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Report No: PAD2193

INTERNATIONAL DEVELOPMENT ASSOCIATION

PROJECT APPRAISAL DOCUMENT

ON A

PROPOSED CREDIT

IN THE AMOUNT OF SDR 10.3 MILLION
(US\$15 MILLION EQUIVALENT)

TO THE

PEOPLE'S REPUBLIC OF BANGLADESH

FOR A

NATIONAL STRATEGY FOR DEVELOPMENT OF STATISTICS IMPLEMENTATION
SUPPORT PROJECT

February 22, 2018

Poverty And Equity Global Practice
South Asia Region

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CURRENCY EQUIVALENTS

(Exchange Rate Effective 31 January, 2018)

Currency Unit = Bangladesh Takas (BDT)

BDT 82.9 = US\$1

US\$1.45712000= SDR 1

FISCAL YEAR

July 1 – June 30

Regional Vice President: Annette Dixon

Country Director: Qimiao Fan

Senior Global Practice Director: Carolina Sanchez

Practice Manager: Benu Bidani

Task Team Leader: Maria Eugenia Genoni

ABBREVIATIONS AND ACRONYMS

BBS	Bangladesh Bureau of Statistics
CAPI	Computer Assisted Personal Interviews
CPF	Country Partnership Framework
DA	Designated Account
DP	Development Partner
FM	Financial Management
FY	Fiscal Year
GDP	Gross Domestic Product
GOB	Government of Bangladesh
HIES	Household Income and Expenditure Survey
IDA	International Development Association
ICT	Information and Communication Technology
MOU	Memorandum of Understanding
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
PDO	Project Development Objective
POM	Project Operations Manual
PIU	Project Implementation Unit
PSC	Project Steering Committee
SDG	Sustainable Development Goal
SID	Statistics and Informatics Division
TA	Technical Assistance

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BASIC INFORMATION

Is this a regionally tagged project? No	Country(ies)	Financing Instrument Investment Project Financing
<input type="checkbox"/> Situations of Urgent Need of Assistance or Capacity Constraints <input type="checkbox"/> Financial Intermediaries <input type="checkbox"/> Series of Projects		
Approval Date 22-Mar-2018	Closing Date 28-Feb-2022	Environmental Assessment Category C - Not Required
Bank/IFC Collaboration No		

Proposed Development Objective(s)

The Project aims to improve the capacity of the Bangladesh Bureau of Statistics (BBS) to produce quality core statistics and make them accessible in a timely manner to policy makers and the public.

Components

Component Name	Cost (US\$, millions)
Improving the coordination and management of statistical activities	1.00
Developing human resources and ICT infrastructure to produce and manage data	5.00
Improving the coverage and quality of core statistics required for policy making	7.00
Promoting and strengthening access to and the use of official statistics	0.75
Project Management	1.25



Organizations

Borrower : People's Republic of Bangladesh

Implementing Agency : Bangladesh Bureau of Statistics

PROJECT FINANCING DATA (US\$, Millions)

<input checked="" type="checkbox"/> Counterpart Funding	<input type="checkbox"/> IBRD	<input checked="" type="checkbox"/> IDA Credit	<input type="checkbox"/> IDA Grant	<input type="checkbox"/> Trust Funds	<input type="checkbox"/> Parallel Financing
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Total Project Cost:
18.00

Total Financing:
18.00

Financing Gap:
0.00

Of Which Bank Financing (IBRD/IDA):
15.00

Financing (in US\$, millions)

Financing Source	Amount
Borrower	3.00
International Development Association (IDA)	15.00
Total	18.00

Expected Disbursements (in US\$, millions)

Fiscal Year	2018	2019	2020	2021	2022
Annual	0.05	4.00	5.00	4.65	1.30
Cumulative	0.05	4.05	9.05	13.70	15.00



INSTITUTIONAL DATA

Practice Area (Lead)

Poverty and Equity

Contributing Practice Areas

Macro Economics & Fiscal Management

Climate Change and Disaster Screening

This operation has been screened for short and long-term climate change and disaster risks

Gender Tag

Does the project plan to undertake any of the following?

a. Analysis to identify Project-relevant gaps between males and females, especially in light of country gaps identified through SCD and CPF

Yes

b. Specific action(s) to address the gender gaps identified in (a) and/or to improve women or men's empowerment

No

c. Include Indicators in results framework to monitor outcomes from actions identified in (b)

No

SYSTEMATIC OPERATIONS RISK-RATING TOOL (SORT)

Risk Category	Rating
1. Political and Governance	● Substantial
2. Macroeconomic	● Low
3. Sector Strategies and Policies	● Moderate
4. Technical Design of Project or Program	● Moderate
5. Institutional Capacity for Implementation and Sustainability	● Substantial
6. Fiduciary	● Substantial
7. Environment and Social	● Low
8. Stakeholders	● Substantial



9. Other

10. Overall

● Substantial

COMPLIANCE

Policy

Does the project depart from the CPF in content or in other significant respects?

Yes No

Does the project require any waivers of Bank policies?

Yes No

Safeguard Policies Triggered by the Project

Yes No

Environmental Assessment OP/BP 4.01

✓

Natural Habitats OP/BP 4.04

✓

Forests OP/BP 4.36

✓

Pest Management OP 4.09

✓

Physical Cultural Resources OP/BP 4.11

✓

Indigenous Peoples OP/BP 4.10

✓

Involuntary Resettlement OP/BP 4.12

✓

Safety of Dams OP/BP 4.37

✓

Projects on International Waterways OP/BP 7.50

✓

Projects in Disputed Areas OP/BP 7.60

✓

Legal Covenants

Sections and Description

Schedule 2, Section I.A.1: By no later than one (1) month after the Effective Date, the Recipient shall establish, and thereafter maintain throughout the course of Project implementation, a steering committee with a mandate, functions, composition and resources satisfactory to the Association. Without limitation to the immediately foregoing provision, said steering committee shall: (a) be chaired by the SID Secretary and comprise representatives from the relevant ministries/agencies involved in Project implementation; and (b) meet at least every six (6) months to: (i) provide strategic and policy direction on all Project activities; (ii) review progress in Project implementation; and (iii) address any obstacle during Project implementation.



Sections and Description

Schedule 2, Section I.A.2: By no later than one (1) month after the Effective Date, the Recipient shall establish, and thereafter maintain throughout the course of Project implementation, an implementing unit with a mandate, functions and resources satisfactory to the Association, and with staff in adequate numbers and with qualifications, experience and terms of reference satisfactory to the Association. Without limitation to the immediately foregoing provision, said implementing unit shall: (a) be headed by one (1) Project director and supported by two (2) deputy Project directors; and (b) be staffed with technical experts and specialists in, inter alia, procurement, financial management, and monitoring and evaluation and reporting; and (c) be responsible for, inter alia, preparing annual work plans and budgets.

