Wing should be established, while the FA & MIS Wing's current structure may remain unchanged. Considering the expansion mentioned above, it may be advisable to dissolve the Census Wing and reallocate its responsibilities to the relevant wings. For instance, the Population and Housing Census could fall under the Population and Demography Wing, the Economic Census under the Industry Wing, and the Agriculture Census under the Crop Statistics Wing. Similarly, the Livestock and Fisheries Censuses could be reassigned to the Non-crop Statistics Wing.

Overall Evaluation

Based on a Toolkit designed by PARIS21 the overall performance of BBS was assessed. A set of six major themes in the evaluation tool -- Status and Capacity of BBS, Resources and Expenditures, Data Quality, Demand Responsiveness, Dissemination and Use, Planning and Monitoring of Results - has been proposed. Our estimates reveal that the performance of Bangladesh is well in the case of data quality and planning and monitoring of results (>80%). Its performance is average in the case of demand responsiveness (>70%), and lower than average in the case of resources and expenditures, status, and capacity of BBS. The performance is poor for dissemination and use. Hence, half of the broad components are still regarded as weak. Given the performance of broad components, the overall performance stands at 74.32%. The overall score is to be regarded as the degree of implementation and impact of the NSDS over the reporting period.

SWOT Analysis

As the NSO, the lead role provides the BBS with an infrastructural setup with headquarters, regional and upazila level offices with equipment and computer processing facilities, human resources, and regular funding by the Government. It has already introduced the Computer Assisted Personal Interviewing (CAPI) method and GIS-based data collection in surveys and censuses in the run-up towards digital ecosystem development and SMART Bangladesh.

However, one significant weakness of the BBS is its lack of adequacy in human resources, financial resources, and infrastructure to regularly generate, update, provide technical assistance, and monitor large datasets. Due to inadequacy of resources, many core surveys are not being conducted regularly, thereby not being produced or published on time which leads to the production of many indicators and estimates based on outdated data. Besides, the current ICT infrastructure is weak and its website is outdated.

The provisions of the Statistics Act, 2013 provide ample scope for improvement in the quality, coverage, and use of core statistics, and modernization of physical and statistical Infrastructure within the NSS.

A lack of harmonization among the data-producing agencies could raise serious concerns about the actual information and could mislead the evidence-based decision-making process. The major examples are agricultural data across BBS, DAE, and SPARRSO and foreign trade data across BBS, Bangladesh Bank, and the Export Promotion Bureau.

CHAPTER 1

Chapter 1

Introduction

1.1 Background

The Bangladesh Bureau of Statistics (BBS) was created in 1974 by merging four separate statistical agencies of the erstwhile provincial and central governments of erstwhile Pakistan: (i) Bureau of Statistics, (ii) Bureau of Agriculture Statistics, (iii) Agriculture Census Commission, and (iv) Population Census Commission. Throughout the period the Bureau witnessed transformations in terms of its activities and governance. Even after the periodic metamorphoses for better or worse, the Bureau strived to cater to the needs of the Government and other stakeholders by producing statistics, publishing statistical products based on surveys, and censuses, and compiling data generated by other agencies, besides providing technical services related to statistics. It was expected that the Bureau would play a pivotal role as the National Statistical Office (NSO) by coordinating the statistical activities of other agencies in the National Statistical System (NSS). However, it appears that the agency could not fully fulfill the expectations of the Government or other stakeholders. The Bureau has, thus, been subjected to frequent criticism from different quarters. While some of these criticisms are valid, some harsh criticisms based on speculations are even unfounded.

Amidst these issues, the Government shifted its focus on the agency so that it can meet the needs of the policymakers and other stakeholders. Accordingly, the Parliament passed the Statistics Act 2013 (Ministry of Law and Parliamentary Affairs, 2013) to give further impetus to the activities of the organization. Article 6(g) of the Statistics Act 2013 mandated the BBS to develop and update the National Strategy for Development of Statistics, or NSDS for short, from time to time. Accordingly, the BBS with technical assistance from the World Bank developed its first NSDS which was approved by the Cabinet in 2013 (BBS, 2015).

1.2 Rationale for Evaluation of the NSDS

The rationale for the national strategy for the development of statistics lies in the crucial role of official statistics for formulating prudent government plans and policies to ensure sustained economic growth. By digitizing data collection and utilizing various sources like satellite images, and social networks (Khan, 2023), the government aims to enhance the quality, timeliness, and relevance of official statistics. Good statistics, including GDP, population, income and poverty, and vital statistics data, are essential for developing Five Year Plans and for monitoring economic activities, policy adjustments, and societal interventions. Additionally, initiatives like alternative education programs for rural youth contribute to poverty reduction and rural development, emphasizing the importance of accurate statistics in identifying and addressing social challenges (Hossain & Rahman, 2012). Good national statistics is also important for understanding economic

sustainability through GDP and income analysis. Similarly, a sound statistical base is extremely important for understanding the implications of policy shifts and for long-term planning and development.

A UNESCAP report noted that the BBS has the basic capacity to produce most of the statistics within the core set, but it has limited capacity to produce many of these statistics following the relevant international standards and good practices (UNESCAP, 2011). The policymakers in Bangladesh seem to have realized these issues long before this report. As early as 2006, the Government set out a three-stage process for standardizing national data. The first stage 1 (2006 - 2009) was dedicated to the improvement of the quality of data; the second stage (2011-2013) was devoted to the preparation of the NSDS, and the third stage started with the approval of the NSDS by the Cabinet in 2013. Since 2013, BBS has developed strategies to collect data using a statistical framework and has also developed online, computer-aided, and mobile-friendly data collection strategies.

There has been marked progress in the capacity of BBS in the form of human development over the first NSDS period. However, the volume of work both in terms of additional works and major overhauling of existing works outpaced the number of competent staff manifold.

Additionally, the sustainability and future economic growth of Bangladesh heavily rely on reliable statistical data, especially concerning GDP, inflation, employment, and their sectoral composition, poverty and inequality, and demographic and health statistics. Furthermore, the country's disaster risk reduction policies need to be assessed to align with international frameworks emphasizing the importance of evaluating and updating national strategies to meet global targets. Evaluating trade performance with the EU, USA, BIMSTEC, BBIN, etc., countries also highlights the need for data-driven policies to enhance trade relations and economic integration, emphasizing the significance of evaluating national statistical strategies for informed policy formulation.

To facilitate the implementation of the NSDS, the BBS undertook an implementation support project known as the NSDS-ISP in 2018. A series of local and foreign training were organized under the project (see, Annex A). It may be noted that there was training on learning about the Indian statistical system, the Administrative-based Population Census in Spain, and the new procurement framework of the World Bank in India, a workshop on Household Income and Expenditure and Industrial and Labour Force Statistics in the World Bank, USA. Besides foreign training and workshops, the NSDS-ISP also organized training and workshops on as many as 50 topics for various levels of professionals both at the BBS Headquarters as well as selected regions to improve the quality of data, their analysis, and drafting reports. Even though there are issues about the short duration of the training and the absorptive capacity of the participants, one can safely conclude that the training and workshop would have at least some positive impacts on the overall performance of BBS. Further, the NSDS-ISP prepared as many 38 manuals and reports

that are supposed to improve the statistical ecosystem of Bangladesh (see Annex B). The evaluation of the NSDS is, thus, crucial due to the increasing demand for accurate and timely official statistics to inform government policies and decision-making and also to an extent evaluate the efficacy of the NSDS-ISP. It is within this context the evaluation of the NSDS is carried out.

1.3 Objectives of the Study

The study aims to assess the effectiveness, relevance, and alignment of the existing strategy outlined in the current NSDS in terms of the goals, processes, implementation, and outcomes and how these are aligned with the national development goals and international standards. The specific objective(s) are:

- To assess the extent to which the NSDS aligns with the national development priorities;
- To evaluate the adequacy and relevance of the goals, strategic actions, and progress indicators defined in the current NSDS;
- To review the organizational and institutional framework supporting the implementation of the NSDS;
- To analyze the financial and technical resources allocated to the implementation of NSDS;
- To identify challenges and gaps in the current NSDS and its implementation; and
- To provide recommendations for improving the next NSDS for better statistical development.

1.4 Scope of Work

- A thorough desk-review of the current NSDS documents, relevant policies, and reports;
- Interviews with key government officials, administrative data producers, development partners, and civil society representatives;
- Assessment of the chapter-wise implementation progress towards NSDS goals, strategic actions, progress indicators, and targets;
- Comparative analysis of the NSDS document against international best practices and standards;
- A detailed report that summarizes the survey findings and provides actionable recommendations to improve user satisfaction and strengthen the statistical ecosystem.

1.5 Organization of the Report

The report is divided into seven chapters, with each addressing the different aspects of the NSDS. Chapter 1 begins with the introduction of the report that sheds light on the current state of the NSS and BBS and the rationale for the evaluation of the NSDS. Chapter 2 presents the methodological

framework to assess the study's objectives. Chapter 3 describes the human capital and financial endowments of the wings that have a strong bearing on the performance of BBS. It succinctly analyzes the mandated tasks as well as regular and ad hoc tasks of the wings in terms of implementation status, and budgetary provisions. Chapter 4 presents a goal-wise assessment of the NSDS in terms of implementation status, the human development, infrastructural, and logistics resources expected and received by the wings to fulfill the goals of the NSDS. It also reflects on the issues of change wings envisioned in the next NSDS. Chapter 5 reviews the progress or lack of it of the tasks listed in the NSDS that have very little direct financial bearings. Chapter 6 makes an overall evaluation of the NSDS following the PARIS21 Assessment tool complemented by an analysis of strengths, weaknesses, opportunities, and threats to BBS. Finally, Chapter 7 draws a few broad conclusions and suggests specific recommendations.

CHAPTER 2

Chapter 2

Approach and Methodological Framework

2.1 Methodological Framework

This chapter describes the research method, consultative meetings with the wings, and data collection for this study. The analysis is based on the premise that the wings are homogeneous, even though there can be several dimensions of heterogeneity in terms of their activities. This study aims to review the NSDS implementation from 2013 to 2023 and assess its effectiveness, relevance, and alignment of the existing strategy with national development goals and international standards.

The research issues posited above were explored through a *two-tiered approach*— a) organizational assessment and b) institutional analysis. The *first tier*—organizational assessment—would follow Lusthaus, *et al.* (2002) where organizational performance is the outcome of three factors: (i) organizational capacity, (ii) organizational motivation, and (iii) external environment (Figure 2.1).

Figure 2.1: Institutional Assessment Framework



Source: Adapted from Lusthaus, *et al.* (2002) and Williamson (2000).

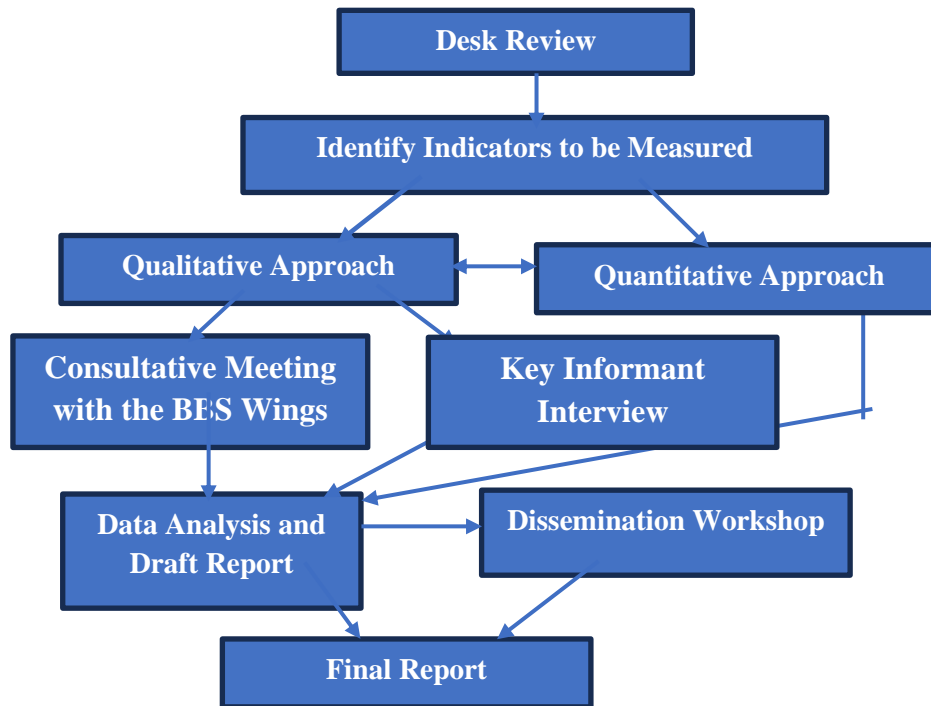
The three factors of organizational assessment work as follows: *First*, an examination of the systems and management practices of BBS associated with human, financial, and infrastructure resources helps provide insight into the use of organizational resources. It consists of program management, and process management, within the organizational structures. Program

management looks at the ability of the organization to carry out its institutional role, while process management examines the way the organization manages its human relations and work-related interactions. The structure identifies the links between how the organization is governed and its mission. *Second*, organizational motivation drives the members of the organization to perform tracing evolution and history. It explores the organization's mission, values, and vision to understand the driving forces behind it. The culture and practices within the BBS, and the incentives it offers, contribute to organizational motivation. Taken together, these factors give the BBS its personality and affect its performance and quality of work. *Third*, the external environment in which BBS operates is very important. It needs support from the external environment if it is to perform well because the environment is the key factor in determining the level of available resources and the ease with which BBS can carry out its activities.

Institutional analysis would constitute the *second tier* as each of the three factors governs and is governed by institutions. In the selection of methods for institutional analysis, level of analysis, research questions, time horizons, measurability and observability of institutions and the roles played by actors are, or should be, central concerns. Insofar as there are both trade-offs and important complementarities between different methods (Beckmann & Padmanabhan, 2009), this study applied an institutional analysis approach building on Alston (1996) and Williamson (2000) as a complement to the organizational approach outlined above. Specifically, this assessment exploited the four-level scheme for analysis (i.e., social embeddedness, institutional environment, governance structures, and resource allocation) developed by Williamson (2000) combined with the typical research questions suggested by Alston (1996) regarding effects, causes, and processes of institutional choice and change.

The implementation required three broad sets of activities: (a) a desk review of available materials, (b) stakeholders' consultations, and (c) a survey across the various wings of BBS. The desk review involved compiling and synthesizing relevant documents provided by the BBS through the NSDS-ISP. This also involved reviewing the international best practices. The primary objective of this review was to contextualize the issues and develop key areas for further investigation. Once this step was completed, and individual consultations were held across wings, the team conducted a questionnaire survey across the wings. Primary and secondary data were collected through qualitative approaches and document/desk review, respectively as shown in Figure 2.2.

Figure 2.2: Analytical Approach to the Assessment



Source: Authors' elaboration.

2.2 Desk Review

The desk review consisted of two parts: a review of international experience (in the strategic planning of statistical systems) and relevant documents of the NSDS-ISP such as local and foreign training and workshops (see Annex A) and number of publications produced (see Annex B). *First*, as several other countries are also implementing the NSDS in their countries e.g., Cambodia (2018), and some of the countries have even rolled out the second phase of their NSDS e.g., Zambia (2023), the NSDS of Bangladesh and other countries have reviewed to make a comparison between NSDS of Bangladesh and international best practices and standards. The review of the literature is based on NSDS reports of the early and late adopters. Relevant documents, policies, and reports are reviewed to see the status of the progress indicators under each strategic goal of NSDS. *Second*, the NSDS-ISP generated valuable resources in terms of monitoring reports, budget analyses, and training modules for different wings of the BBS, and other stakeholders. These resources are reviewed to understand the pathways followed from setting up the goals in the NSDS towards implementation of these goals which ultimately affected the outcomes.