Sections and Description

Schedule 2, Section I.A.3: The Recipient shall issue, and thereafter maintain throughout the course of Project implementation, an operations manual, in a manner satisfactory to the Association, which shall set forth the rules and procedures for implementing the Project. Except as the Association shall otherwise agree in writing, the Recipient shall not assign, amend, abrogate, or waive, or permit to be assigned, amended, abrogated, or waived said manual and/or any provision thereof. In the event of a conflict between the provisions of said manual and those of this Agreement, the terms of this Agreement shall prevail.

Sections and Description

Schedule 2, Section II.A: The Recipient shall furnish to the Association each Project Report not later than forty-five (45) days after the end of each calendar semester, covering the calendar semester.

Conditions

Type

Effectiveness

Description

The Additional Condition of Effectiveness consists of the following:
(a) the operations manual referred to in Section I.A.3 of Schedule 2 to this Agreement has been issued and put into effect in a manner satisfactory to the Association;
(b) the Project director referred to in Section I.A.2(a) of Schedule 2 to this Agreement has been appointed in a manner satisfactory to the association.

Type

Disbursement

Description

Until a financial management specialist has been hired under terms of reference and in a manner satisfactory to the Association.

**PROJECT TEAM****Bank Staff**

Name	Role	Specialization	Unit
Maria Eugenia Genoni	Team Leader(ADM Responsible)		GPV05
Arafat Istiaque	Procurement Specialist(ADM Responsible)		GGO06
Mohammed Atikuzzaman	Financial Management Specialist		GGO24
Buyant Erdene Khaltarkhuu	Team Member		DECAE
Cornelia Mirela Catuneanu	Team Member		GPV06
Iffat Mahmud	Team Member		GHN19
Iqbal Ahmed	Environmental Safeguards Specialist		GEN06
Kathleen G. Beegle	Peer Reviewer		AFCW1
Mustafa Dinc	Team Member		DECAE
Olga Vadimovna Shabalina	Peer Reviewer		DECAE
Sabah Moyeen	Social Safeguards Specialist		GSU06
Shegufta Shahriar	Team Member		SACBD
Sheikh Tanjeb Islam	Team Member		GMF06
Urmila Chatterjee	Team Member		GPV06
Utz Johann Pape	Peer Reviewer		GPV01
Jorge Luis Alva-Luperdi	Council		LEGES
Satish Kumar Shivakumar	Team Member		WFACS

Extended Team

Name	Title	Organization	Location
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MAIN DOCUMENT

I. STRATEGIC CONTEXT

A. Country Context

1. Bangladesh is one of the world's most populous country with an estimated 165 million people in a geographical area of about 144,415 sq.-km and per capita income of US\$1,480 in 2017, well above the lower middle income country category threshold which it crossed in fiscal year (FY) 14. During recent years, economic conditions improved in the country with headline inflation declining to 5.4 percent in FY17 from 5.9 percent in FY16, while the fiscal deficit was contained at around 3 percent of Gross Domestic Product (GDP) in FY17. The FY18 budget targets 5 percent deficit with 26.2 percent growth in expenditures. The current account balance turned into a deficit equivalent to 0.6 percent of GDP in FY17. The GDP grew well above the average for developing countries in recent years, averaging 6.5 percent since 2010, with an officially reported growth of 7.24 percent in FY17, driven by manufacturing and services. Progress on reducing extreme poverty and boosting shared prosperity through human development and employment generation has continued with the poverty incidence based on the international \$1.90 per capita per day poverty line (measured on the basis of the 2011 Purchasing Power Parity exchange rate) declining from 44.2 percent in 1991 to a 13.8 percent in 2016 (latest available poverty data). Bangladesh's performance against the Millennium Development Goals is impressive against the South Asia Region average. Such progress notwithstanding, the pace of poverty reduction and the rate of job creation has slowed since 2010. Bangladesh needs more effort in improving its growth rate to meet its target of moving up the middle income rankings by 2021 and eliminating poverty by 2030. For accelerating private sector-led growth with improved investment climate, the key challenges are the need for increased infrastructure and power, with much improved quality in spending public resources, better regulations and enhanced skills of its vast and rapidly increasing labor force.

B. Sectoral and Institutional Context

2. The Government's Seventh Five Year Plan (FY16–FY20, the 7th Five Year Plan) aims to develop strategies, policies, and institutions to accelerate inclusive growth, reduce poverty, empower citizens, and promote sustainable development. It adopted the United Nations Sustainable Development Goals (SDGs), to which the Government of Bangladesh (GOB) has shown strong commitment. The GOB has expressed its commitment to monitor progress towards the achievement of goals and acknowledges the importance of, and is committed to the timely availability of reliable statistics for evidence-based planning and policy making, as reflected in its National Strategy for the Development of Statistics (NSDS).

3. The GOB has taken significant steps to improve the availability, quality, and reliability of statistics. In 2007, the Bangladesh Bureau of Statistics (BBS), under the Ministry of Planning, responsible for providing statistical information to guide decision making and the development process, embarked upon a three-stage process to improve statistics, with support from the World Bank. The first stage, from 2007 to 2009, was limited to improving the coverage and quality of statistics in key areas. The second stage, completed in 2011, involved the preparation of the first NSDS, which maps out a development path for



the National Statistical System (NSS) to have a world-class system by 2021. The GOB approved the NSDS¹ in 2013, together with the Statistics Act 2013, that envisages an “integrated, professional, efficient, and effective NSS, under the guidance and leadership of the BBS and to produce official statistics that meet the current and evolving needs of national and international users in a transparent and timely fashion using international standards”. The Statistics Act 2013 confers on the BBS the function of “preparing and preserving correct, accurate, and up-to-date statistics.” Other agencies may also produce statistics “following the regulations established by the bureau and upon getting no objection and approval from the bureau.”² The third stage (2013–2023) of the process is putting the NSDS into effect.

4. The NSDS Implementation Support Project (the proposed project) aims to support the GOB in the implementation of key elements of the NSDS. The NSDS is a ten-year reform plan (2013–2023) costed at around US\$600 million with four priority areas:

1. Improving the quality, coverage, and use of core statistics required for national planning and economic management and for monitoring progress towards national goals;
2. Strengthening the professionalism of the NSS, which involves, among others, increasing the skills and expertise of the workforce, enhancing the leadership capacity of the BBS, and strengthening procedures and internal processes to make the statistical system more open and accountable;
3. Building capacity to collect, compile, disseminate, and, especially, use statistics at the local level, providing statistical information to help empower citizens;
4. Promoting and strengthening access to and the use of official statistics at all levels of the society, based on an ‘open-data strategy’.

5. The proposed project, consistent with the priorities of the NSDS, will focus on (a) improving data collection and the quality of data in several areas, including gender disaggregation where appropriate and (b) strengthening capacity of the BBS for better management and dissemination of improved statistics. The proposed project will build on the progress made thus far in some reform areas of the NSDS while complementing investments by the GOB and other development partners (DPs).

C. Relevance to CPF Objectives

6. The Country Partnership Framework (CPF) for Bangladesh FY16–FY20 highlights the World Bank’s assistance in developing the NSDS. Support for the NSDS responds directly to the CPF’s first and second pillars—Growth and Competitiveness and Social Inclusion—both of which, in a fast-growing economy, require quality, timely, and reliable data for the achievement of their objectives.

7. The World Bank has a mandate to support statistical capacity activities, which are central for monitoring of World Bank Group’s twin goals of eradicating poverty and boosting shared prosperity and to measuring progress towards the newly endorsed SDGs.³ This priority is reflected in the IDA15 Results

¹ In preparing the NSDS, the BBS organized workshops in which stakeholders identified strengths and weakness within the statistical system.

² The act has been in effect since 2013 but does not automatically confer on the BBS the right to access administrative data from other agencies for statistical purposes.

³ Country Assistance Strategy Statistical Capacity Building Guidance Note, June 2009: <http://go.worldbank.org/6LH1D7DUH0>.



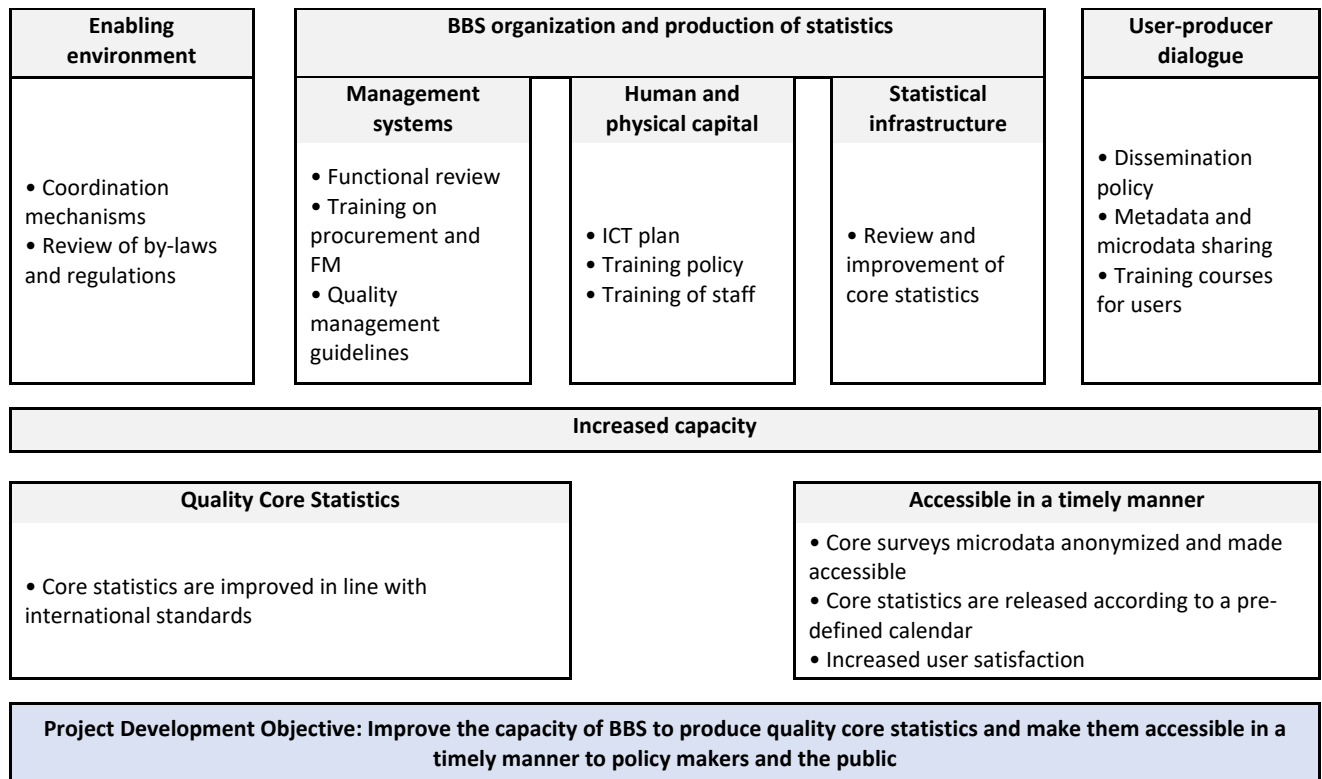
Measurement System that requires all Country Assistance or Partnership Frameworks to include a review of national statistical systems and an identification of what is needed to strengthen capacity. Further, 'better governance in 30 countries through improved statistical capacity' is one of the action items in the IDA18 commitments.

II. PROJECT DESCRIPTION

A. Results Chain

8. The activities proposed in this project aim to strengthen the NSS by building the capacity of BBS to produce quality core statistics and make them accessible in a timely manner to policy makers and the public. The proposed activities seek to build this capacity by acting on three levels (Figure 1). First, there is a need for an enabling environment where the statistical system has the necessary legal and institutional support to conduct its business. This entails updating statistical legislation, policies and institutional arrangements. Second, it is key to improve BBS's organization and the production of statistics by strengthening management systems, improving human and ICT resources, and the statistical infrastructure. Third, the project will focus on strengthening user-producer dialogue so that statistics are used and users feedback into the production cycle.

Figure 1. Results Chain





9. These three levels of interventions are closely related and should be implemented in a synchronized and well-sequenced way. The proposed project acts on the three levels following the NSDS priorities. The specific activities proposed aim to lift key bottlenecks and build the foundation for future investments contemplated under the NSDS strategy. The results framework reflects the accomplishment of the critical steps to achieve the key outcomes of quality, timeliness and accessibility.

B. Project Development Objective (PDO)

10. The project aims to improve the capacity of BBS to produce quality core statistics and make them accessible in a timely manner to policy makers and the public.

C. Project Beneficiaries

11. The main direct beneficiaries are the BBS; the GOB’s ministries; and administrative agencies (including statistics units within selected ministries and agencies that are part of the NSS) and by extension, the public (academic institutions, media organizations; civil society; and the general public), as well as DPs (who are key users of the data for monitoring their own portfolio). Indirectly, the proposed project will benefit the country as a whole, as the availability of timely and reliable statistics will enable the GOB to implement policies based on reliable evidence and stakeholders can hold the Government accountable for the implementation of its development plans and monitor progress.