2.3 Qualitative and Quantitative Approaches

Primary data and information have been collected through in-depth consultative meetings and discussions with the wings¹ of the BBS and other relevant stakeholders including key government officials, administrative data producers, development partners, and civil society representatives,

¹ There are eight functional wings of the BBS: five data producing and three services wings.

etc. to explore and understand the effectiveness, relevance, and alignment of the existing strategy with national development goals and international standards. These discussions were followed by structured survey instruments across the wings highlighting their roles in implementing the goals, the process they followed, and the outcomes of their attempts. The structured questionnaires are designed and administered following the PARIS21 NSDS Evaluation Guidelines.² Apart from the wing-specific questionnaires, a separate questionnaire tailor-made following PARIS21 (undated) self-assessment toolkit was conducted to assess the overall progress of the BBS during the NSDS period along with an analysis of the Strengths, Weaknesses, Opportunities, and Threats of BBS.

2.4 Data Collection Tools

2.4.1 Consultative Meeting and Questionnaire Survey

The NSDS has been implemented in terms of strategic actions of eight (8) functional wings of the BBS that are directly or indirectly involved in generating and compiling data. They are: i) National Accounting Wing, ii) Agriculture Wing, iii) Demography and Health Wing, iv) Industry and Labour Wing, v) Census Wing, vi) Computer Wing, vii) Statistical Staff Training Institute (SSTI), and viii) Finance, Administration and Management Information System (FA & MIS) Wing. A series of consultative meetings were conducted with the representatives of the wings. Following the first round of meetings, structured and tailor-made questionnaires were shared with the respective wings. The members of the research team followed up with the respective wings for the timely completion of the questionnaires. This two-pronged approach helped examine (i) the current implementation status of the NSDS by the wings (ii) the adequacy and relevance of the NSDS goals, strategic actions, and progress on the specified indicators, and (iii) identify the challenges and gaps in the current NSDS, (iv) their expectation and realization of various support from the concerned authority, and (v) their proposal for modifications of goals and indicators in the next NSDS.

2.4.2 Key Informant Interview

The above qualitative and quantitative data and information were complemented with Key Informant Interviews with different stakeholders. Specifically, these interviews were conducted with the data users including academics, government officials of different ministries, development partners, private sector, public representatives, and civil society representatives to explore the effectiveness, impacts on policy making, and alignment with national development priorities and international commitments of the current NSDS and their expectation for future strategy. While consultative meetings and follow-up questionnaire surveys with the wings of BBS were used to reveal the supply-side issues, the key informant interviews were conducted to highlight the demand-side aspects of the NSDS. Based on the findings using the above-mentioned approaches, the study provides recommendations in terms of the effectiveness, and impact of strategies on policymaking and development initiatives to improve the NSDS for better statistical development in Bangladesh.

² See <https://new.nsdsguidelines.paris21.org/nsds-lifecycle/preliminary-stage>.

CHAPTER 3

Chapter 3

Characterizing the Resources and Tasks of BBS Wings

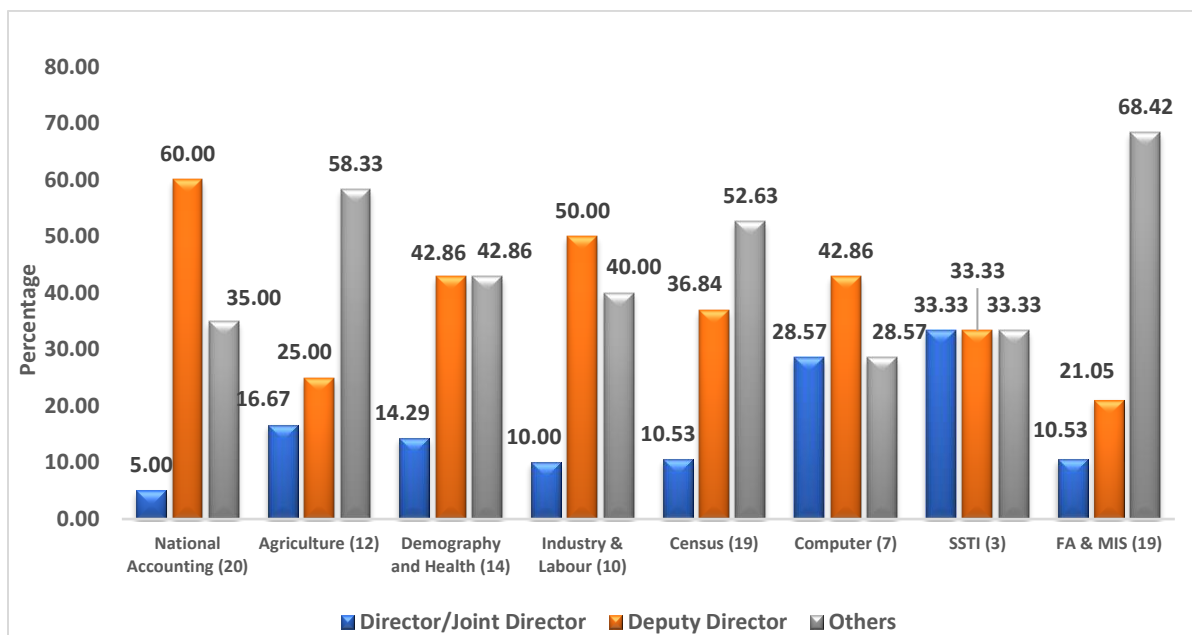
Training of human resources plays a crucial role in the performance and development of organizations (Lusthaus, Adrien, Anderson, Carden, & Montalvan, 2002; Williamson, 2000). This is also highlighted in various studies focusing on different sectors in Bangladesh. Research emphasizes the positive impact of investments in human resource development on the financial performance of organizations. Additionally, the significance of training and development programs is underscored in enhancing organizational effectiveness and employee retention. Further, the quality of training programs and staff relationships are identified as key factors influencing the performance of institutions in the public sector. Therefore, investing in human resources and training is essential for the growth and success of organizations, including the BBS, to improve employee performance, organizational outcomes, and overall efficiency. This chapter looks into human resources across wings, the academic qualifications of professional staff, the professional training they received, and how they manage the mandated tasks/projects in their wings.

3.1 Human Resources across Wings

There are eight wings at the BBS. These are Agriculture Wing, Census Wing, Computer Wing, Demography and Health Wing, National Accounting Wing, and Industry and Labour Wing. In addition, there is a Finance, Administration, and MIS Wing, and a Training Institute at the BBS. These wings have different levels of professional staff to perform activities. For analytical convenience, the staffing composition (9th grade and above) is grouped into director/joint director at the senior level, deputy director at the mid-level, and other officers at the junior level across the wings of the BBS (Figure 3.1). The total number of professional staff in each of the wings is reported in parentheses. Classification by senior, mid-level, and junior level reveals that the National Accounting Wing has 5 percent senior-level staff, 60 percent mid-level staff, and 35 percent junior-level staff. In contrast, the Agriculture Wing reveals a distribution where 16.67 percent of staff are at the senior level, 25 percent at the mid-level, and more than half at the junior level (58.33%). Similarly, the Demography and Health Wing has 14.29 percent senior-level, 42.86 percent mid-level, and 42.86 percent junior-level staff. While half of the professional staff in the Industry and Labour Wing are at mid-level, 40 percent are at junior level, and only 10 percent are senior level. More than half (52.63%) of the professional staff at the Census Wing are at the junior level, more than one-third (36.84%) are at mid-level and only 10.53 percent are at the senior level. Similarly, the Computer Wing has a higher proportion of mid-level staff (42.86%) and equal numbers of senior and junior-level staff (28.57%). Conversely, the SSTI indicates a more balanced distribution across senior (33.33%), mid (33.33%), and junior (33.33%) levels. Finally, the FA & MIS Wing has 10.53 percent senior-level, 21.05 percent mid-level, and 68.42 percent junior-

level staff. The proportion of senior-level and mid-level professionals does not seem to be commensurate with the distribution of workloads (to be detailed later). Such a mismatch between workforce and workload leads to poor performance in terms of the number and quality of tasks undertaken. Insofar as the professional staff can be reshuffled across the wings imbalance in human resources is transient in nature.

Figure 3.1: Distribution of Human Resources Across Wings

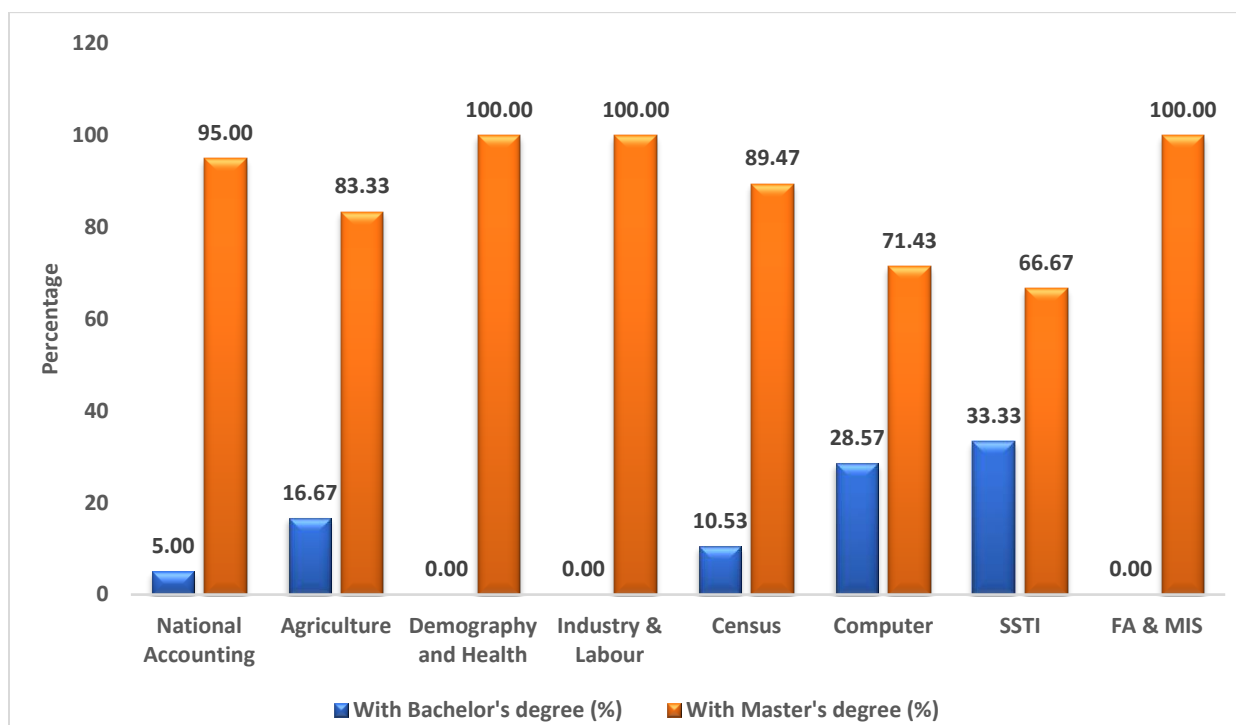


Source: NSDS Survey, 2023.

3.2 Academic Qualification

Along with the number of professional staff (9th grade and above) in each of the eight wings, their academic qualifications prior to joining can have a strong bearing on the performance of the BBS. For analytical convenience, the professional staff is divided into two groups based on academic qualification: staff with a Bachelor's degree or with a Master's degree. The results of the National Accounting Wing reveal that 95 percent of the professional staff in the 9th grade and above have a Master's degree against only 5 percent who have a Bachelor's degree (Figure 3.2). In the case of the Agriculture Wing, estimates show that about 83.33 percent of the staff have a Master's degree followed by 16.67 percent with a Bachelor's degree. All the staff in the 9th grade and above in the Demography and Health Wing, Industry and Labour Wing, and FA & MIS Wing have Master's degrees. In the case of the Census Wing, estimates show that about 89.47 percent of the staff have a Master's degree and the rest 10.53 percent have a Bachelor's degree. About 71.43 percent of the staff in the Computer Wing and two-thirds (66.67%) of the staff in the SSTI have Master's degrees while one-third of the staff have Bachelor's degrees (33.33%). Thus, almost all of the wings are staffed with professionals with adequate academic qualifications.

Figure 3.2: Highest Level of Education of the Staff (9th Grade and above)

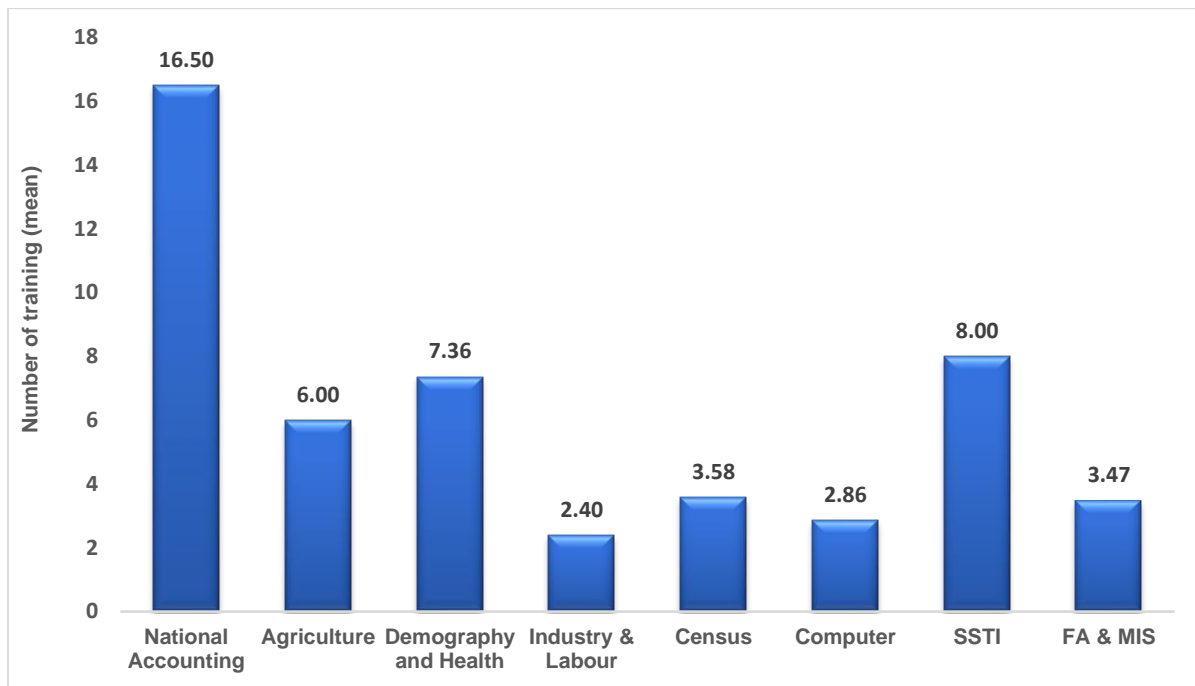


Source: NSDS Survey, 2023.

3.3 Professional Training Received

In addition to their academic background professional staff need periodic training to update and enhance knowledge and to refresh their skills. As mentioned earlier several in-country and foreign trainings and workshops were organized under the NSDS-ISP. These training and workshops are likely to have positive impacts on the professional staff of BBS. It may be noted that the staff from 9th grade and above at the National Accounting Wing have received, on average, around 16.50 training which ranges from 3 to 42. Though the members of the National Accounting Wing have received several rounds of training, the scenario varies a lot in the case of other wings. For example, the staff of the SSTI received 8 training followed by the Demography and Health Wing with 7.36 training, Agriculture Wing with 6 training, Census Wing with 3.58 training, FA & MIS Wing with 3.47 training, Computer Wing with 2.86 training, and Industry and Labour Wing with 2.40 training. Such an uneven distribution of training and workshops is likely to create an imbalance in the levels of skills of the professional staff and also demotivate professional staff that could avail fewer such opportunities. The upshot is that uneven distribution of training is likely to adversely affect the performance of the professional staff which in turn is likely to adversely affect the overall performance of BBS.