D. PDO-Level Results Indicators

12. Progress towards the PDO will be measured using four indicators, described in table 1.

Table 1. PDO-level indicators

Elements of the PDO	PDO indicators
Producing quality statistics	1. Core statistics are improved in line with international standards ⁴⁵

⁴ The targets are determined based on the flow of surveys and statistics that will be reviewed, improved, or collected with the support of the project. Some of the core statistics include GDP, private consumption, service sector statistics, quantum index of industrial production (National Accounts); consumer price index, producer price index (price statistics); economic activity, labor force participation, employment and unemployment rates, labor income (Labor Force Survey); poverty headcount, income inequality (Household Income and Expenditure Survey [HIES]); area, yield, and production of major crops (agriculture statistics); gross value added (survey of manufacturing industries); self-reported morbidity rate, outpatient utilization rate, inpatient admission rate, and child stunting rate (health and demographic statistics).

⁵ In line with international standards means that the statistics (and their source data) were revised in a systematic way following guidance provided by recognized international agencies (e.g. IMF, UN, ILO, WHO, FAO, etc.) and best practices. It also includes producing documentation of the way the statistics are calculated and sharing the documentation on-line for all users. For each statistical product a standardized checklist, such as the EUROSTAT self-assessment check list for survey managers – DESAP, will be applied before and after the technical support to provide an objective assessment of the improvement and quality of the survey/operation. This checklist will cover the entire process of the production of a survey or statistical product including: (i) analyzing survey needs and objectives; (ii) survey concepts, sampling design, and development and testing of measurement instruments; (iii) data collection; (iv) data capture and processing; (v) data analysis and output quality; (vi) documentation and dissemination; and (vii) improvement cycle. The WB Statistical Capacity Indicator was also considered as an indicator to monitor progress towards the PDO. However, given the definition and current level of the Indicator for Bangladesh, the team does not anticipate a significant change in its value. In addition, this Indicator is being revised and may not be available for monitoring in the next few years.



Elements of the PDO	PDO indicators
Making statistics available on time	2. Core statistics are released according to a predefined calendar
	3. Core surveys' microdata anonymized and made accessible
	4. Increased user satisfaction

13. The PDO makes reference to improving BBS' capacity, but it is difficult to propose a single PDO indicator reflecting progress in capacity improvements due to difficulties in measurement. Rather, capacity improvements are expected to materialize from the various activities supported by the Project aimed at strengthening management systems, expanding training, and improving information, communication and technology (ICT). Each of these will be monitored under the Project's Intermediate Outcome Indicators, and taken together will provide insight into progress in improving BBS' capacity.

E. Project Components

14. The proposed project will assist implementation of the four priority areas of the NSDS by financing activities to strengthen capacity and ensuring adherence to international standards for core surveys (that are not being financed by other DPs).

Component A. Improving the Coordination and Management of Statistical Activities (US\$1 million), contributing specifically to implementation of priority areas 1 and 2 of the NSDS

15. Enhanced coordination (Subcomponent A.1) will help reduce redundancies and ensure that data collected by other agencies are in line with international standards. The activities under Subcomponent A.2 aim to ensure sustainable improvements in the management functions of the BBS. The Finance, Administration, and Management Information System Wing of the BBS will take the lead for Component A and coordinate with the other Wings as necessary.

Subcomponent A.1. Improving the Coordination with Other Official Statistical Providers

16. This subcomponent will support, among others, the (a) creation of a National Statistics Coordination Council to oversee coordination and statistical activities of the NSS; (b) development, revision, and improvement of agreements between government agencies producing statistics to ensure efficient interaction and develop data sharing protocols; and (c) development of the regulations and bylaws to improve inter-agency cooperation. Improved coordination is key to strengthening the quality of highly important statistics (for example, national accounts, trade statistics, and vital statistics) because many data or inputs are produced by other agencies.

Subcomponent A.2. Strengthening Management Systems

17. Activities under this subcomponent will include, among others, conducting a functional review of BBS and developing an implementation plan for (a) improving the BBS's business processes and workflows; (b) improving recruitment, procurement, and financial management (FM) capacities; and (c) introducing quality management guidelines or enterprise resource planning systems.



Component B. Developing Human Resources and ICT Infrastructure to Produce and Manage Data (US\$5 million), contributing specifically to implementation of priority areas 2, 3, and 4 of the NSDS

18. The proposed project will strengthen the role of the Statistical Staff Training Institute of the BBS and develop a training policy to deliver systematic, rather than ad hoc, training for BBS staff (Subcomponent B.1). As highlighted in the NSDS, improvements in ICT (Subcomponent B.2) are central to strengthen the functioning of local offices, improve quality in data collection, and for data sharing efforts through the website.

Subcomponent B.1. Investing in Core Skills and Competencies

19. Activities under this subcomponent will include, among others, (a) developing a training policy and a training program for all staff led by the BBS's existing training institute; (b) creating an inventory of generic training needs; and (c) creating an inventory of training facilities and other sources, courses available, and assessing the capacity of local and regional training institutes that can partner with the BBS to deliver training. The training policy will include provisions to link with local universities and training institutions, as well as develop training programs for media and government officials. Following the training policy, some training will be held in-house, but other trainings will be delivered in the form of study tours or advanced programs by other institutions. This is important to ensure that the project investments are sustainable. The Statistical Staff Training Institute of the BBS will take the lead for Subcomponent B.1 and coordinate with the other Wings as necessary.

Subcomponent B.2. Investing in ICT

20. Activities under this subcomponent will support developing a comprehensive ICT plan and ICT investments (e.g. software and hardware) to improve the efficiency of data collection and sharing of core statistics. The Computer Wing of the BBS will take the lead for Subcomponent B.2 and coordinate with the other Wings as necessary.

Component C. Improving the Coverage and Quality of Core Statistics Required for Policy Making (US\$7million), contributing specifically to implementation of priority area 1 of the NSDS

21. This component aims to improve the design, implementation, and information generated by high priority, core statistical operations identified in the NSDS. The core statistical operations that are expected to be improved include national accounts, price statistics, labor and industry statistics, social statistics, and agricultural statistics.⁶ Importantly, most of the core statistics are to a large extent being funded by the GOB. Thus, the proposed project will not fund data collection for the core surveys that are conducted on a regular basis by the BBS and are already budgeted for.

22. Activities under this component will include, among others, (a) reviewing statistical activities, to identify gaps and redundancies and streamlining production; (b) making available technical assistance

⁶ In response, as part of the NSDS development, an Inter-Agency Expert Committee assessed all programs and identified core surveys. Following the NSDS, the proposed project will support the following core surveys: HIES, Labor Force Survey, Survey on Manufacturing Industries, Input Cost Survey, Agriculture Crop Production Survey, Agricultural Wage Survey, Land Use Survey, Livestock Survey, Health and Morbidity Status Survey (HMSS), Child and Mother Nutrition Survey, Price and Wage Rate Survey, and Literacy Survey. In addition, the proposed project will provide technical support to the improvement of a business register to serve as the sampling frame for industry statistics.



(TA) and piloting activities to improve the statistics; (c) improving questionnaires and classifications; (d) improving sampling methodology; and (e) introducing Computer Assisted Personal Interviews (CAPI)/Computer Assisted Field Entry data collection methods to improve survey efficiency and quality. The activities under this subcomponent will be led by five subject matter Wings (National Accounting, Industry and Labor, Health and Demography, Census, and Agriculture) based on the core statistics they produce.

Component D. Promoting and Strengthening Access to and the Use of Official Statistics (US\$0.75 million), contributing specifically to implementation of priority area 4 of the NSDS

23. It is important, to make users aware of statistics, both in terms of what is available and its use. To enable this, it is critical to produce statistics of good quality, release them on time, and with proper explanations of methods and procedures - metadata. Such activities will be supported by this component. The Computer Wing of the BBS will take the lead for Component D and coordinate with the other Wings as necessary.

Subcomponent D.1. Implementing an Effective and Clear Dissemination Policy

24. This subcomponent will support, among others, (a) introduction of a dissemination policy for core statistics; (b) preparation and follow-up of a 'release calendar' for core statistical operations and reports; (c) improvement of accessibility to microdata, metadata, publications, and other statistical products through the BBS website; and (d) improvement of user-producer dialogue.

Subcomponent D.2. Documenting Statistical Activities and Providing Better Access to Metadata

25. This subcomponent will support, among others, (a) training of all relevant staff on preparing and maintaining metadata; (b) adhering to internationally accepted formats for metadata, such as the Data Documentation Initiative; (c) making available relevant metadata on the BBS website, as well as in printed form for core statistics; and (d) making available codes/syntaxes that produce core statistics for replication and to enhance transparency.

Subcomponent D.3. Accessing Microdata for Further Research and Analysis

26. Activities will include, among others, (a) TA and training on microdata anonymization; (b) implementation of anonymization of all microdata to ensure confidentiality following international best practices; and (c) creation of a provision for users' wide access, subject to a policy protecting confidentiality and security and preventing misuse; and (d) making microdata accessible.

Component E. Project Management (US\$1.25 million)

27. This component will support the establishment of a Project Implementation Unit (PIU) at the BBS that will ensure day-to-day coordination, implementation, and management, in accordance with the Project Operations Manual (POM) including, fiduciary aspects, monitoring and evaluation, and reporting. In particular, the PIU will (a) prepare annual work plans and budgets, (b) carry out all disbursements and any FM and procurement-related activity, (c) prepare and consolidate periodic progress reports, and (d) monitor and evaluate project activities.



F. Project Cost and Financing

28. The total cost of the proposed project is estimated at US\$18 million. A breakdown of cost for each component is provided in table 2. Counterpart financing shall cover the expenses that are not covered in the CPF (Annex 3) such as workshop allowances, sitting allowances, cash per diems, honoraria, and fuel on a parallel basis. Taxes to the extent of 15 percent may be financed from IDA.

Table 2. Project Costs and IDA Financing by Component (in US\$, millions)

Project Components	Project cost	IDA Financing	Counterpart Funding
A. Improving the Coordination and Management of Statistical Activities	1.20	1.00	0.20
B. Developing Human Resources and ICT Infrastructure to Produce and Manage Data	6.00	5.00	1.00
C. Improving the Coverage and Quality of Core Statistics Required for Policy	8.40	7.00	1.40
D. Promoting and Strengthening Access to and the Use of Official Statistics	0.90	0.75	0.15
E. Project Management	1.50	1.25	0.25
Total Project Costs	18.00	15.00	3.00

III. IMPLEMENTATION ARRANGEMENTS

A. Institutional and Implementation Arrangements

29. The BBS will be the project’s main implementing agency, responsible for overall management and implementation, consistent with the implementation arrangement for the NSDS. The BBS’ work is guided by the Statistics and Informatics Division (SID), responsible for formulation and revision of policy on statistics and informatics. The BBS, led by a Director General, comprises five subject matter wings and three service wings, each headed by a Director. The PIU will be headed by a Project Director (staff of BBS) under the overall guidance of the Director General of the BBS. The PIU will be supported by two Deputy Project Directors (staff of the BBS) who will coordinate the project’s activities, manage reporting and auditing activities, and ensure compliance with the World Bank’s procurement, disbursement, and FM procedures, in particular. In addition, staff from the BBS will lead the procurement and FM activities, with the support of consultants. The PIU will also comprise technical experts both staff from the BBS and consultants on statistics, economics, and ICT.

30. A Project Steering Committee (PSC), headed by the SID Secretary and including representatives from the Ministry of Finance, other government agencies and the BBS will be established to ensure that project implementation follows both Government and World Bank rules and procedures and provides overall policy guidance. The PSC is expected to meet at least every six months, or more often if needed.

31. A POM, to be adopted by project effectiveness, will set out the framework by which the PIU will manage project implementation, especially with respect to World Bank procedures and guidelines for FM



and procurement. The POM will include clearly defined roles and responsibilities of the PIU, detailed definitions for the Results Framework indicators, and reporting arrangements for monitoring progress.

32. To ensure that the BBS has the right expertise available in a coordinated and timely fashion, a twinning (partnership) arrangement will be established between the BBS and one (or under a consortium, by two or more) of the well-established statistical offices from a developed country or countries. This arrangement will cover part of the project-financed transversal consulting and training activities, and be formalized under a contract for all activities that the twinning partner will carry out, with detailed terms of reference for each of the individual consulting and training activities.

B. Results Monitoring and Evaluation Arrangements

33. The PIU will monitor and evaluate the proposed project's progress according to the indicators in the Results Framework. An annual implementation plan, prepared by the PIU and approved yearly in advance by the Director General of the BBS, will include a detailed list of activities organized by project component and subcomponent, planned/adjusted timelines, estimated and actual costs, and intermediate and final outputs. Progress reports, prepared by the PIU every six months, will be used to monitor and report on implementation. The specific information required, format, and time line for these reports will be specified in the POM. As the PIU will be comprised by BBS staff, the monitoring and evaluations arrangements will also help strengthen BBS's capacity to measure progress and results in other statistical operations. Activities under component A.2 will also aim to strengthen monitoring and evaluation capacity of BBS.