Figure 3.3: Number of Training Received

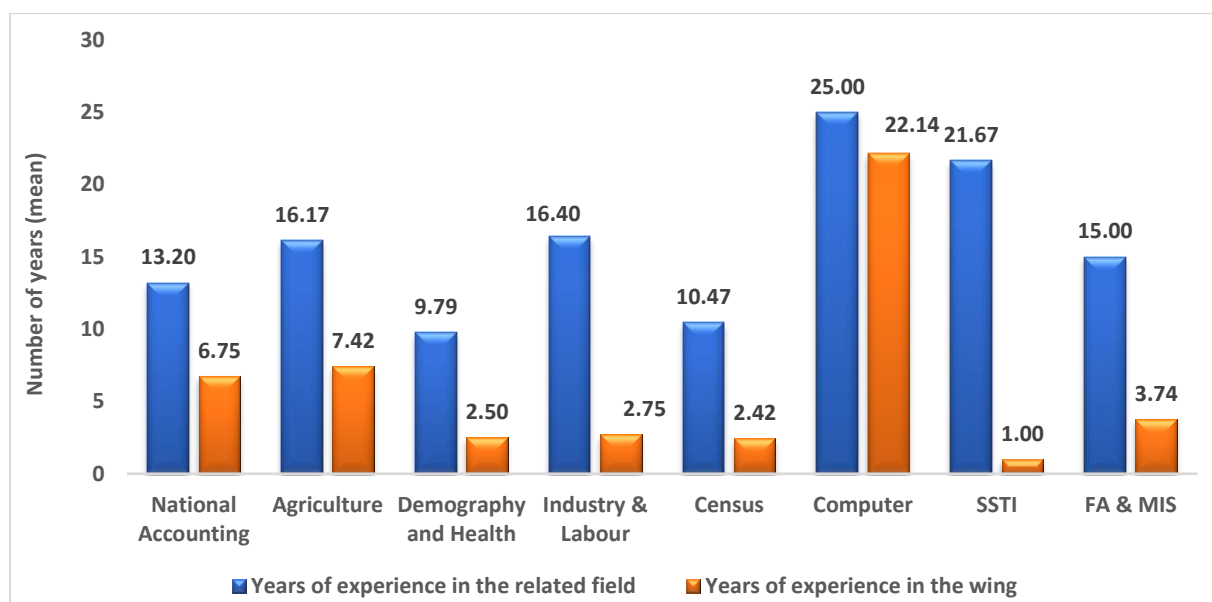


Source: NSDS Survey, 2023.

3.4 Years of Professional Experience

It is widely recognized that years of schooling and experience in the related field increase the productivity of workers (Mincer, 1958). Hence, the average year of experience is explored before the analysis of performance. The results presented in Figure 3.4 indicate that years of experience in the related field vary between 9.79 and 25 years. In contrast, years of experience in the wing varies between 1 and 22.14 years. The professional staff in the Computer Wing have around 25 years of experience in the related field which ranges from 24 to 25 years indicating highly experienced staff in this wing. The staff of the SSTI have, on average, 22 years of experience ranging from 11 to 27 years in the related field. This is the second wing that has highly experienced staff like the Computer Wing. In contrast, the members of the National Accounting Wing have 13 years, the Agriculture Wing have 16 years, the Census Wing have 10 years, the Demography and Health Wing have 10 years, the FA & MIS Wing have 15 Years, and the Industry and Labor Wing have 16 years of experience in the related field. Except for the Computer Wing, years of experience in the respective wing compared to the experience in the related field are very low among the rest of the wings. For instance, the members of the National Accounting Wing and Agriculture Wing have 7 years, the Census Wing have 2 years, the Demography and Health Wing and Industry and Labour Wing have 3 years, the FA & MIS Wing have 4 years and SSTI have one year of experience in the respective wings.

Figure 3.4: Years of Professional Experience



Source: NSDS Survey, 2023.

3.5 Wing-wise Mandated Tasks/Projects

The BBS wings undertake various mandated tasks in the form of projects/surveys during the NSDS period. The mandated tasks mainly refer to the regular activities of the wings that have been funded through regular budgetary provisions of the BBS approved by the Government. Table 3.1 shows tasks/projects undertaken by the wings as mandated activities along with their durations.

Table 3.1: Wing-wise Mandated Tasks/Projects and their Durations

Wing	Tasks/Projects	Duration	Nature of the Task and comment
National Accounting	Household Income and Expenditure Survey 2020-21 Project	January 2020-December 2023	Usually every 5 th year. COVID-19 delayed this work
	Modernization of National Accounts Statistics Project	April 2017-June 2021	Occasional task
	Development of QGDP and DGDP Project	July 2023-June 2026	Quarterly task
	Improvement of GDP Compilation and Rebasing of Indices Project	March 2018-June 2023	Annual task
	Strengthening Environment, Climate Change and Disaster Statistics (ECDS) Project	July 2019-June 2025	Occasional task
	Surveys and Studies Related to the GDP Rebasing Project	July 2017-June 2021	Occasional task

Wing	Tasks/Projects	Duration	Nature of the Task and comment
	Household Income and Expenditure Survey 2016 Project	July 2014-December 2018	Every 5 th year
Agriculture	Data collection, compilation, and dissemination of 6 major crops and 140 minor crops	Every year by season	Quarterly task
	Cluster Survey		Seasonal task
	Forecasting major crops		Quarterly task
	Land use and irrigation statistics		Seasonal task
	Agriculture labor wage		Quarterly task
Demography and Health	Sample Vital Registration System	Annual	Annual task
	Multiple Indicator Cluster Survey	2019	Occasional task
	Health and Morbidity Status Survey	2014	Occasional task
	Gender Statistics	2018	Occasional task
	National Thalassemia Survey 2023	2023-2024	Occasional task
Industry and Labour	Quarterly Labour Force Survey	2023	Quarterly task
	Survey of Manufacturing Industries	2019	Occasional task
	Generating ICT access and use statistics	2023	Occasional task
Census	National Household Database (NHD)	July 2013 to December 2022	Occasional task
	Population and Housing Census 2022		Every 10 th year
	Slum Census		Occasional task
	Literacy Assessment Survey		Occasional task
Computer	Optical data archive and networking project	2010-2013	Following any survey and census
	BBS survey, data service, and certificate management program	2020-2023	Annual task
SSTI	Training/Activities imparted through Statistical Staff Training Institute	2013-2023	Regular need-based task
FA & MIS	<ul style="list-style-type: none"> Human resource management and administration of BBS Budget estimates and maintenance of accounts for BBS Facilitate common service and transportation Administration, co-ordination, and monitoring of field offices 	2013-2023	

Source: NSDS Survey, 2023.

Our results reveal that the National Accounting Wing undertook the maximum number (7) of projects, followed by the Agriculture Wing (6), Demography and Health Wing (4), Industry and Labour Wing (3), Computer Wing (3), and Census Wing (1), respectively. The FA & MIS Wing

and SSTI followed their own agenda to complete their mandated tasks during 2013-2023. Sometimes several tasks/projects are undertaken simultaneously within a wing. It may be noted that five of the eight wings are directly engaged in the production of statistical data and services. The rest three are engaged in facilitating tasks such as storing and archiving data once a particular survey or census is completed (Computer Wing), providing training to the BBS staff and professionals (SSTI), and performing some core tasks of BBS as part of their regular operational activities (FA & MIS). Further, the FA & MIS Wing also oversees all the administrative and financial activities within the BBS.

3.6 Assessment of Mandated and Existing Tasks/Projects

3.6.1 Implementation Status of Mandated Tasks of the Wings

Table 3.2 shows the implementation status of the mandated tasks of the wings in full and partial implementation categories. Our survey results show that the wings that are found to fully implement the mandated tasks/projects undertaken are the Agriculture Wing, the Demography and Health Wing, the Industry and Labour Wing, the Census Wing, SSTI, and the FA & MIS Wing, respectively. The Computer Wing has been found to implement the mandated projects partially. The National Accounting Wing had commenced seven (7) projects during 2013-2023. The wing implemented around 71.43 percent of the mandated projects fully (five out of seven) with the remaining 28.57 percent of projects partially (two out of seven) implemented. The Demography and Health Wing implemented about 80 percent of the projects fully (four out of five) and the rest 20 percent were partially (one out of five) implemented. In contrast, all of the mandated tasks under the Computer Wing are partially implemented.

Table 3.2: Implementation Status and Funding Source(s) of Mandated Tasks

Wing	Projects	Implementation Status (till 2023)	Source of Funding
National Accounting	Household Income and Expenditure Survey 2020-21 Project	Fully Implemented	TAPP
	Modernization of National Accounts Statistics Project	Fully Implemented	DPP
	Development of Quarterly GDP and District GDP Project	Partially Implemented	DPP
	Improvement of GDP Compilation and Rebasing of Indices Project	Fully Implemented	DPP

Wing	Projects	Implementation Status (till 2023)	Source of Funding
	Strengthening Environment, Climate Change and Disaster Statistics Project	Partially Implemented	DPP
	Surveys and Studies Related to the GDP Rebasing Project	Fully Implemented	DPP
	Household Income and Expenditure Survey 2016 Project	Fully Implemented	TAPP
Agriculture	Data collection, analysis, compilation, and dissemination of 6 major crops and 140 minor crops	Fully Implemented	Revenue Funding
	Cluster survey		
	Forecasting major crops		
	Land use and irrigation statistics		
	Agriculture labor wage		
Publication of Yearbook of Agricultural Statistics			
Demography and Health	Sample Vital Registration System	Fully Implemented	DPP
	Multiple Indicator Cluster Survey		UNICEF
	Health and Morbidity Status Survey		DPP
	Gender Statistics		GoB
	National Thalassemia Survey 2023	Partially Implemented	Revenue Funding
Industry and Labour	Quarterly Labour Force Survey	Fully Implemented	DPP
	Survey of Manufacturing Industries		Revenue Funding
	Generating ICT access and use statistics		DPP

Wing	Projects	Implementation Status (till 2023)	Source of Funding
Census	National Household Database	Fully Implemented	TAPP
	Population and Housing Census 2022		DPP
	Slum Census		DPP
	Literacy Assessment Survey		DPP
Computer	Optical Data Archive and Networking project	Partially Implemented	DPP
	BBS survey, data service, and certificate management program		Revenue Funding
SSTI	Imparted training activities for the statistical staff	Fully Implemented	Revenue Funding
FA & MIS	<ul style="list-style-type: none"> • Human resource management and administration of BBS • Budget estimates and maintenance of accounts for BBS • Facilitate common service and transportation • Administration, co-ordination, and monitoring of field offices 	Fully Implemented	Revenue Funding

Source: NSDS Survey, 2023.

3.6.2 Implementation Mechanisms of Tasks of the Wings

This section examines the implementation mechanisms of the mandated tasks for each wing (Table 3.3). For the analysis, the wings were asked to report the data they produced directly and the data they received from external sources. The National Accounting Wing independently produces data on Price and Wage Statistics, Industrial Production Statistics, National Accounts Statistics, and a variety of surveys and case studies, including those on transport, construction, education, health, real estate, storage and warehousing, distributive trade, tourism satellite accounts, Household Income and Expenditure Survey (HIES), Non-Profit Institutions Serving Household (NPISH), Non-Profit Institutions (NPI), gross marketed surplus of agricultural products, biological resources, and research and development. The wing also receives data from external sources, such as Foreign Trade Statistics, Mineral Production Data, Agricultural Statistics, Energy Statistics,

Labour and Employment Statistics, Population and Demography Data, Industrial Statistics, Financial Statistics, VAT and Tax Data, and Education Statistics. With these data, the Wing produces the Statistical Yearbook of Bangladesh, the Statistical Pocket Book, the Monthly Statistical Bulletin, etc.

The Agriculture Wing produces the Yearbook of Agricultural Statistics independently while receiving data from external sources, including the Department of Fisheries, the Department of Agricultural Marketing, the Department of Agricultural Extension (DAE), the Bangladesh Agricultural Development Corporation (BADC), Bangladesh Meteorological Department, the Survey of Bangladesh, and the Department of Forestry. The Demography and Health Wing independently produces data on the Sample Vital Registration System (SVRS), Multiple Indicator Cluster Surveys (MICS), and Health and Morbidity Status Surveys (HMSS), while it receives gender statistics from external sources. The Industry and Labour Wing independently produces various datasets, including the Labour Force Survey (LFS), Survey of Manufacturing Industries (SMI) data, ICT Statistics, the Bangladesh Standard Industrial Classification (BSIC), and business directories. This wing does not receive any data from external sources. The Census Wing independently produces Demographic Statistics, Socioeconomic Statistics, and Educational Statistics. This wing does not receive any data from external sources. The Computer, SSTI, and FA & MIS Wings do not produce data independently but facilitate the production of statistical products and services. Besides, the Computer Wing receives administrative data from other organizations, including the National Board of Revenue (NBR), Bangladesh Bank (BB), etc.

The wings were asked to report the existing support mechanisms available to them for implementing their mandated tasks. The National Accounting Wing and Demography and Health Wing report that the Government of Bangladesh (GoB), the NSDS-ISP, and development partners (DP) including the International Monetary Fund (IMF), World Bank, United Nations Environment Programme, Asian Development Bank, United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), United Nations Development Programme (UNDP), and Statistical, Economic and Social Research and Training Centre for Islamic Countries are their existing support mechanisms in implementing their mandated tasks. In contrast, the Agriculture Wing, Census Wing, Computer Wing, SSTI, and FA & MIS Wing mentioned only the GoB as their existing support mechanism. The Industry and Labour Wing mentions both the GoB and the NSDS-ISP as their existing support mechanism in implementing their mandated tasks.

All the wings report that they require support from other wings and technical expertise from external sources, including government, non-government, and development partners. Most wings, except for the Computer Wing, and SSTI, report that they face constraints in implementing their mandated tasks. These constraints include shortages of manpower, infrastructure, finances, technical expertise, and logistics. Additionally, the Agriculture Wing noted specific challenges such as a lack of transport services and inadequate budgets for field offices.

Table 3.3: Status of Implementing Mandated Tasks

Wings	Data produced by own	Data comes from external	Existing support mechanism	Support required from other wings	External support required	Faced constraints	Types of constraints (if faced any)
National accounting	<ul style="list-style-type: none"> • Price and Wage Statistics • Industrial Production Statistics • National Accounts Statistics • Survey and Case Studies (Transport, Construction, Education, Health, Real Estate, Storage and Warehouse, Distributive Trade Survey, Tourism Satellite Accounts, HIES, NPISH, NPI, Gross Marketed Surplus of Agricultural Product, Biological Resource Survey, Research and Development) 	<ul style="list-style-type: none"> • Foreign Trade Statistics; • Mineral Production Data; • Agricultural Statistics; • Energy Statistics; • Labor and Employment; • Population and Demography; • Industrial Statistics; • Financial Statistics; • VAT and Tax Data; • Education Statistics 	<ul style="list-style-type: none"> • GoB • NSDS-ISP • DP 	Yes	Yes	Yes	<ul style="list-style-type: none"> • Human resources and human capital • Logistics • Resource mobilization • Technical assistance • Technological support for Automation of National Accounts
Agriculture	<ul style="list-style-type: none"> • Yearbook of Agricultural Statistics 	<ul style="list-style-type: none"> • Department of Fisheries, • Department of Agricultural Marketing, • DAE, • BADC, • Bangladesh Meteorological Department, • Survey of Bangladesh, • Department of Forestry 	<ul style="list-style-type: none"> • GoB 	Yes	Yes	Yes	<ul style="list-style-type: none"> • Human resources and human capital • Transport service • Budget in field offices

Wings	Data produced by own	Data comes from external	Existing support mechanism	Support required from other wings	External support required	Faced constraints	Types of constraints (if faced any)
Demography and Health	<ul style="list-style-type: none"> SVRS, MICS, HMSS 	<ul style="list-style-type: none"> Gender Statistics 	<ul style="list-style-type: none"> GoB DP 	Yes	Yes	Yes	<ul style="list-style-type: none"> human resources and human capital Budget Logistics
Industry & Labour	<ul style="list-style-type: none"> QOLFS, SMI, ICT, BSIC, Business directory 	<ul style="list-style-type: none"> No 	<ul style="list-style-type: none"> GoB NSDS-ISP 	Yes	Yes	Yes	<ul style="list-style-type: none"> Logistics
Census	<ul style="list-style-type: none"> Demographic Statistics Socioeconomic Statistics Educational Statistics 	<ul style="list-style-type: none"> No 	<ul style="list-style-type: none"> GoB 	Yes	Yes	Yes	<ul style="list-style-type: none"> Human resources and human capital
Computer	<ul style="list-style-type: none"> Regular Surveys and censuses done by BBS Ad hoc survey/census done by BBS Regular activity: Major crops/minor crops estimation, CPI, BMPI 	<ul style="list-style-type: none"> Other organizations' administrative data like NBR, BB 	<ul style="list-style-type: none"> GoB 	Yes	Yes	No	
SSTI	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> GoB 	Yes	Yes	No	
FA & MIS	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> GoB 	Yes	Yes	Yes	<ul style="list-style-type: none"> Human resources and human capital Funds Infrastructure Logistics

Source: NSDS Survey, 2023.