C. Sustainability

34. Following the Cabinet⁷-approved NSDS and Parliament-approved Statistics Act of 2013, there is strong GOB support for statistical improvements. The BBS has already begun implementing the NSDS using public resources. The proposed project will aim to ensure continued institutional support for improved statistics. The proposed project will thus act as an anchor for ensuring sustainable improvements. As the proposed project is well-aligned with the priority areas of the NSDS, it will complement the GOB's overall effort in building an effective NSS.

D. Role of Partners

35. The NSDS was prepared through extensive consultation with both data providers and data users. Significant steps in DP cooperation have been completed during the NSDS preparation. Other DPs are supporting aspects of the NSDS, including environmental statistics, censuses, and regional GDP. A DP cooperation committee has been established, which met twice during project preparation. The DPs are aware of the importance of coordination and are willing to coordinate as a group. This has significantly increased information sharing and cooperation. Regular DP coordination meetings will be organized biannually during project implementation where the PIU will report on progress and receive feedback.

⁷ The Cabinet Committee is chaired by the Prime Minister.



IV. PROJECT ASSESSMENT SUMMARY

A. Technical Analysis and Lessons Reflected in Project Design

36. The project's technical design has been guided by the priorities outlined by the NSDS. The project's design has also been informed by intensive consultations with staff and management of the BBS, other relevant government agencies, and donors. The project's design is in line with international good practices as recommended by the Partnership in Statistics for Development in 21st Century—an initiative that aims to promote the better use and production of statistics throughout the developing world. All of the project's components and activities will contribute to the achievement of its objectives. The overall project design is similar to many other statistical capacity-building projects financed by the World Bank since 2004.

37. The production of high-quality information, in a transparent and sustainable fashion, requires investments in strengthening the institutions that produce statistics. This process includes investing in management skills, strengthening coordination across agencies, and developing regulations that allow for a strong NSS. In this regard, Components A and B of the proposed project will help set the building blocks for the BBS to function more efficiently.

38. Monitoring and evaluation of statistical capacity-building projects tend to focus on the delivery of outputs (surveys) rather than on progress towards a key outcome, which is data accessibility and outreach to users.⁸ Therefore, the proposed project includes an important component focused on strengthening data documentation, access, and user-producer dialogue. The activities also add indicators as part of the Results Framework to capture improvements on this front, such as requiring that data and documentation are made accessible, the development of a dissemination policy and an advance release calendar, and dialogue with users through training and user-satisfaction surveys.

39. Another important lesson learned from other statistical capacity projects is the need for a comprehensive system-wide approach rather than fragmented solutions. Many activities of the proposed project are transversal in nature and need to be coordinated across the various Wings of the BBS. This can be particularly challenging for the BBS; given that it is currently functioning on a projectized manner. In this regard, relying on twinning arrangements between the BBS and an advanced national statistical office or consortium may be a better approach compared to hiring several firms and/or individual consultants. This will also serve as a platform for continued collaboration and lasting partnership beyond the project term. The Marrakech Action Plan for Statistics Advisory Board⁹ recommended greater use of the statistical offices of developed countries through a twinning mechanism to help reduce the risk of implementation of capacity-building projects that could be constrained by the lack of expertise and TA. The proposed project will seek to use such arrangements.

40. In addition, creating a PIU certainly helps with the implementation and reduces risks due to

⁸ World Bank. 2017. Data for Development: An Evaluation of World Bank Support for Data and Statistical Capacity. Independent Evaluation Group. Washington, DC. World Bank.

⁹ Marrakech Action Plan for Statistics, Minutes of the first meeting of the Advisory Board, October 26 and 27, 2005, Washington, D.C.



limited procurement and fiduciary capacity. However, the existence of a PIU may impede capacity building of the BBS for implementing such interventions in the future. The PIUs often comprise consultants who leave at the end of the implementation, and it is unclear how much capacity is retained by the institution. The proposed project, therefore, uses the existing institutional structure of the BBS where the PIU is housed rather than creating parallel structures and ensure transfer of knowledge from the TA arrangements to the BBS staff. One key element for that to happen is that the BBS will appoint staff to lead the key functions of the PIU, including procurement and FM aspects.

41. Adequate coordination of activities with other multilateral and bilateral development agencies is needed to avoid duplication and inefficient use of funds. Under the proposed project, regular meetings (biannual) held with the DPs and the World Bank will forge a strategic partnership in supporting coordination at the highest level.

B. Economic and Financial Analysis

42. The proposed project will strengthen the capacity of the country's NSS in terms of timeliness, reliability, and access of data and statistics. This in turn will produce economic benefits in a number of areas. First, improvements in the capacity of staff and efficiency of statistical operations and agencies will result in broader coverage of and higher-quality data from given levels of expenditure (in some cases at lower cost due to better use of technologies—for example, by using CAPI to collect data). Second, better coordination among relevant agencies in data production and sharing will help avoid duplication and unnecessary costs. Third, better data will enhance the potential for evidence-based decision making, at policy, program, and project levels, as well as proper monitoring and evaluation of such programs, hence avoiding costly missteps. Fourth, the project would help address the significant costs of missing or inaccurate data. Finally, the general public will receive better-targeted and designed services in the medium to long term.

43. Provision of statistical data is a public good typically financed by the public sector. The private sector would take the lead in financing the project if it could directly benefit from the project's implementation and recover the funds invested. However, given the public good nature of statistics, the funds invested cannot be recovered. Further, users of the project's output include not only the private sector but also civil society, DPs, the Government, and the community at large. Therefore, the public sector, an entity that has the mandate to satisfy the needs of society to improve its living standards, is the agent indicated to finance the project's implementation.

44. Although the GOB has been increasing allocation of budgets to data production in recent years, there remain large funding and knowledge gaps that prevent the GOB from implementing the whole NSDS and producing high-quality and timely statistics. While the project does not fill all financial gaps, it focuses on capacity building in cross-cutting areas that can be catalytic for the implementation of the NSDS.



C. Fiduciary

i. Financial Management

45. Initial assessment relating to FM capacity of the BBS indicates substantial risk in FM. The reasons for this, among others, are (i) inadequate FM capacity, (ii) inadequate systems/procedures, and (iii) lack of approved operational guidelines for FM of development projects. To mitigate these risks, the proposed project will initially focus on (a) timely recruitment and training of FM staff at the PIU level and (b) development of a comprehensive, project-specific FM manual as part of the operational manual for effectiveness. Additional measures such as automation of financial management information system with adequate audit trail and FM capacity building initiatives may be covered under TA of the proposed project under Subcomponent A.2 Strengthening Management Systems of the project. It is noted that there is no pending audit report of any of the World Bank funded projects implemented by the BBS.