3.6.3 Expectations from the Next NSDS to Implement the Mandated Tasks

Table 3.4 shows the extent of NSDS support that is required to implement the mandated tasks/projects of the wings. For analytical convenience three types of support are listed -- human resource development, infrastructure, and logistics -- to understand the nature of support expected and the support received through the NSDS-ISP to implement the mandated tasks of the wings. The Demography and Health Wing and SSTI had expected all three types of support through the NSDS-ISP in which the Demography and Health Wing received around 66.67% of support (two out of three) for both human resource development and logistics SSTI received all the support. The Agriculture Wing, Industry and Labour Wing, and FA & MIS Wing had expected human resource development and logistics support through the NSDS-ISP, and these wings received both of these supports. Among seven mandated projects of the National Accounting Wing, all 3 types of support were expected for two, one type of support was expected for four projects, with one project considered as not applicable case as it was implemented before the start of the NSDS-ISP. The Census Wing showed no expectation and with the Computer Wing received human resource development and infrastructural support to fulfill their mandated tasks.

Table 3.4: NSDS Support to Implement the Mandated Tasks

Wing	Projects	Expectations from NSDS-ISP	Support received from NSDS-ISP	Expectations in the next NSDS	Nature of the task
National Accounting	HIES 2020-21 Project	Human Resource Development	Human Resource Development, Logistics	Logistics	Core activity
	Modernization of National Accounts Statistics Project	Human Resource Development	Human Resource Development	Logistics	Ad hoc activity
	Development of QGDP and DGDP Project	Human Resource Development Infrastructural, Logistics	No support	Logistics	Ad hoc activity
	Improvement of GDP Compilation and Rebasing of Indices Project	Human Resource Development Infrastructural, Logistics	Human Resource Development	-	Ad hoc activity
	Strengthening Environment, Climate Change and Disaster Statistics (ECDS) Project	Logistics	Logistics	Logistics	Ad hoc activity
	Surveys and Studies Relating to the GDP Rebasing Project	Human Resource Development	Human Resource Development	-	Ad hoc activity
	HIES 2016 Project	N/A	N/A	-	Ad hoc activity
Agriculture	Data collection, analysis, compilation, and dissemination of 6 major crops and 140 minor crops	Human Resource Development Logistics	Human Resource Development Logistics	Logistics	Core activity

Wing	Projects	Expectations from NSDS-ISP	Support received from NSDS-ISP	Expectations in the next NSDS	Nature of the task
	Cluster survey				
	Forecasting major crops				
	Land use and irrigation statistics				
	Agriculture labor wage				
	Publication of Yearbook of Agricultural Statistics				
Demography and Health	Sample Vital Registration System	Human Resource Development, Infrastructural, Logistics	Human Resource Development, Logistics	Logistics	Core activity
	Multiple Indicator Cluster Survey				
	Health and Morbidity Status Survey				
	Gender Statistics				
	National Thalassemia Survey 2023				
Industry and Labour	Conducting Quarterly Labour Force Survey	Human Resource Development, Logistics	Human Resource Development, Logistics	Logistics	Core activity
	Conducting Survey of Manufacturing Industries				
	Generating ICT access and use statistics				
Census	National Household Database	No expectation	Human Resource Development, Logistics	-	Ad hoc activity
	Population and Household Survey				
	Literacy Assessment Survey				
Computer	Optical Data Archive and Networking project	N/A	Human Resource Development, Infrastructural, Logistics	Human Resource Development	Ad hoc activity
	BBS survey, data service, and certificate management program				
SSTI	Training/Activities imparted through Statistical Staff Training Institute	Human Resource Development, Infrastructural, Logistics	Human Resource Development, Infrastructural, Logistics	-	-
FA & MIS	Human Resource Management	Human Resource Development, Logistics	Human Resource Development, Logistics	Logistics	-
	Act as a coordinator with different government and non-governmental organizations				
	Responsible for recruitment, posting, and transfer of BBS staff				

Source: NSDS Survey, 2023.

In terms of expected support from the next NSDS, logistics support is mainly required by the Demography and Health Wing, Industry and Labour Wing, Agriculture Wing, and FA & MIS Wing respectively. However, the Computer Wing expects human resource development support with the Census Wing and SSTI showing no expectation. At least four projects of the National Accounting Wing i.e., 57.14% have expected logistics support while the remaining three projects i.e., 42.85% showed no expectation from the next NSDS. Our findings imply that the mandated tasks are core activities of the Agriculture Wing, Demography and Health Wing, and Industry and Labour Wing whereas the Census Wing and the Computer Wing mainly initiate tasks as ad hoc activities. At least six projects of the National Accounting Wing are ad hoc activities with one undertaken as a core activity. Overall, we find that all the mandated tasks/projects of the wings are linked with the Annual Performance Agreement (APA) of the BBS with the Computer Wing being the only exception in this case.

3.6.4 Expectations from the Next NSDS for Existing and New Tasks

Insofar as the wings are of the next NSDS, the wings plan to introduce new products and services and hence expect ancillary support from the next NSDS when it comes into effect. This section examines the expectations of the wings from the next NSDS and documents their plans for introducing new products (Table 3.5). Almost all wings, including National Accounting, Agriculture, Demography and Health, Computer, SSTI, and FA & MIS, anticipate receiving support in terms of human resource development, infrastructure, and logistics from the next NSDS. Additionally, the SSTI expects financial and technological support. The Census Wing anticipates support in logistics, finance, and training. The Industry and Labour Wing specifically looks forward to methodological guidelines and capacity development supports.

All wings, except for the SSTI, plan to introduce new products in the next NSDS. The National Accounting Wing plans to introduce a range of products, including district GDP, Input-Output Tables (IOT), Supply Use Tables (SUTs), Social Accounting Matrix, Balance Sheet, Wholesale and Price Index, Service Production Index, Service Production Price Index, Energy Price Index, Fare and Freight Index, Government Finance Statistics, Education Satellite Accounts, Health Satellite Accounts, Satellite Accounts of Unpaid Family Workers, Natural Resource Accounts, Climate Vulnerability Index, and Greenhouse Gas Inventories. The Agriculture Wing intends to conduct surveys on selected SDG indicators. The Demography and Health Wing aims to introduce harmonization and standardization of analytical activities. The Industry and Labour Wing plans to develop several products, such as a Labour Market Information System (LMIS), data on the cost of labor migration and its socio-economic impact on migrant families, skills utilization of returnees, an integrated Statistical Business Register (SBR) System, industrial clusters (geospatial mining of EC database), an Industry Innovation Survey aligned with the Fourth Industrial Revolution (4IR), an Informal Sector Survey (ISS), and enhanced collaboration with international organizations and academics. Although the Census Wing and Computer Wing plan to introduce new products, they did not specify their plans. The FA & MIS Wing aims to strengthen the BBS by restructuring its organogram.

Table 3.5: Support Required from Next NSDS and Plans to Introduce New Products

Wings	Types of support required	Plan to introduce new products?	Types of new products to be introduced
National Accounting	<ul style="list-style-type: none"> • Human resource development • Infrastructural • Logistics 	Yes	<ul style="list-style-type: none"> • District GDP, IOT; SUT, Balance Sheet • Wholesale and Price Index • Service Production Index • Service Production Price Index • Energy Price Index • Fare and Freight Index • Social Accounting Matrix • Government Finance Statistics • Education Satellite Account • Health Satellite Accounts • Satellite Accounts of Unpaid Family Workers • Natural Resource Accounts • Climate Vulnerability Index; Greenhouse Gas Inventories
Agriculture	<ul style="list-style-type: none"> • Human resource development • Logistics 	Yes	Survey on selected SDG indicators
Demography and Health	<ul style="list-style-type: none"> • Human resource development • Infrastructural • Logistics 	Yes	Harmonization & standardization of analytical activities

Wings	Types of support required	Plan to introduce new products?	Types of new products to be introduced
Industry & Labour	<ul style="list-style-type: none"> • Methodo-logical guidelines • Capacity Building 	Yes	<ul style="list-style-type: none"> • Development of LMIS • Cost of labor migration and socio-economic impact on migrated families • Skills utilization of returnees; Development of an Integrated Statistical Business Register (SBR) System • Development of Industrial clusters (Geo-spatial mining of EC database) • Industry Innovation Survey in line with 4IR • Conducting the Informal Sector Survey (ISS) • Enhance Collaboration with International Organizations and Academies
Census	<ul style="list-style-type: none"> • Logistics • Financial • Training 	Yes	Did not mention
Computer	<ul style="list-style-type: none"> • Human resource development • Infrastructural 	Yes	Did not mention
SSTI	<ul style="list-style-type: none"> • Financial • Infrastructural • Technological • Logistics 	No	N/A
FA & MIS	<ul style="list-style-type: none"> • Human resource development • Infrastructural • Logistics 	Yes	Strengthen BBS by restructuring the Organogram

Source: NSDS Survey, 2023.

CHAPTER 4

Chapter 4

Wing and Goal-wise Assessment of the NSDS

4.1 Assessment Criteria of NSDS Goals

The NSDS is designed to address key challenges within the NSS, particularly in the BBS, which faces issues such as a shortage of skilled personnel, inadequate infrastructure and logistics, and insufficient recurrent budgets. Additionally, there is increasing demand from policymakers and stakeholders in both the public and private sectors for reliable statistics to formulate evidence-based policies. This growing demand highlights the need to strengthen and improve the NSS.

To develop a strategic plan for the NSS, it is essential to establish the strategic goals for the various wings of the BBS. Each wing sets specific indicators aligned with these goals, guiding their task selection and implementation within a specified timeframe. These indicators are determined through a consultative process and are generally aligned with national development objectives and international standards. Some indicators even extend beyond the regular responsibilities of the wings to meet the NSDS goals for 2013-2023.

The implementation of activities related to the strategic goals has a dual purpose: i) to achieve the NSDS goals and ii) to fulfill regular tasks. It is important to note that accomplishing the strategic goals as part of the NSDS also requires capacity building within the respective wings. The progress depends on the number of tasks undertaken in alignment with both the strategic goals and the regular mandate of the BBS.

In 2018, the BBS launched the NSDS-ISP to support the achievement of its strategic goals. The NSDS-ISP provided opportunities to undertake additional activities and request support to meet these goals, supplementing the regular funding from the Government of Bangladesh (GoB) for the BBS's routine operations.

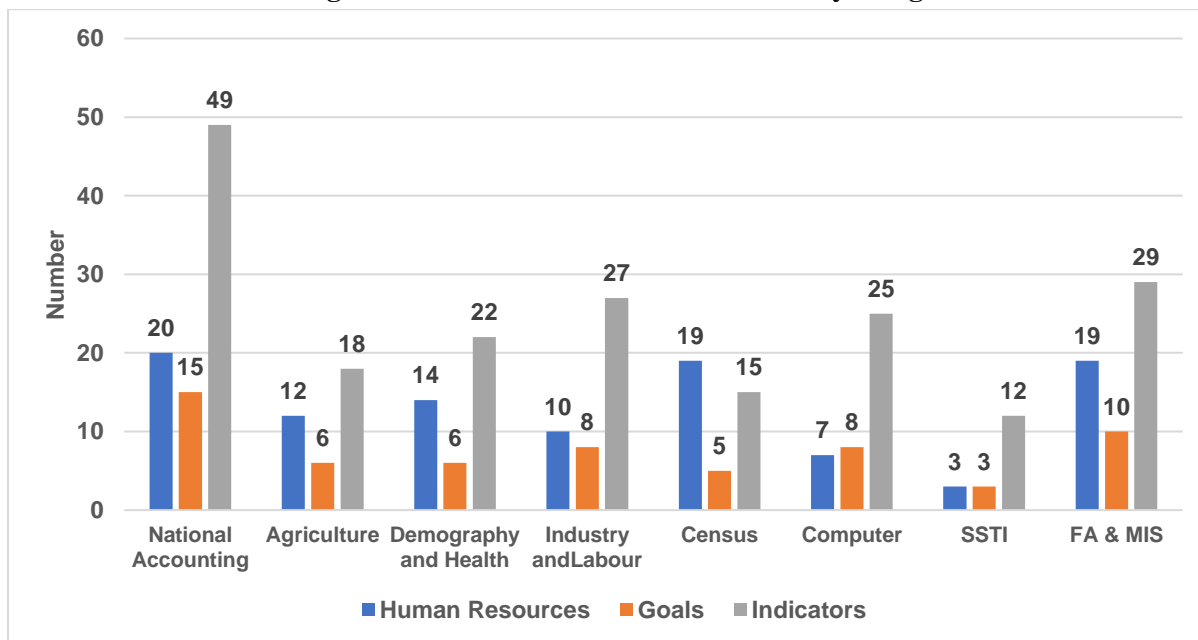
To evaluate how well NSDS aligns with the national development priorities and to identify the current capacities of the wings, it is crucial to understand the rationale behind undertaking activities related to the strategic goals. The wings establish the indicators for their strategic goals following the BBS's mandates. This alignment is important because it allows the thoughtful prioritization of strategic actions and progress in data development. This can be achieved by tracking task completion statuses, meeting support requirements, and leveraging the benefits of partially fulfilling indicators within the specified period.

The eight wings of the BBS have established specific indicators aligned with their strategic goals, with the number of goals varying based on their mandated tasks and regular activities. The number of strategic goals as listed in the NSDS (BBS, 2015, pp. 77-87) are 15 for the National Accounting Wing, 6 for the Agriculture Wing, 6 for the Demography and Health Wing, 8 for the Industry and Labour Wing, 5 for the Census Wing, 8 for the Computer Wing, 3 for the SSTI, and 10 for the FA & MIS Wing. Our results indicate that 86.67% of the goals in the National Accounting Wing,

66.67% in the Agriculture Wing, 83.33% in the Demography and Health Wing, 87.50% in the Industry and Labour Wing, 60% in the Census Wing, 87.5 percent in the Computer Wing, 66.67% in the SSTI. 87.50% in the Computer Wing, 66.67 percent in the SSTI, and 70.00% in the FA & MIS Wing are undertaken as regular tasks. Against this backdrop, the goal-wise assessment criteria for the wings are set as follows: (a) Implementation Status of the Strategic Goals, (b) Support Expected and Received from NSDS-ISP, (c) Support Expected from the Next NSDS, and (d) Assessment of Budgetary Allocation.

Before proceeding with the goal-wise analyses by wings, it is essential to have a clear understanding of the alignment between the human resources of the respective wings and their tasks concerning goals and indicators. Figure 4.1 presents visual correspondence between the number of professionals in the wings and the number of goals and indicators assigned to them.

Figure 4.1: Human Resources and Tasks by Wing



Sources: Authors' calculation based on BBS (2015) and NSDS Survey, 2023.

The analysis reveals that the correspondence between human resources and the number of goals per professional varies significantly, with the Census Wing having the lowest at 0.26 and the Computer Wing the highest at 1.14 levels of correlation. A similar pattern is observed for the correspondence between human resources and the number of indicators per professional. While the Census Wing remains the lowest-ranked, the Computer Wing also ranks the highest in this aspect. This is not surprising, as the Spearman rank correlation coefficient between the orderings based on goals per professional and indicators per professional is estimated at 0.91. The key point from this analysis is that the burden of tasks is unevenly distributed across the wings. This imbalance should be kept in mind while interpreting the wing-wise results that follow.

4.2 Implementation Status of the Strategic Goals

The implementation status of the strategic goals of the wings is presented in Table 4.1. The implementation status is categorized into three groups: full implementation, partial implementation, and no implementation. In the National Accounting Wing, approximately 32.65 percent of the strategic goals are fully implemented, 6.13 percent are partially implemented, and the rest 61.22 percent have not been implemented at all. Specifically, the National Accounting Wing has fully implemented strategic goals 2, 6, and 9, and partially implemented strategic goals 3 and 10. Hence, strategic goals 1, 4, 5, 7, 11, 13, 14, and 15 have not been implemented at all.

The Agriculture Wing has fully implemented around 66.67 percent of its strategic goals, partially implemented about 6.66 percent, and not implemented 26.67 percent. During this period, strategic goals 3, 4, and 5 were fully implemented while strategic goal 1 was partially implemented. However, strategic goal 6 has not been implemented at all.

The Demography and Health Wing has fully implemented around 56.52 percent of its strategic goals, partially implemented around 8.70 percent, and not implemented about 34.78 percent. Strategic goal 2 was fully implemented while goals 1 and 3 were partially implemented. Strategic goal 4, however, was not implemented at all.

The Industry and Labour Wing has fully implemented around 62.96 percent of its strategic goals, partially implemented about 11.11 percent, and not implemented around 25.93 percent. Strategic goals 4, 5, 6, and 7 were fully implemented while goal 3 was partially implemented by the Wing. Hence, strategic goals 2 and 8 are not implemented at all.

The Census Wing fully implemented around 60 percent of their goals and the rest around 40 percent has not been implemented by the Wing during the period. While strategic goal 1 has been fully implemented, strategic goals 3, 4, and are in progress towards full implementation. However, strategic goal 2 was not implemented at all.

The Computer Wing did not implement approximately 88 percent of its strategic goals, with only about 12 percent of strategic goal 4 being partially implemented. As such, strategic goals 1, 2, 3, 6, 7, and 8 are not implemented at all.

The SSTI partially implemented around 66.67 percent of strategic goals 2 and 3, and fully implementation around 33.33 percent of the strategic goals with goal 1 being fully implemented. Hence, the SSTI has all the strategic goals at different stages of implementation.

The FA & MIS Wing fully implemented around 17.24 percent of its strategic goals, partially implemented around 27.59 percent, and did not implement around 55.17 percent. Specifically, strategic goal 3 was fully implemented and strategic goals 1, 2, 5, and 10 were partially implemented. However, strategic goals 4, 5, 7, and 8 were not implemented at all.

Our results indicate that the lack of implementation of the strategic goals of the wings' strategic goals can be attributed to several factors, including the non-comparability of the numbers and types

of indicators, variations in strengths and weaknesses among the wings, reliance on external data-generating agencies, funding constraints, insufficient infrastructure, lack of skilled human resources, and inadequate logistics support. However, some activities are in progress, leading to partial implementation by the respective wings.

Table 4.1: Implementation Status of the Strategic Goals by Wings

Strategic Goals/ Wings	Implementation Status	National Accounting	Agriculture	Demographic and Health	Industry and Labour	Census	Computer	SSTI	FA & MIS
1	Fully implemented			50.00	80.00	100.00		100.00	
	Partially implemented		33.33	25.00					66.67
2	Fully implemented	100.00	33.33	100.00					
	Partially implemented							100.00	75.00
3	Fully implemented	33.33	100.00	50.00		66.67			100.00.
	Partially implemented	66.67		25.00	100.00			100.00	
4	Fully implemented	66.67	100.00		100.00	66.67			
	Partially implemented						100.00		
5	Fully implemented		100.00	66.67	100.00	66.67			
	Partially implemented								66.67
6	Fully implemented	100.00		75.00	100.00				33.33
	Partially implemented								
7	Fully implemented				100.00				
	Partially implemented								
8	Fully implemented	33.33							
	Partially implemented								
9	Fully implemented	100.00							50.00
	Partially implemented								
10	Fully implemented								
	Partially implemented	33.33							33.33

Strategic Goals/Wings	Implementation Status	National Accounting	Agriculture	Demographic and Health	Industry and Labour	Census	Computer	SSTI	FA & MIS
11	Fully implemented								
	Partially implemented								
12	Fully implemented	66.67							
	Partially implemented								
13	Fully implemented								
	Partially implemented								
14	Fully implemented								
	Partially implemented								
15	Fully implemented								
	Partially implemented								
Total	Fully implemented	32.65	66.67	56.52	62.96	60.00	0.00	33.33	17.24
	Partially implemented	6.13	6.66	8.70	11.11	0.00	12.00	66.67	27.59
	Not implemented	61.22	26.67	34.78	25.93	40.00	88.00	0.00	55.17

Source: NSDS Survey, 2023.

Note: 1. The full and partial implementation statuses indicate the percentages of the number of indicators within a goal been implemented and the total categories represent the percentages of all the responses out of the total number of goals of the respective wings.

2. The boxes highlighted in orange indicate that the respective goals are not applicable to the particular wing.

4.3 Supports Expected and Received from the NSDS-ISP

In addition to managing their regular tasks within the current capacity framework of the BBS, it was expected that the respective wings would seek support from the NSDS-ISP to implement their mandated tasks and achieve their strategic goals. However, there were clear misconceptions regarding the NSDS-ISP. The wings seem to perceive the NSDS-ISP as an umbrella project responsible for implementing the NSDS. Therefore, they anticipated various forms of support from the NSDS-ISP. In reality, the NSDS-ISP is intended to act as a catalyst to facilitate the wings in achieving their strategic goals of the wings. Since the NSDS is a national document approved by the Cabinet, it is imperative that the BBS sincerely strive to implement it, with active participation of the wings.

Nevertheless, we analyze the support requirements from NSDS-ISP in two parts: i) expected support and ii) realized support. Expected support refers to the types of assistance anticipated from the NSDS-ISP e.g., human resource development, logistics, and infrastructure. Realized support, on the other hand, is the actual amount of assistance received from the NSDS-ISP by the respective wings. We focus on three kinds of main types of support – human resource development, logistics, and infrastructural support – that were both expected from and provided by the NSDS-ISP towards achieving these goals.³

4.3.1 Expected and Realized Support for Human Resource Development

Human resources are an important component for the strengthening and development of the NSS. Consequently, various BBS wings have anticipated technical support for human resource development from NSDS-ISP, in addition to regular budgetary support. Table 4.2 illustrates expected versus realized support for human resource development to achieve the strategic goals of the BBS Wings.

Our findings show that:

- The National Accounting Wing expected approximately 73.33% support for human resource development but realized only around 6.67%.
- The Agriculture Wing expected and realized 25% support.
- The Demography and Health Wing both expected and realized approximately 16.66% support.
- The Industry and Labour Wing anticipated 87.50% support but realized only 25%.
- The Computer Wing and SSTI had expected 75% and 100% support for human resource development, respectively. The Computer Wing received only 25% of the expected support, while SSTI received one-third of their anticipated support.
- Similarly, there are notable discrepancies in the support received by the FA & MIS Wing. Although the Wing expected 100% support for human resource development, it only received 30% of the anticipated support.

³ Besides expected and realized support, an added option of no expectation has also been placed in case of no demand from the wings.

Table 4.2: Expected and Realized Support from NSDS-ISP (HRD)

Strategic Wings	Goals/ Support	National Accounting	Agriculture	Demography and Health	Industry and Labour	Census	Computer	SSTI	FA & MIS
1	Expected	Yes	Yes		Yes	Yes		Yes	Yes
	Realized		Yes			Yes		Yes	
2	Expected			Yes			Yes	Yes	Yes
	Realized			Yes			Yes		Yes
3	Expected	Yes	NA		Yes			Yes	Yes
	Realized		NA						Yes
4	Expected				Yes		Yes		Yes
	Realized								Yes
5	Expected	Yes	NA		Yes		Yes		Yes
	Realized		NA		Yes				
6	Expected	Yes	Yes		Yes		Yes		Yes
	Realized		Yes						
7	Expected				Yes		Yes		Yes
	Realized				Yes				
8	Expected	Yes			Yes		Yes		Yes
	Realized								
9	Expected	Yes							
	Realized								
10	Expected	Yes							Yes
	Realized								
11	Expected	Yes							
	Realized								
12	Expected	Yes							
	Realized	Yes							
13	Expected	Yes							
	Realized								
14	Expected								
	Realized								
15	Expected	Yes							
	Realized								
Total (%)	Expected	73.33	25	16.66	87.5	20	75	100	90
	Realized	6.67	25	16.66	25	20	12.5	33.33	30

Source: NSDS Survey, 2023.

Notes: 1. The total categories represent the percentages of all the responses out of the total number of goals of the respective wings.

2. NA means that this goal was completed before NSDS-ISP came into operation.

4.3.2 Expected and Realized Support for Infrastructure

Infrastructure is another crucial component for the strengthening and development of the NSS. A robust statistical infrastructure is essential for the effective processing of statistical activities, ensuring accuracy, cost-efficiency, and timely execution. This encompasses not only physical

buildings and general infrastructures but also the maintenance and modernizing of statistical systems necessary for the wings to operate effectively.

Therefore, various wings have anticipated infrastructural support from the NSDS-ISP. Table 4.3 displays the expected versus realized support for infrastructure development required to achieve the strategic goals of the respective wings. Of the eight wings, five have sought infrastructural support from the NSDS-ISP.

Our results show that the National Accounting Wing anticipated around 6.66 percent support for infrastructural development, but did not receive any support. The Computer Wing, SSTI, and FA & MIS Wings expected significant infrastructural support – approximately 87.50%, 100%, and 100% percent respectively – but did not receive the expected levels. SSTI received 33.33% of the expected support, the Computer Wing received 25%, and the FA & MIS Wing did not receive any infrastructural support.

The Industry and Labour Wing had expected around 50 percent support for infrastructure with around 12.50 percent realization of expectation. Interestingly, the Agriculture Wing, the Demography and Health Wing, and the Census Wing did not expect any infrastructural support from the NSDS-ISP and hence, no infrastructural support was realized for these wings.

Table 4.3: Expected and Realized Support from NSDS-ISP (Infrastructure)

Strategic Goals/ Wings	Support	National Accounting	Agricul ture	Demograp hy and Health	Industry and Labour	Census	Computer	SSTI	FA & MIS
1	Expected	Yes			Yes		Yes	Yes	Yes
	Realized				Yes				
2	Expected							Yes	Yes
	Realized							Yes	
3	Expected		NA				Yes	Yes	Yes
	Realized		NA				Yes		
4	Expected						Yes		Yes
	Realized								
5	Expected		NA		Yes		Yes		Yes
	Realized		NA						
6	Expected						Yes		Yes
	Realized								
7	Expected				Yes		Yes		Yes
	Realized						Yes		
8	Expected				Yes		Yes		Yes
	Realized								
9	Expected								Yes
	Realized								
10	Expected								Yes

Strategic Goals/ Wings	Support	National Accounting	Agricul ture	Demograp hy and Health	Industry and Labour	Census	Computer	SSTI	FA & MIS
	Realized								
11	Expected								
	Realized								
12	Expected								
	Realized								
13	Expected								
	Realized								
14	Expected								
	Realized								
15	Expected								
	Realized								
Total	Expected	6.66	0.00	0.00	50.00	0.00	87.50	100.00	100.00
	Realized	0.00	0.00	0.00	12.50	0.00	25.00	33.33	0.00

Source: NSDS Survey, 2023.

- Notes: 1. The total categories represent the percentages of all the responses out of the total number of goals of the respective wings.
2. NA means that this goal was completed before NSDS-ISP came into operation.

4.3.3 Expected and Realized Support for Logistics

Logistics support is extremely crucial to implementing statistical activities and strengthening the BBS. To achieve the strategic goals, the wings expected logistics support from the NSDS-ISP. Table 4.4 outlines the expected versus realized logistics support to fulfill the strategic goals of the NSDS.

Our results indicate that the National Accounting Wing expected around 53.33% support for logistics but only 6.67 percent was realized. The Agriculture Wing, and the Demography and Health Wing both expected around 25 percent and 16.66 percent support, respectively. The Industry and Labour Wing anticipated around 87.50 percent of logistics support but received only 12.50 percent. The Census Wing received 20 percent of the expected logistic support from NSDS-ISP to achieve their strategic goals.

The Computer Wing expected approximately 62.50% logistics support but received only 12.50 percent. Both the SSTI and the FA & MIS wings expected 100 percent support for logistics to fulfill their strategic goals. While the SSTI received the full amount of expected support, the FA & MIS realized around 50 percent of their expected logistic support.

Table 4.4: Expected and Realized Support from NSDS-ISP (Logistics)

Strategic Goals/ Wings	Support	National Accounting	Agriculture	Demography and Health	Industry and Labour	Census	Computer	SSTI	FA & MIS
1	Expected	Yes	Yes		Yes	Yes	Yes	Yes	Yes
	Realized	Yes	Yes			Yes		Yes	Yes
2	Expected			Yes				Yes	Yes
	Realized			Yes				Yes	Yes
3	Expected		NA		Yes		Yes	Yes	Yes
	Realized		NA				Yes	Yes	Yes
4	Expected				Yes		Yes		Yes
	Realized								
5	Expected	Yes	NA		Yes				Yes
	Realized		NA						Yes
6	Expected	Yes			Yes		Yes		Yes
	Realized								Yes
7	Expected				Yes		Yes		Yes
	Realized				Yes				
8	Expected	Yes			Yes				Yes
	Realized								
9	Expected	Yes							Yes
	Realized								
10	Expected	Yes							Yes
	Realized								
11	Expected	Yes							
	Realized								
12	Expected								
	Realized								
13	Expected								
	Realized								
14	Expected								
	Realized								
15	Expected	Yes							
	Realized								
Total	Expected	53.33	25	16.67	87.5	20	62.5	100	100
	Realized	6.67	25	16.67	12.5	20	12.5	100	50

Source: NSDS Survey, 2023.

Notes: 1. The total categories represent the percentages of all the responses out of the total number of goals of the respective wings.

2. NA means that this goal was completed before NSDS-ISP came into operation.

4.3 Expected Support from the Next NSDS

We identify two dimensions for analyzing the types of expected support from the next NSDS: i) expected support and ii) changes in the indicators. The BBS wings expect three kinds of support from the next NSDS: human resource development, infrastructure, and logistics. As the national data-generating agency, the BBS needs to assess both the demand and supply aspects of data generation and collection, including the required data skills. Based on this assessment, the BBS should formulate short- medium- and long-term strategies, plans, and actions in the next NSDS to enhance the data generation process and improve data outputs. Table 4.5 exhibits the three types of support expected from the next NSDS by the respective wings.

Our results show the following expectations for support from the next NSDS:

- National Accounting Wing: Expected approximately 93.33% for human resource development, 13.33% for infrastructure, and 80% for logistics to achieve their strategic goals.
- Agriculture Wing: Expected 50% support for human resource development, infrastructure, and logistics each.
- Demography and Health Wing: Expected 83.33% support for human resource development, 66.67% for infrastructure, and 83.33% for logistics.
- Industry and Labour Wing: Expected around 87.50% for human resource development, 75% for infrastructure, and 87.50% for logistics.
- Census Wing: Expected 40% support for both human resource development and logistics but did not seek infrastructural support.
- Computer Wing: Expected around 87.50% support for both human resource development and infrastructure, and 37.50% for logistics.
- SSTI and FA & MIS Wings: Both expected 100% support for human resource development, infrastructure, and logistics to fulfill their strategic goals.