46. Disbursements under the proposed project will follow the statement of expenditures based principle, whereby funds will be front-loaded to a Designated Account (DA) with a fixed ceiling based on the cash requirements for the subsequent two quarters. There will be centralized payment system. All project related payments shall be made from a Convertible Taka Special Account only in a nationalized commercial bank acceptable to the Bank. Depending on progress made in strengthening FM capacity, a report-based disbursement may be considered at a later stage. The Interim Unaudited Financial Reports for all components will be prepared by the PIU on the basis of expenditures incurred by all cost centers as per Government accounting code and will be submitted to the World Bank within 45 days from the end of each calendar quarter. The project's financial statements will be audited by the Foreign Aided Project Audit Directorate under the Office of the Comptroller and Auditor General of Bangladesh by December 31 each year. In addition, an internal audit will be undertaken to review risk management, governance, and internal control processes by an independent audit firm to cover the effectiveness of internal controls over FM. The PIU shall manage accounting system that provides clear segregation of records for (i) sources of finance and uses of funds by disbursement category and financing source; and (ii) usages of funds by project components after expenditures, consolidated fund utilization based on governmental head of accounts, compared with budget. In view of the multiple DPs financing, the Internal Audit terms of reference would include a confirmation on expenditures charged to relevant source of financing. The PIU will recruit qualified FM and accounting staff and provide training immediately after recruitment. The Project Director of the PIU will be responsible for operating the DA that will be used to provide advances from the Association.

ii. Procurement

47. Procurement weaknesses are due to (a) lack of trained procurement staff and (b) inadequate capacity to prepare technical specifications and complex terms of reference for consulting services. The BBS will address these gaps by recruiting a Procurement Specialist as part of the PIU. The specialist will be trained on the World Bank's fiduciary requirements. The World Bank's procurement team will provide hands-on support to the BBS, as required. An eighteen-month procurement plan, prepared by the BBS, identifies key inputs to be procured under the proposed project.



D. Safeguards

i. Environmental Safeguards

48. No environmental safeguards policies are triggered by the project. The proposed project is categorized as 'C' and does not require an environmental assessment.

49. Climate and disaster risk screening. The proposed project was screened for potential climate and disaster risks in June 2016. Moderate risk to the overall PDO was identified due mainly to the possibility of extreme temperature, extreme precipitation, and flooding and sea level rise (in some rural areas near the coast). Given the nature of the proposed project, the potential impact on key components due to exposure from hazards is modulated.

ii. Social Safeguards

50. No social safeguards policies of the World Bank are triggered by the proposed project. The proposed project will not involve land acquisition or finance activities that affect small ethnic and vulnerable communities (a terminology used by the GOB to refer to 'indigenous people'). It is expected that the improved NSS will lead to improved social services delivery to the population.

51. **Gender.** The GOB is committed to promoting gender equality and equity and guaranteeing the full participation of both women and men in social, economic, and political life. It is also committed to various international agreements and conventions that require disaggregated statistics to report on progress in its gender equality efforts. Under the NSDS, strategic actions include, among others, (a) generating statistics regularly on the 52 United Nations Statistical Commission recommended gender indicators and (b) developing a database on gender-disaggregated statistics from all possible sources. The proposed project will support these actions by assisting in generation of indicators related to gender as part of the efforts to strengthen core statistics and the coordination across agencies. In addition, the Project's Results Framework includes an Intermediate Indicator to monitor investments in women staff by monitoring the share of women staff benefitting from training under the Project.

52. **Citizen engagement.** Consistent with the NSDS, the proposed project incorporates activities to address citizen engagement. The first critical aspect of citizen engagement will be development of a dissemination policy for core statistics and an advance release calendar for statistics, surveys, and reports. Additionally, the proposed project will support the development of strong user support services to respond to inquiries and other assistance required by stakeholders. To gauge stakeholders' satisfaction with the BBS website and data availability, the proposed project will support the development and implementation of Customer Satisfaction Surveys to solicit their feedback and suggestions. The Results Framework includes indicators to monitor these activities.

iii. Grievance Redress Mechanism

53. Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported project may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed



in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/GRS>. For information on how to submit complaints to the World Bank Inspection Panel, please visit <http://www.inspectionpanel.org>.

V. KEY RISKS

54. The overall project risk is rated Substantial. The long-term development of the NSS is dependent on the GOB's political support to provide the necessary legal, administrative, and budgetary framework. There is a possible risk of political interference in manipulating statistics. While it is impossible to eliminate this risk entirely, it will be mitigated by the activities supporting by the Project, including: being transparent on methodology to produce statistics, making methodology and data available in the public domain, and overall capacity strengthening of BBS. Development of the NSS will also require improved cooperation and support from donors, although this is expected following extensive engagement and willingness.

55. Risks relating to institutional capacity for implementation and sustainability, as well as fiduciary are Substantial. The BBS has limited capacity in taking forward some of the major reforms included in the NSDS. Stewardship role of BBS will be enhanced through the proposed project through the various activities as described earlier. Fiduciary weaknesses and proposed mitigation measures are described in the previous section.

56. Stakeholder risks are Substantial. There are several DPs financing vertical projects in the BBS. There is a risk of duplication of efforts and investments. This will be mitigated through the DP Cooperation Committee, which has been established and has already met twice. Additionally, the PIU will arrange biannual DP meetings as part of project implementation. As explained earlier, the proposed project will aim to focus, where possible, on complementary work building on the progress made in support of the NSDS through other DP financing. The DPs are all aware of the importance of coordination and are willing to coordinate. Over the medium term, closer DP cooperation and stronger stewardship role played by the BBS may lead to co-financing, parallel financing, or even a sector-wide approach.



VI. RESULTS FRAMEWORK AND MONITORING

Results Framework

COUNTRY : Bangladesh

National Strategy for Development of Statistics Implementation Support

Project Development Objectives

The Project aims to improve the capacity of the Bangladesh Bureau of Statistics (BBS) to produce quality core statistics and make them accessible in a timely manner to policy makers and the public.

Project Development Objective Indicators

Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
Name: Core statistics are improved in line with international standards		Percentage	0.00	40.00	Bi-annual	Bi-annual progress report	BBS PIU

Description: The targets are determined based on the flow of surveys and statistics that will be supported by the project. The baseline indicator is set to 0.00 in order to track progress during the life of the project. The set of core statistics include indicators and surveys that are produced by BBS on a regular basis and are funded by the government to a large extent. In line with international standards means that the statistics (and their source data) were revised in a systematic way following guidance provided by recognized international agencies (e.g. UN, ILO, WHO, FAO, etc.) and best practices. It also includes producing documentation of the way the statistics are calculated and sharing the documentation on-line for all users. For each statistical product a standardized checklist, such as the EUROSTAT self-assessment check list for survey managers – DESAP, will be applied before and after the technical support to provide an objective assessment of the improvement and quality of the survey/operation. This checklist will cover the entire process of the production of a survey or statistical product including: (i) analyzing survey needs and objectives; (ii) survey concepts, sampling design, and development and testing of measurement instruments; (iii) data collection; (iv) data capture and processing; (v) data analysis and output quality; (vi) documentation and dissemination; (vii) improvement cycle.



Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
Name: Core statistics are released according to a pre-defined calendar		Text	No formal release calendar is in place.	80% of the core statistics disseminated on time as announced in the release schedule	Bi-annual	Bi-annual progress report	BBS PIU

Description: The advance release calendar will be published and available in BBS' website. It contains a timetable of when data and indicators will be released to the public.

Name: Core surveys' microdata anonymized made accessible		Percentage	0.00	40.00	Bi-annual	Bi-annual progress report	BBS PIU
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Description: Microdata are data on the characteristics of units of a population, such as individuals, households, or establishments, collected by a census, survey, or experiment. The microdata needs to be properly anonymized to protect confidentiality provisions. The set of core surveys include surveys that are produced by BBS on a regular basis and are funded by the government to a large extent. The targets are determined based on the flow of surveys that will be supported by the project. The baseline indicator is set to 0.00 in order to track progress during the life of the project. It is meant to be a measure of the relative improvement and is not an absolute assessment of the indicator. Microdata made accessible means having clear arrangements by which, any user can request access to the microdata for free or by paying a fee. The access and fees rules will be defined in the dissemination policy.



Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
Name: Increased user satisfaction		Text	No formal strategy to gather users' satisfaction	50% of indicators in the survey show improvement in user satisfaction compared to baseline calculated from first user-satisfaction survey.	Bi-annual	Bi-annual progress report	BBS PIU
<p>Description: Customer /user satisfaction survey: A statistical survey aiming to assess the satisfaction of users of statistics. The survey will be carried out by an independent party.</p>							

Intermediate Results Indicators

Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
Name: Mechanisms are put in place to enhance coordination		Text	Coordination activities mostly on	4 MOUs signed and operational	Bi-annual	Bi-annual progress report	BBS PIU



Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
			an ad-hoc basis	; 2 Meetings held by National Statistics Coordination Council			
<p>Description: The National Statistics Coordination Council will meet at least once a year to provide overall guidance to the NSS. The Committee will be comprised by high-level members from different government agencies producing statistics and will be coordinated by BBS. A Memorandum of Understanding (MOU) between two or more agencies specifies a written agreement by involved parts in terms of data production, compilation and sharing protocols in line with international standards. An operational MOU means that the agreements, such as data sharing, have occurred.</p>							
Name: Conducting assessments and training for better management systems		Text	No functional review done, limited procurement and financial management skills	Completed functional review of the BBS and implementation plan developed to ensure fitness of purpose. At least 4 staff trained on procurement and	Bi-annual	Bi-annual progress report	BBS PIU



Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
				financial management.			

Description: A staff will be considered trained if in addition to attending a course with more than 90% of attendance, the person passes a minimum qualification test or obtains a certification by the training provider (if the training is not in-house).

Name: Implementation of training policy to develop human resources		Text	Training done on an ad-hoc basis	Following training policy, 500 BBS staff trained (10% women), delivery of 2 training courses to government officials, delivery of 2 training courses to media	Bi-annual	Bi-annual progress report	BBS PIU
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Description: A staff will be considered trained if in addition to attending a course with more than 90% of attendance, the person passes a minimum qualification test or obtains a certification by the training provider (if the training is not in-house).



Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
Name: Investments in ICT infrastructure to support data collection and management		Text	Inadequate ICT infrastructure	ICT plan is completed	Bi-annual	Bi-annual progress report	BBS PIU
Description: ICT plan includes a concrete implementation plan tailored for BBS needs with estimated costings.							
Name: Introduction of an effective and clear dissemination policy		Text	No formal dissemination policy in place	Approval of dissemination policy for core statistics	Bi-annual	Bi-annual progress report	BBS PIU
Description: The dissemination policy includes clear guidelines on how data will be shared with different users.							



Target Values

Project Development Objective Indicators

Indicator Name	Baseline	YR1	YR2	YR3	YR4	End Target
Core statistics are improved in line with international standards	0.00		10.00	20.00	40.00	40.00
Core statistics are released according to a pre-defined calendar	No formal release calendar is in place.		Approval of an advance release calendar for core statistics	50% of the core statistics disseminated on time as announced in the release schedule	80% of the core statistics disseminated on time as announced in the release schedule	80% of the core statistics disseminated on time as announced in the release schedule
Core surveys' microdata anonymized made accessible	0.00			20.00	40.00	40.00
Increased user satisfaction	No formal strategy to gather users' satisfaction		Revised and improved user satisfaction survey is conducted by an external body.		50% of indicators in the survey show improvement in user satisfaction compared to baseline calculated from first user-satisfaction survey.	50% of indicators in the survey show improvement in user satisfaction compared to baseline calculated from first user-satisfaction survey.



Intermediate Results Indicators

Indicator Name	Baseline	YR1	YR2	YR3	YR4	End Target
Mechanisms are put in place to enhance coordination	Coordination activities mostly on an ad-hoc basis		Establishment of a National Statistics Coordination Council	1 meeting held by National Statistics Coordination Council	4 MOUs signed and operational, 2 meetings held by National Statistics Coordination Council	4 MOUs signed and operational; 2 Meetings held by National Statistics Coordination Council
Conducting assessments and training for better management systems	No functional review done, limited procurement and financial management skills		Completed functional review of the BBS and implementation proposal to ensure fitness of purpose	At least 4 BBS staff trained on procurement and financial management		Completed functional review of the BBS and implementation plan developed to ensure fitness of purpose. At least 4 staff trained on procurement and financial management.
Implementation of training policy to develop human resources	Training done on an ad-hoc basis		Development of training policy	Following training policy, 200 BBS staff trained (10% women) and 1 training program for government officials, delivery	Following training policy, 500 BBS staff trained (10% women), delivery of 2 training courses to government	Following training policy, 500 BBS staff trained (10% women), delivery of 2 training courses to government



Indicator Name	Baseline	YR1	YR2	YR3	YR4	End Target
				of 1 training course to media	officials, delivery of 2 training courses to media	officials, delivery of 2 training courses to media
Investments in ICT infrastructure to support data collection and management	Inadequate ICT infrastructure		ICT plan is completed			ICT plan is completed
Introduction of an effective and clear dissemination policy	No formal dissemination policy in place			Approval of dissemination policy for core statistics		Approval of dissemination policy for core statistics