Table 4.5: Support Expected from the Next NSDS

Strategic Goals/Wings	Support	National Accounting	Agriculture	Demography and Health	Industry and Labour	Census	Computer	SSTI	FA & MIS
1	Human Resource	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Infrastructural		Yes	Yes			Yes	Yes	Yes
	Logistics	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2	Human Resource	Yes	Yes	Yes		Yes		Yes	Yes
	Infrastructural		Yes	Yes				Yes	Yes
	Logistics	Yes	Yes	Yes		Yes	Yes	Yes	Yes
3	Human Resource	Yes		Yes	Yes		Yes	Yes	Yes
	Infrastructural			Yes	Yes		Yes	Yes	Yes
	Logistics	Yes		Yes	Yes			Yes	Yes
4	Human Resource	Yes	Yes		Yes		Yes		Yes
	Infrastructural		Yes		Yes		Yes		Yes
	Logistics	Yes	Yes		Yes				Yes
5	Human Resource	Yes		Yes	Yes	Yes	Yes		Yes

Strategic Goals/Wings	Support	National Accounting	Agriculture	Demography and Health	Industry and Labour	Census	Computer	SSTI	FA & MIS
	Infrastructural				Yes		Yes		Yes
	Logistics	Yes		Yes	Yes		Yes		Yes
6	Human Resource	Yes		Yes	Yes		Yes		Yes
	Infrastructural			Yes	Yes		Yes		Yes
7	Logistics	Yes		Yes	Yes				Yes
	Human Resource				Yes		Yes		Yes
	Infrastructural				Yes		Yes		Yes
8	Logistics				Yes				Yes
	Human Resource	Yes			Yes		Yes		Yes
	Infrastructural				Yes		Yes		Yes
9	Logistics	Yes			Yes				Yes
	Human Resource	Yes							Yes
	Infrastructural	Yes							Yes
10	Logistics	Yes							Yes
	Human Resource	Yes							Yes
	Infrastructural	Yes							Yes
11	Logistics	Yes							
	Human Resource	Yes							
	Infrastructural								
12	Logistics	Yes							
	Human Resource	Yes							
	Infrastructural								
13	Logistics								
	Human Resource	Yes							
	Infrastructural								
14	Logistics								
	Human Resource	Yes							
	Infrastructural								
15	Logistics	Yes							
	Human Resource	Yes							
	Infrastructural								
Total	Human Resource	93.33	50.00	83.33	87.50	40.00	87.50	100.00	100.00
	Infrastructural	13.33	50.00	66.67	75.00	0.00	87.50	100.00	100.00
	Logistics	80.00	50.00	83.33	87.50	40.00	37.50	100.00	100.00

Source: NSDS Survey, 2023.

Note: The total categories represent the percentages of all the responses out of the total number of goals of the respective wings.

4.4 Modifications Proposed for the Next NSDS

In response to the evolving needs of policymakers and data users, several wings have decided to revise their strategic goals or the indicators used. Table 4.6 shows the extent of these changes for the next NSDS:

- National Accounting Wing: Made changes to 13.33% of their strategic goals (2 out of 15).
- Agriculture Wing: Updated 33.33% of their strategic goals (2 out of 6).
- Industry and Labour Wing: Revised 37.50% of their strategic goals (3 out of 8).
- Census Wing: Altered 40% of their strategic goals (2 out of 5).
- Computer Wing: Made changes to all their strategic goals (8 out of 8).

In contrast, the Demography and Health Wing, SSTI, and FA & MIS Wing did not make any changes to their strategic goals for the next NSDS.

Table 4.6: Number and Proportion of Indicators Modified

Indicators/Wings	National Accounting	Agriculture	Demographics & Health	Industry & Labour	Census	Computer	SSTI	FA & MIS
Total number of strategic goals	15	6	6	8	5	8	3	10
Number of strategic goals modified	2	2	0	3	2	8	0	0
Changes made in the strategic goals for the next NSDS (%)	13.33	33.33	0.00	37.50	40.00	100.00	0.00	0.00

Source: NSDS Survey, 2023.

Our results indicate that the wings have made changes to the indicators of their strategic goals. These are:

- National Accounting Wing (20%), Agriculture Wing (16.67%),
- Demography and Health Wing (33.33%),
- Industry and Labour Wing (25%),
- Census Wing (40%), and the Computer Wing (100%).

The SSTI and FA & MIS Wing did not propose any changes to the indicators of their strategic goals for the next NSDS (see Table C.1 in Annex C).

After reviewing the changes made to their strategic goals for the next NSDS, the wings reported the following types of modifications.

The National Accounting Wing: Excluded one strategic goal and developed full automation for another indicator.

- The Agriculture Wing: Modified one indicator to estimate crops using remote sensing for 6 major crops and excluded forestry statistics from another indicator.

- The Industry and Labour Wing: Modified two strategic goals; one involves collecting district-level ICT indicators, and the other focusses on implementing a labor market information system.
- The Census Wing: Initiated piloting the National Household Database of two districts to update one indicator, and proposed starting ‘Smart Census’ for another strategic goal.
- The Computer Wing: Made several changes, including (i) modifying one strategic goal to provide dedicated training for IT professionals, (ii) updating another goal to establish Big Data analytics, and (iii) adjusting five goals to incorporate modern technology.

Interestingly, the Demography and Health Wing, the SSTI, and the FA & MIS Wing did not initiate any changes to their strategic goals (see Table C.2 in Annex C).

4.5 Budget Assessment

This section outlines the budget allocation efforts across the BBS wings for implementing their strategic goals (Table 4.7).

- National Accounting Wing: Applied for the estimated budget for 6 out of 15 strategic goals, all of which were approved. The funding sources were 16.50 percent from the government revenue budget, 66.67 percent through Development Project Proforma (DPP), and 16.50 percent through Technical Assistance Project Proforma (TAPP) (See Table C.3 in Annex C).
- Agriculture Wing: Applied for the budget for 4 out of 6 strategic goals, with all four requests approved. Funding was provided from the government revenue budget (25%), and through DPP (50%), and TAPP (25%).
- Industry and Labour Wing: Requested the estimated budget for one of its eight strategic goals, which was approved and funded entirely through TAPP (100%).
- Computer Wing: Requested the estimated budget through TAPP for all eight of its strategic goals, but none of these requests were approved.
- Meanwhile, four wings—Demography and Health, Census, SSTI, and FA & MIS Wing: Did not apply for the estimated budget specified in the NSDS.

Table 4.7: Budget Allocation Requested and Approved by Strategic Goals

Strategic Goals	Budget	National Accounting	Agriculture	Demography and Health	Industry and Labour	Census	Computer	SSTI	FA & MIS
1	Applied		Yes				Yes		
	Approved	-	Yes	-	-	-		-	-
2	Applied	Yes					Yes		
	Approved	Yes	-	-	-	-		-	-
3	Applied		Yes				Yes		
	Approved	-	Yes	-	-	-		-	-
4	Applied		Yes		Yes		Yes		
	Approved	-	Yes	-	Yes	-			-
5	Applied		Yes				Yes		
	Approved	-	Yes	-	-	-			-
6	Applied	Yes					Yes		
	Approved	Yes	-	-	-				-
7	Applied						Yes		
	Approved	-			-				-
8	Applied						Yes		
	Approved	-			-				-
9	Applied	Yes							
	Approved	Yes							-
10	Applied	Yes							
	Approved	Yes							-
11	Applied	Yes							
	Approved	Yes							
12	Applied	Yes							
	Approved	Yes							
13	Applied								
	Approved	-							
14	Applied								
	Approved	-							
15	Applied								
	Approved	-							
Number of goals applied		6	4	0	1	0	8	0	0
Percent of goals applied		40.00	66.67	0.0	12.50	0.0	100.00	0.00	0.00
Number of goals approved		6	4	-	1	-	0	-	-
Percent of goals approved		100.00	100.00	-	100.00	-	0.00	-	-

Source: NSDS Survey, 2023.

After examining the budget applications and approvals, we further analyzed the actual funding received compared to the requests, as shown in Table 4.8.

- National Accounting Wing: Applied for BDT 390 million for strategic goal 2, but received only BDT 174 million, which also includes the funding for strategic goal 12. Additionally, the Wing applied for BDT 73 million for strategic goal 6, BDT 540 million for strategic goal 9, BDT 146.5 million for strategic goal 10, and BDT 90 million for strategic goal 11. All these requests were approved. In total, the National Accounting Wing applied for BDT 1629.5 million and received BDT 842.6 million which is 51.71 percent of the total requested budget.
- Agriculture Wing: Applied for BDT 120 million, BDT 90 million, BDT 60 million, and BDT 53 million for its strategic goals 1, 3, 4, and 5 respectively. The approved budgets for these goals were BDT 70 million, BDT 51.6 million, BDT 51 million, and BDT 49.8 million, respectively. Overall, the Agriculture Wing applied for BDT 323 million and received BDT 222.4 million, which is 68.85 percent of the total requested budget.

Table 4.8: Amount of Budget Applied for and Allocated

(in BDT Million)

Strategic goals	Budget	National Accounting	Agriculture
1	Applied for	-	120
	Approved	-	70
2	Applied for	390	-
	Approved	174	-
3	Applied for	-	90
	Approved	-	51.6
4	Applied for	-	60
	Approved	-	51
5	Applied for	-	53
	Approved	-	49.8
6	Applied for	73	
	Approved	Did not mention	
9	Applied for	540	
	Approved	540	
10	Applied for	146.5	
	Approved	38.6	
11	Applied for	90	
	Approved	90	
12	Applied for	390	
	Approved	Amount included in goal 2	
Total	Applied for	1629.5	323
	Approved	842.6	222.4
	% of the budget approved	51.71	68.85

Source: NSDS Survey, 2023.

CHAPTER 5

Chapter 5

Tasks with Little Financial Bearings

5.1 Introduction

The NSDS outlined several tasks and activities, some of which have sizeable financial bearings. Completion of tasks that require funds is a long and arduous process as many agencies are involved in designing, planning, and executing such tasks. The current status of many of these tasks and activities was reviewed in the previous chapter. While many of the tasks enlisted in the NSDS had sizeable financial bearings, a significant number of the activities listed in the NSDS did not have any obvious financial obligations. Completion of these tasks required particular attention to different minor issues. While the BBS signed Memoranda of Understanding (MOU) with at least one foreign NSO and five others within the country, formed the NACS, made good progress in completing 6 Institutional Accounts to improve the estimates of the GDP and GNI, the Statistical Business Register (SBR) and National Population Register (NPR) are at initial stage, initiated Citizen's Perception Survey on Crime and Justice, Research and Development Wing primarily as a Cell, the dissolution of the Census Wing in the process, several other tasks are yet to be completed. Some of these tasks are reviewed in this chapter.

5.2 Reviews of Strategic Priorities of NSS

Even though Bangladesh committed to adopting the IMF's Special Data Dissemination Standard by 2016, the implementation was delayed for several years. Similarly, Bangladesh aimed to enhance its ability to gather, organize, distribute, and utilize statistics at the Upazila level by 2016, but this goal has not been realized yet.

Despite the majority of officials receiving professional training, the focus remains on specific areas like the National Accounting Wing and the Demography and Health Wing. This unequal distribution of training opportunities hinders the capacity building of BBS, consequently impacting its performance negatively.

The NSDS included an open data strategy to advance access to and utilization of official statistics across all societal levels. However, the adoption and application of this strategy are still pending. Additionally, the objectives related to data dissemination policy throughout all NSS components, establishing a national data repository, and ensuring proper documentation of statistical activities are yet to be put into practice. Likewise, the objective of empowering NSS to compile, distribute, and enhance the coverage and quality of key data series remains unfulfilled.

As a member of GDDS, Bangladesh planned to join the SDDS by 2016. While recent steps have been taken towards SDDS compliance in various sectors within Bangladesh, there is still room for improvement and alignment with international standards by adhering to the SDDS guidelines.

During the NSDS period (2013-2023), BBS conducted numerous consultative meetings and dialogues. While these engagements were beneficial, there was insufficient, highlighting the need for more to address skepticism and uncertainty surrounding official statistics. Specific training sessions should be provided to data producers both within and outside BBS, tailored to meet the requirements of each unit and of longer durations.

The involvement of experts is crucial in formulating statistical questionnaires as they can identify data quality issues, ensuring questionnaire validity and reliability. Expert evaluations effectively identify questions with data quality concerns, thus enhancing survey data accuracy. Further, experts aid in questionnaire development and validation, ensuring content validity, internal consistency, and structural integrity, all essential for precise data collection and analysis. By utilizing professional expertise, BBS can elevate the quality and efficacy of statistical questionnaires, leading to more robust research findings.

Currently, BBS largely relies on external experts for data analysis and report writing, a practice that may not be sustainable in the long term. The BBS must develop internal capabilities for data analysis to produce general reports, necessitating the establishment of a dedicated unit.

Despite the NSDS being in effect for over ten years, the BBS still faces significant weaknesses in its physical, human, and technical resources. One key area where improvement is needed is the establishment of a national population register to enhance the accuracy of demographic statistics. Additionally, the GIS infrastructure used for statistical mapping is completely outsourced.

Although the BBS does provide a general schedule for the release of some products, it lacks a specific calendar with exact dates for many of its offerings. Moreover, the organization has yet to implement a comprehensive metadata system, such as the Statistical Data and Metadata Exchange (SDMX), which would enhance data management practices.

5.3 Reviews of Strategic Plans of BBS

The IT infrastructure of BBS is considered to be a vulnerable area. The BTRC provides the IT infrastructure for mega data collection activities. However, the completion of institutional accounts, promised by 2017, is still pending. While the NSDS aimed to compile District GDP by 2016, this target remains unmet.

BBS is entrusted with critical tasks such as SUT, IOT, and SAM. Despite assurances of regular compilation, SUT and IOT are yet to be constructed. Moreover, the important responsibility of compiling SAM has been shifted to GED, a mere data user without the mandate. Currently, only the Tourism Satellite Account has been compiled, leaving other satellite accounts pending.

The National Accounting Wing faces an excessive workload related to GDP compilation, price and wage statistics, and obligatory surveys. To alleviate this burden, the division into Price Wing and Natural Resources Wing is necessary. Conversely, certain wings like the Census Wing seem redundant, reflecting an ongoing oversight by policymakers.

Despite the conclusion of the current NSDS, discrepancies in export statistics from various agencies like BBS, BB, and EPB have been noted. This lack of coordination among data-producing agencies within the NSS is evident. It remains to be seen whether BBS failed to take the lead in harmonizing estimates or if cooperation is lacking from the other agencies. Updating export and import indices through rebasing is imperative.

The BBS lacks a business register, necessitating periodic surveys like the Survey of Manufacturing Industries and others to keep up with the evolving economy. Despite calls for longitudinal surveys, the BBS appears hesitant to initiate them, potentially hindering the understanding of the country's economic transformation.

While the Agricultural Census was conducted in line with NSDS requirements, the coverage of fisheries and livestock was found to be insufficient and flawed. With a growing demand for livestock, poultry, and fisheries products, the lack of reliable data hampers policymaking efforts.

The HIES conducted by BBS, though not at the intended three-year intervals as per NSDS, provide valuable insights. However, the Welfare Monitoring Survey has not been repeated since 2009, raising concerns about monitoring and evaluation practices.

The completion of the Civil Register by BBS is imperative for the Sample Vital Registration System. In a similar vein, BBS has yet to establish formal procedures for food security and national surveillance, opting instead to introduce the food insecurity experience scale following the FAO guidelines during the most recent round of the HIES.

The BBS continues to incorporate modules like disability into various surveys, despite occasional discrepancies with the NSDS recommendations, resulting in conflicting outcomes. This redundant allocation of resources ought to be minimized.

Analogous to the inconsistent figures found in foreign trade statistics, there exists a notable absence of synchronization between BBS, SPARRSO, and DAE in the evaluation of agricultural land and output, casting doubt on the credibility of official statistics among stakeholders.

The discontinuation of the costs and returns survey by the FPMU has left a void in data concerning escalating filed crop cultivation expenses and input/output prices at the grower level. The BBS must reinstate this survey to uphold its oversight and ensure food security.

Despite being prone to climate-related vulnerabilities, Bangladesh lacks sufficient climate data generated by the BBS. While recent efforts have been made to compile environmental data, further information is necessary to thoroughly evaluate the economic impacts of climate change. This task should be assigned to a distinct unit rather than being integrated within the national accounting division.

Currently, BBS offers limited government finance data, impeding the accurate estimation of GDP due to the scarcity of fiscal information. Notably, the revenue and expenditure records of local

government entities rely on a small number of samples extracted from the annual financial reports of municipalities and city corporations.

The assessment of literacy among students at primary and secondary levels by BBS is imperative, given the prevailing evidence indicating a significant lack of basic learning competence among primary students (Ali & Shahana, 2023). Moreover, more than 28 percent of graduates from the national university are reported to be unemployed (Ahmed, Sen, Ali, & Islam, 2023).

The ongoing crime and justice survey conducted by BBS is aligned with the Sustainable Development Goals (SDG) agenda. While the forthcoming results of this survey hold both intrinsic and extrinsic value, it is recommended that the agency prioritizes enhancing the statistical quality of its regular surveys.

Despite being delayed until 2023, the national quality assurance framework (NQAF) for statistics was developed by the BBS in 2023, a task originally designated for completion by 2014 (BBS, 2023). The report highlights that several crucial aspects of quality assurance are either partially executed or entirely neglected by the NSS. As a result, the BBS is advised to disclose metadata of all surveys comprehensively, ensuring a detailed presentation of key attributes and data limitations.

The BBS website suffers from obsolescence and poor navigability, hindering users from generating tables or graphs based on the provided data. Unlike typical official websites, it lacks a dedicated section to address frequently asked questions (FAQs).⁴

Following the recently formulated national quality assurance framework (BBS, 2023), the BBS is encouraged to regularly conduct user satisfaction surveys. At present, the BBS is responsible for data generation, with most reports being crafted with substantial contributions from consultants. Looking ahead, it is recommended that BBS engages in collaborative research endeavors with esteemed research bodies and academic institutions.

The BBS, the NSO of the country, was tasked with formulating a unified code of conduct to be obligatory for all other agencies falling under the NSS jurisdiction. Nonetheless, this task remains incomplete.

A significant obstacle faced by the BBS is the recruitment and retention of competent, seasoned, and professionally certified personnel due to severe constraints on vertical career progression. Given the specialized role of BBS in generating diverse data, individuals from other governmental agencies, despite their high qualifications in respective fields, may not be suitable for BBS responsibilities, including leadership roles. Leadership positions within BBS must be filled internally to enhance operational efficiency and ensure career advancement. Moreover, the government should allocate resources for MS and PhD scholarships for the BBS staff. Failure to do so will result in a continued drain of skilled professionals seeking career advancement opportunities elsewhere.

⁴ The research team has been apprised that the FAQs has already been included in the new website of the BBS, which will be formally launched soon.

While many government entities have established comprehensive training centers for ongoing and advanced training programs, BBS is limited to an SSTI with minimal human capital. Considering the innovative and demanding nature of BBS's work, there is a pressing need for a dedicated training academy equipped with qualified personnel and sufficient infrastructure resources (Ministry of Law and Parliamentary Affairs, 2013).

5.4 Restructuring of Wings of BBS

The revision of the antiquated organogram of the BBS is imperative to address the current workload demands effectively amidst the continuous increase in tasks. In this regard, the National Accounting Wing should undergo restructuring, resulting in the establishment of the National Accounting Wing, Prices and Wages Wing, and Energy and Environment Wing. Similarly, the Industry and Labour Wing ought to undergo division, leading to the formation of the Industry Wing and Labour Wing. Additionally, the Demography and Health Wing should be divided into the Population and Demography Wing, and the Health and Nutrition Wing. Furthermore, the Agriculture Wing needs to be separated into the Crop Statistics Wing and the Non-crop Statistics Wing. The subdivision of the Computer Wing into the Data Processing Wing and the IT Wing is also necessary.

Moreover, with the advancements in technology, particularly in the realm of ICT, the establishment of a GIS Wing within the BBS is recommended, while maintaining the current structure of the FA & MIS Wing.

Given the aforementioned expansion, the dissolution of the Census Wing is proposed, with the redistribution of its functions to relevant wings. Specifically, the Population and Housing Census should be transferred to the Population and Demography Wing, the Economic Census to the Industry Wing, and the Agriculture Census to the Crop Statistics Wing. Similarly, the Livestock and Fisheries Censuses should be reassigned to the Non-crop Statistics Wing.

CHAPTER 6

Chapter 6

Overall Evaluation and SWOT Analysis of BBS

6.1 Overall Evaluation

PARIS21 (undated) designed a Toolkit to assess the quality of the NSDS, its level of implementation, and its impact during the implementation period. It gives a quantitative indication of the overall quality of the NSDS, the extent of its implementation, and its impact. Overall, the Toolkit has been developed by deploying a generic Theory of Change (Anderson, 2006; Connel, Kubisch, & Weiss, 1995) approach delineating the relationship between inputs and desired outcomes to be achieved through the implementation of the NSDS. A set of **six major themes** aligned to the proposed Theory of Change that need to be captured in the evaluation tool have been proposed. Where applicable, subthemes have also been identified enabling the development of indicators describing the NSDS quality, implementation status, and the impact resulting from the six thematic areas: NSDS implementation will be based on the performance of each of these themes and the results would guide on areas where the NSDS implementation has been weak and/or strong.

6.1.1 Broad Components of Overall Evaluation

i. Status and Capacity of BBS:

This section consists of 12 questions. It gathers contact information of the BBS and its leadership. This information is relevant to the whole process as it feeds into other questions within the evaluation tool. The section also provides information relating to the capacity of BBS as it is responsible for preparing, guiding the implementation, and monitoring and evaluating the NSDS.

ii. Resources and Expenditures:

This section consists of 24 questions. It looks at whether there is an NSDS that follows expected standards and whether this plan has been resourced. Under this theme, the tool also determines whether there are formal arrangements requiring coordinated funding to statistics both from national and international resources.

iii. Data Quality:

The BBS through the NSDS is the primary agency for monitoring the quality of censuses, surveys, and administrative data collection activities and for the establishment and monitoring compliance with international and domestic data quality standards such as general data dissemination systems and special data dissemination standards. This section consists of 17 questions and it attempts to capture the major elements of NSDS contributions to improving data quality.

iv. Demand Responsiveness:

This section consists of 16 questions. It assesses the performance of the NSDS responsiveness to

demand in two dimensions: supply of information necessary to track the achievement of national planning/poverty reduction goals, and meeting statistical needs of specific user groups. The tool attempts to emphasize features of developing specific ‘demand responsive’ policies in the preparation and implementation of NSDSs within the existing legal framework. The major steps in this process include the identification of priority user groups and their data requirements because NSDSs may miss opportunities to enhance and broaden ownership of national statistical development in the absence of deliberate work to define and systematically reach out to user groups. Further, doing so will help NSDS balance the demands of external agencies and financiers with those of domestic audiences and users. At least, encouraging BBS through the NSDS to monitor its efforts to be responsive to demand could help it become more proactive in encouraging the use of data in decision-making.

v. Dissemination and Use:

This section consisting of 20 questions captures specific efforts to encourage the dissemination and use of data to overcome the natural tendency to focus exclusively on the many challenges of collecting data. Monitoring these activities may help BBS through the NSDS to identify opportunities to strengthen dissemination activities, with relevant work ranging from efforts to improve connectivity among and between the BBS and user groups to work to stimulate particular dissemination and analytic tasks. Developing proactive dissemination strategies could help BBS to become the leader in the improved use of data in decision-making.

vi. Planning and Monitoring of Results:

This section consists of 14 questions. It asks for information to help in assessing the degree to which the BBS and perhaps eventually user groups are regularly monitoring NSDS implementation and responsiveness. The key issues include routine preparation of Annual Work Programs and making these open and accessible to various user groups, monitoring changes in the organizational structure and policies, and reviewing the adequacy of and preparing plans for improving basic communication and ‘connectivity’ among and between BBS, user groups and various levels of administration.

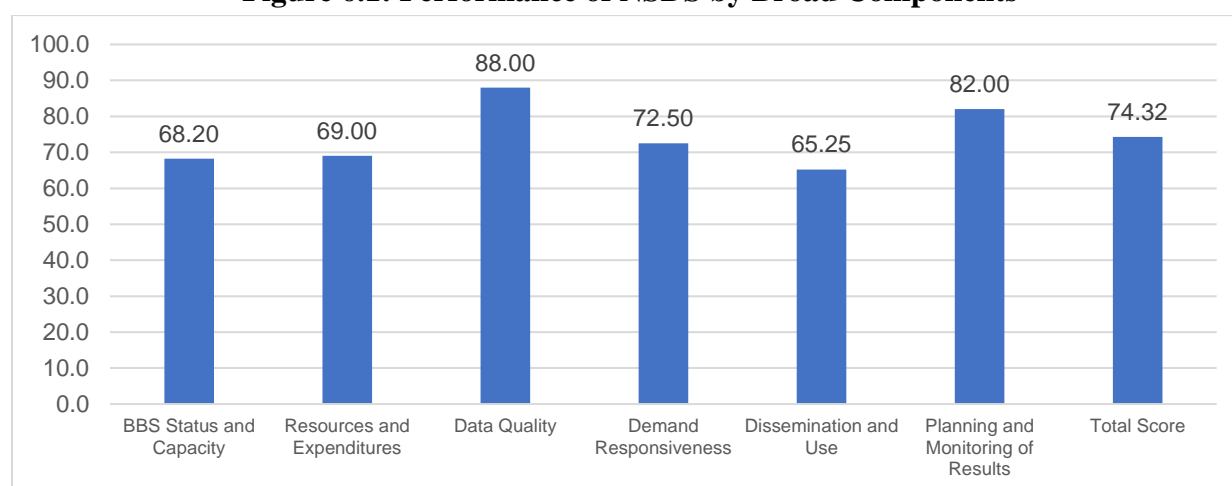
6.1.2 Weights of the Components for Overall Evaluation

The weights of the six themes were developed following an assessment of the importance of each of the themes to the overall objective of the NSDS. It may be noted that the weights have been piloted in various countries and reviewed by PARIS21 staff. A peer review process was also undertaken by independent experts with knowledge and experience in monitoring and evaluation mechanisms (PARIS21, undated). The weights assigned to broad components are as follows: 10 percent for component i (Status and Capacity of BBS), 15 percent each for components ii (Resources and Expenditures) and iii (Data Quality), and 20 percent each for components iv (Demand Responsiveness), v (Dissemination and Use), and vi (Planning and Monitoring of Results).

6.1.3 Impact of NSDS on Overall Performance

Based on responses in the six different themes, the Tool provides a score on the performance of the NSDS in each of the themes which then feeds into a weighted overall score. The estimation results are presented in Figure 6.1. Our estimates reveal that the performance of Bangladesh is well in the case of data quality and planning and monitoring of results (>80%). Its performance is average in the case of demand responsiveness (>70%), and lower than average in the case of resources and expenditures, status, and capacity of BBS. The performance is poor for dissemination and use. Hence, half of the broad components are still regarded as weak. Given the performance of broad components, the overall performance stands at 74.3%. The overall score is to be regarded as the degree of implementation of tasks that are treated as best practices and the impact of the NSDS over the reporting period.

Figure 6.1: Performance of NSDS by Broad Components



Source: NSDS Survey, 2023.

The BBS needs to improve the proportion of higher degree professionals, especially of female employees to boost the performance of its status and capacity component, establish partnerships with the academic and research institutions to boost the performance of the resources and expenditures component, improve the website for monitoring the number of users, build awareness among users about the use of statistical data to boost up dissemination and use component.

Even though the overall score of 74% is not below par, efforts in the aforementioned areas will boost the overall score above the 80% mark, which will help the country to be in the global club of the top two deciles.

6.1 SWOT Analysis

The analysis of “**Strengths, Weaknesses, Opportunities, and Threats**” (SWOT) is an effective method to identify the strengths and weaknesses of an NSS and to examine its opportunities and threats as well. The structure of the NSS comprises the BBS in its core, its environment, internal and external capacities, political and economic environment, staff and staff policy, operating

budget, statistical production, relationships with international organizations, public and private donors, relationship with other statistical institutions, data users and customers. The strengths and weaknesses mainly depend upon the extent of the capacities of BBS as the lead data-generating agency and its obstacles. It needs to be mentioned that the strengths and weaknesses are internal whereas the opportunities and threats are external in the SWOT mechanism.

6.1.4 Strength

- One of the significant strengths of BBS is its role as the leader of the NSS. This lead role, therefore, provides the BBS with an infrastructural setup with headquarters, division, district, and upazila-level offices together with equipment and computer processing facilities, human resources, and regular funding by the Government.
- As the lead data-generating agency, it also receives technical assistance from the development partners and other public data-generating agencies and research institutions. That is, BBS maintains cooperation and collaboration with other data-producing institutions such as BIDS, BB, NBR, SPARRSO, DAE, EPB, MoH&FW, MoEF, MoA, MoF, NIPORT, ISRT, etc. The area of collaboration includes all activities of data production; such as methodology, sample design, questionnaire, data collection, processing, report writing, and dissemination.
- It has already introduced the Computer Assisted Personal Interviewing (CAPI) method and GIS-based data collection in surveys and censuses in the run-up towards digital ecosystem development and SMART Bangladesh.
- The BBS possesses the capacity to collect meta and microdata in socio-economic, environmental, legal statistics, etc. It has further developed a Glossary, Standardization of methodologies of Core Statistics, Advance Release Calendar, ICT Plan, and Training Policy as well.
- The BBS has a strong coordinating and monitoring mechanism in all avenues of data production and collection process.

6.1.5 Weakness

- One significant weakness of the BBS is the lack of adequate human resources, financial resources, and infrastructure to regularly generate, update, provide technical assistance, and monitor large datasets. Due to the inadequacy of resources, many essential surveys are not being conducted regularly, thereby not being produced or published on time, which, in turn, leads to the production of many indicators and estimates based on outdated data.
- There is a lack of regional data collection and analysis for important socio-economic, industrial, and public service indicators.
- The current capacity of BBS including ICT infrastructure, library facilities, vehicles, and professional autonomy is insufficient for the timely collection, processing, and

dissemination of quality data. These also include a lack of internal networks, computers, software, etc. at the local level and hence affect the quality and timeliness of the product.

- Lack of expertise in various fields of statistics, especially in sampling, questionnaire design, data analysis, etc. hampers its performance.
- There is little coordination with other line ministries/agencies that also produce data for their own purpose leads to confusion among users and policymakers.
- The microdata on public domains and official websites are not available and information regarding the updates is also not available.
- The BBS lacks the technical capacity and data labs to produce specialized datasets for natural science, medicine, and engineering research.

6.1.6 Opportunities

- The provisions of the Statistics Act, 2013 provide ample scope for improvement in the quality, coverage, and use of core statistics. The Act makes individuals and institutions obliged to provide information as per the inquiry of BBS. The Act has also made it binding for BBS to keep the individual information confidential. This makes truthful revelation of information and data.
- The BBS can play a lead role in the modernization of Physical and Statistical Infrastructure within the NSS.
- Transforming the present Environment, Climate Change, and Disaster Statistics Cell into a full-fledged wing the BBS can enhance the statistical systems to improve climate change, environment, and disaster-related statistics.
- The agency can help build a Smart Integrated National Statistical Ecosystem to optimize coordination and management efficiency within the NSS.
- It helps formulation of the NSDS to strengthen the NSS.

6.1.7 Threats

- Harmonization of definitions, standards, and classification systems is mandatory for data reliability and authentication. Therefore, a lack of harmonization among the data-producing agencies could raise serious concerns about the actual information and could mislead the evidence-based decision-making process. For example, in the case of data collection on agricultural production from various agencies, there exists concern in coming to a neutral decision on the actual production data/information leading to misguidance in the policy space in understanding the demand-supply gaps.⁵
- Artificial Intelligence based on big data procurement in the medium- to long-run might pose a serious threat due to lack of data service and maintenance infrastructure.

⁵ To mitigate this problem, the BBS has worked on harmonization and standardization of the definitions.

CHAPTER 7

Chapter 7

Conclusions and Recommendations

The BBS strives to cater to the needs of the Government and other stakeholders by producing statistics, publishing statistical products based on surveys, and censuses, and compiling data generated by other agencies, besides providing technical services related to statistics. It was expected that the Bureau would play a pivotal role as the NSO by coordinating the statistical activities of other agencies in the NSS. It seems the Bureau could not fully fulfill the expectations of the Government or other critical stakeholders. Amidst these issues, the BBS with technical assistance from the World Bank developed the first NSDS and was approved by the Cabinet in 2013 with exclusive focus on the BBS under the NSS. Be that as it may, the NSDS appears to have speeded up the implementation of mandated tasks and strategic goals of the BBS both at the intensive and extensive margins.

The analysis of the staffing composition, educational qualifications, training status, and professional experience across the eight wings of BBS reveals significant disparities and insights. The staffing distribution varies considerably, which, in turn, compromises the successful discharge of mandated tasks and strategic goals. Besides, all wings except the Computer Wing show a notable gap between general field experience and wing-specific experience. This discrepancy points to potential issues in staff allocation and retention within specialized areas.

The analysis of the mandated tasks of the BBS wings reveals a diverse range of activities. The majority of the wings successfully implemented their tasks, with some partially completed. While five wings focus directly on producing statistical data and services, the remaining three facilitate essential support roles such as data archiving, training, and administrative functions.

The wings set their strategic goals and indicators through a consultation process that seems to be aligned with the national development goals and international standards. These indicators are also found to go beyond the regular mandated tasks of the wings to fulfill NSDS goals during 2013-2023.

Even though the NSDS-ISP is a catalytic project with various types of facilitating roles, all of the wings expected human resource development, infrastructure, and logistics support from it for implementing their mandated tasks, and most of them received their desired support. Future expectations from the next NSDS indicate a continued need for similar support. This support will facilitate the introduction of a wide range of new statistical products across the wings along with the implementation of hitherto unimplemented goals and indicators.

The wings received funds for implementation through budgetary allocation, DPP, and TAPP to fulfill the NSDS goals in addition to implementing the regular mandated tasks. However, there are sizeable gaps between the expected and received amount for the estimated budget as outlined in the NSDS as reported by the wings. As a result, the wings applied for funding for selected strategic goals leaving several of their strategic goals unimplemented.

While many of the tasks enlisted in the NSDS had sizeable financial bearings, a significant number of the activities listed in the NSDS do not have any obvious financial obligations. Yet many of these tasks are delayed or yet to be completed.

Vertical mobility of the skilled professionals at BBS is closed after they reach their mid-career levels, which acts as a serious disincentive for them to stay with the organization. Besides, the top leadership is not from within the skilled professionals of BBS which adversely affects the performance of the senior-level skilled professionals. Finally, the organogram of BBS remained more or less the same after the *Enam Committee* reorganized it, which hampers the quality of work because, inter alia, of increasing workload over time.

Following the PARIS21 Toolkit, the overall assessment reveals that the performance of Bangladesh is well in the case of data quality and planning and monitoring of results (>80%). Its performance is average in the case of demand responsiveness (>70%), and lower than average in the case of resources and expenditures, status, and capacity of BBS. The performance is poor for dissemination and use. Hence, half of the broad components are still regarded as weak.

The BBS is endowed with an infrastructural setup with headquarters, division, district, and upazila-level offices equipped with computer facilities and regular funding by the Government. However, it lacks adequacy in human resources, financial resources, and infrastructure to regularly generate, update, provide technical assistance, and monitor large datasets.

The provisions of the Statistics Act, 2013 provide ample scope for improvement in the quality, coverage, and use of core statistics, and modernization of physical and statistical Infrastructure within the NSS. A lack of harmonization among the data-producing agencies could raise serious concerns about the actual information and could mislead the evidence-based decision-making process.

Finally, even though the first NSDS was approved by the highest level of policymakers, it was not fully implemented as it seems, neither the BBS nor the highest level of policymakers wholeheartedly owned it for the betterment of the statistical ecosystem.

If both the BBS and the highest level of the policymakers mean business, at least another NSDS is a must. To that end, the policymakers should look into the following issues to improve the next NSDS:

1. The BBS needs to minimize disparities in staffing composition, years of experience, and numbers of training attended both at home and abroad to increase, which will, in turn, increase individual as well as collective performance.
2. Allocation of human, infrastructural, and logistics support should be distributed commensurate with the workload of the wings so that the professional staff can smoothly

discharge their responsibilities in completing the mandated and ad hoc tasks and those to be enlisted in the strategic goals of the next NSDS.

3. Institutional needs assessment of resources of the wings should be performed regularly regarding the regular task initiatives and fulfillment of the NSDS goals. The administrative and service wings should be assessed separately.
4. The wings should provide progress updates regularly on task completion status to identify the gaps in terms of expected and realized support.
5. The capacities of the wings should be strengthened to improve efficiencies in terms of the implementation status of the strategic goals and regular task management.
6. Coordination among the wings should be maintained in terms of resource allocation, prioritizing task initiatives, and completion criteria. Coordination with the external data-generating agencies for ensuring timely data delivery should be highly prioritized and the NSDS could also play a role in this regard.
7. Adequate budgetary resources should be allocated for human resources, infrastructure, and logistics. In addition, financial and technical assistance may be sought from development partners based on the gaps between expected and realized support to fulfill the mandated tasks and the strategic goals of the wings to strengthen the NSS.
8. The next NSDS should be supported wholeheartedly based on the assessment of the ongoing activities and future projections on the strategic goals and resource requirements.
9. Leadership positions within BBS must be filled internally to enhance operational efficiency and ensure career advancement. Failure to do so will result in a continued drain of skilled professionals seeking career advancement opportunities elsewhere.
10. The BBS must undergo a comprehensive restructuring of its organogram to meet the current demands, considering the escalating workload. These necessitate restructuring and expanding both the data-producing and service wings.
11. The Census Wing should be dissolved by rationally redistributing its tasks to the other concerned wings.
12. The BBS needs to have a full-fledged training academy for refreshing and enhancing the technical skills of the professionals.
13. The government should allocate resources for MS and PhD scholarships for the BBS staff. Failure to do so will result in a continued drain of skilled professionals seeking career advancement opportunities elsewhere.

14. Even though the overall score of 74% is not below par following the PARIS21 toolkit, efforts in increasing the proportion of female staff, increase in resources and expenditures, dissemination and use, etc. will boost the overall score above the 80% mark, which will help the country to be in the global club of the top two deciles. To that end, BBS needs to conduct an overall evaluation and a SWOT analysis of the wings focusing on their existing capacity, available resources, and current and future risk indicators.
15. Finally, the next NSDS should not be narrowly focused on the BBS only. It should be broad-based by taking other data-generating agencies on board under the leadership of the BBS and the NSO.

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APPENDICES

List of Training and Workshop Facilitated by NSDS-ISP

Table A.1: Foreign Training Organized under the NSDS-ISP

Training/Study Tour/Workshop/Seminar	Number of Staff	Duration
Study visit to learn the statistical system of India	3	5 days
Training on the new Procurement Framework of the World Bank, India	1	13 days
Training workshop on the HIES 2020/21 and Industrial & Labor Force Statistics with the poverty and equity & global practice of the World Bank, Washington DC, USA	8	6 days
Study visit on Administrative-based Population Census, Spain	5	12 days

Source: NSDS-ISP

Table A.2: Local Training & Workshop Organized under the NSDS-ISP

Field of Workshop/Seminar	Number of Staff	Duration
Validation workshop on Training materials, Report on functional review of BBS Advance release calendar protocol for advance release calendar (17 June 2021)	150	1 day
Validation workshop on Training Inventory, report on the use of administrative data for official statistics, and Report on existing MOU with suggestions for improvement	82	1 day
Validation workshop on Survey documentation, metadata documentation, data policy, and manual for HR management (21 March 2022)		1 day
Launching workshop on NSDS Implementation Support Project (23 and 24 June 2019)		2 days
Bangladesh: Role of Statistics towards the Development Journey" (February 24, 2019)		1 day
Workshop on the preparation of draft questionnaire, sampling frame selection and to determine the modes of data collection of HIES 2020-21 and LFS 2020-21 (18-21 December 2019)	45	4 days
Workshop on the preparation of draft questionnaire, sampling frame selection and to determine the modes of data collection of HIES	12	3 days

Field of Workshop/Seminar	Number of Staff	Duration
2020-21 according to the COICOP of HIES 2020-21 (7-9 January 2020)		
Training Workshop on the standardization of the concept and definition used in surveys, censuses, and statistical activities as per SDG	245	2-5 days
Seminar on the Publication of the Concept and Definition, used in surveys, Censuses, and statistical activities as per SDG (10 June 2021)	150	1 day
Workshop on Moving ‘Bangladesh Bureau of Statistics (BBS) towards a world-class statistical organization (23 June 2021)		1 day
Positioning BBS as a world-class statistical organization: what does it require	106	2 days
NSDS Revision and Update related workshop/seminar etc.	1622	1-8 days
Basic Computer Literacy	1539	5 days per phase
Basic Training in Agriculture Statistics	1557	5 days per phase
Fundamental of Official Statistics	1397	4 days per phase
Data Management and Statistical Analysis Using STATA	48	
HIES-2022 Training of Supervising Officers in Conducting Data Collection Activities of Core Survey.	88	3 days
Training of Enumerator/Data Entry Officer in conducting data collection for core HIES-2022 Survey	276	3-20 days
Refresher training on data collectors of LFS 2022	107	3 days
Training of master trainer of SEDS 2023	100	4 days
Training on Basics of Official Statistics for journalist	31	2 days
Training on the Basics of Statistical Reporting for journalist	30	2 days
Training on public procurement	40	2 days
Training on Financial Management	15	2 days
Poverty Training on Household Income and Expenditure Survey (HIES) Data Analysis and Report Development	9	10 days
Survey Design, Data Technology, Modern Statistical Methods and Dissemination, Indicator Calculation and Analysis	10	5 days
Refresher training of newly recruited officers of BBS	25	1 month

Field of Workshop/Seminar	Number of Staff	Duration
Training on PIMS software	303	1 day
Training in Agriculture Statistics	42	5 days
Data Management and Statistical Analysis Using STATA	41	10 days per phase
R Software	20	10 days
R Software (Advanced)	21	10 days
Sampling Techniques and Practice	69	10 days
Survey Management: Design and Operations & Questionnaire Design	76	10 days
Statistical Methods for Estimation & Analysis	20	5 days
Fundamental of Labour Statistics	11	5 days
Introduction to Time Series Analysis	21	5 days
Price Statistics	13	2 days
Quantum Index of Industrial Production (QIIP) & Producer Price Index (PPI)	330	5 days (2 days for supervisor training)
Fundamentals of Health Statistics	9	4 days
Fundamentals of Population and Housing Census	15	5 days
Quarterly National Accounts Statistics	15	5 days
Codes & Syntax	13	4 days
Training on Survey of Manufacturing Industries	30	4-5 days
Metadata Documentation	15	5 days
Quality Management in Official Statistics	39	10 days
Report Writing, Analysis, and Communication (BARD)	32	10 days
Technologies for Data Collection, Processing and Dissemination	32	10 days
The Newly Developed Website of BBS	6	2 days
Data Anonymization	8	4 days

Source: NSDS-ISP

List of Publications Produced by the NSDS-ISP

Table B.1: List of Publications Produced by the NSDS-ISP

S.L. No	Name of the Publication
Reports	
1.	Report on Human Resource Recruitment
2.	Training Policy-Training Plan-Training Inventory
3.	Baseline Review on Core Statistics
4.	Advance Release Calendar Protocol for advance release calendar
5.	Data Visualization
6.	Report on Memorandum of Understandings (MoUs)
7.	Report on the use of administrative data for official statistics
8.	Report on Functional Reviews
9.	Report on Website Development
10.	ICT Plan
11.	Metadata Documentation Survey Documentation
12.	Codes and Syntaxes
13.	Data Policy Data Anonymization
14.	Improvements in Social Statistics
15.	Improvements in Population and Housing Census
16.	Improvements in Labour Statistics
17.	Improvements in Industry Statistics
18.	Improvements in Price Statistics
19.	Improvements in National Accounts
Manuals	
1.	Manuals for Social Statistics
2.	Manual for Population and Housing Census
3.	Manuals for Labour Statistics
4.	Manual for Industry Statistics
5.	Manual for Price Statistics
6.	Manual for Agriculture Statistics
7.	Manual for National Accounts
Training Materials on	
1.	Sampling Techniques and Practices
2.	Survey Management: Design, Operation, and Questionnaire Design
3.	Statistical Methods for Estimation and Analysis
4.	Introduction to Time Series Analysis
5.	The Use of Statistical Package R, Basics
6.	Use of Statistical Package R, Advanced
7.	Data Management and Statistical Analysis using STATA
8.	Technologies for Data Collection, Processing, and Dissemination
9.	Metadata Documentation
10.	Report Writing, Analysis, and Communication
11.	Agriculture Statistics
12.	Quality Management in a Statistical Office

Source: NSDS-ISP

Supplementary Tables

Table C.1: Changes in the Indicators of the Goals for the Next NSDS

Strategic Goals/Wings	National Accounting	Agriculture	Demographic and Health	Industry and Labour	Census	Computer	SSTI	FA & MIS
1	Yes			Yes	Yes	Yes		
2		Yes	Yes			Yes		
3			Yes		Yes	Yes		
4				Yes		Yes		
5						Yes		
6						Yes		
7	Yes					Yes		
8						Yes		
9	Yes							
10								
11								
12								
13								
14								
15								
Total (%)	20.00	16.67	33.33	25.00	40.00	100.00	0.00	0.00

Source: NSDS Survey, 2023.

Note: The total categories represent the percentages of all the responses out of the total number of goals of the respective wings.

Table C.2: Types/Kinds of Changes Made in the Next NSDS

Wing	Goal name	Changes made
National Accounting	Automation of data transfer for various indices	To develop full automation of all indices.
	Compilation of Green GDP (System of Environmental-Economic Accounting)	Excluded
	Institutionalization of Environmental Statistics (part of SEEA)	Did not mention
Agriculture	Developing Crop Statistics using ICT	Crop estimation by using remote sensing for 6 major crops.
	Improvement of Non-crop Statistics	Forestry Statistics Excluded
Industry and Labour	Generation of Annual/Quarterly Key Labour Force Indicators	Planning to implement Labour Market Information System (LMIS)
	Conducting Annual Establishment and Institution Survey	Excluded
	Generation of ICT Indicators	District level indicator on ICT
Census	Multimodal Censuses (Preferably e-censuses)	Smart census
	Preparing a database of Poor Population and Social safety net Coverage	Piloting 2 districts for updating NHD as well as updating NHD nationwide based on experience gathered from piloting in digital format
Computer	Decentralization of ICT Process in Statistical System	Only BBS HQ level excluding field offices
	Capacity Building of ICT Professionals	Dedicated training for IT professionals (Advanced level training & education)
	Development of Efficient Data Management System & Maintenance	Establishment of big data analytics, Data warehouse, Machine Learning, Deep Learning, etc.
	Time-Need Global ICT Cooperation & Data Development (Using GIS System)	Use of modern technology
	Statistical Data Management System Software Including Statistical Data and Metadata Exchange (SDMX)	Use of modern technology
	Setup of National Data Resource & Processing Centre	Use of modern technology
	Data Archive & Networking	Use of modern technology
	Forward to Cloud Computing	Use of modern technology

Source: NSDS Survey, 2023.

Table C.3: Sources of Funding for the Approved NSDS Goals

Source of funding (%)	National Accounting	Agriculture	Demography and Health	Industry & Labour	Census	Computer	SSTI	FA & MIS
DPP	66.67	50.00	-	-	-	-	-	-
TAPP	16.67	25.00	-	100.0	-	-	-	-
Revenue	16.67	25.00	-	-	-	-	-	-

Source: NSDS Survey, 2023.



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