REPORT OF THE TASKFORCE

STRENGTHENING NATIONAL STATISTICAL ORGANISATION BBS

INDEPENDENCE
QUALITY
ACCESSIBILITY
TRANSPARENCY
ACCOUNTABILITY
CAPACITY

SEPTEMBER 2025

Disclaimer: The views, analyses, and recommendations expressed in this report are those of the Taskforce members. They do not necessarily represent the policies, positions, or endorsements of the organizations the Taskforce members are affiliated with.

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Preface

This report was in every sense a collective endeavour. Every member of the Taskforce actively participated in all stages of the exercise – reviews, consultations, listening, debating, drafting and consensus building on final recommendations. The entire effort was pro bono by choice. The collective feeling was gratefulness for the opportunity to contribute to a very worthwhile national reform task.

The core work for preparing the contents of this Report was completed between May-August 2025. Recommendations made in the draft report were further reviewed, refined, validated and finalized over September 2025. Members were deliberate in choosing to be both pragmatic and bold with a focus on consolidating reform intent and prioritizing actionable recommendations that have the potential to produce sustainable changes.

With the submission of the report, focus now moves to implementation. The final recommendation of the Taskforce is the formation of a Task Team under the chairmanship of the Planning Advisor to steer and galvanize the process of implementation. It is the collective hope of the Taskforce that their analysis and recommendations will facilitate the emergence of a strengthened national statistical organization that will serve the country well.

Hossain Zillur Rahman
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September 2025

Table of Contents

Preface ii

Part A: Rationale, Context, Scopes, and Problems 1

1 Taskforce on Strengthening the BBS 2
1.1 Formation 2
1.2 Mandate implementation process 2
2 Why a Strong and Credible National Statistical Organization 4
3 Institutional Journey of BBS 7
3.1 Formation 7
3.2 A legacy of institutional experimentation 7
3.3 BBS Workforce: Past and Present 7
3.4 Current Institutional Architecture 8
3.5 A Brief SWOT analysis of BBS 9
4 Scopes 10
4.1 Guiding Principles for Core Survey Programs 10
4.2 Core surveys 10
4.3 Data Infrastructure Hub 12
4.4 Emerging and Prospective Issues 12
4.5 Transparency Mechanisms 12
4.6 Professional Standards and Quality Assurance 12
4.7 Communication and Engagement 12
4.8 Accountability and Monitoring 13
5 Key problems hampering NSO efficiency 14
5.1 Inappropriate distribution of mandated jurisdictions between BBS and SID 14
5.2 Relationship with SID in Personnel Management 15
5.3 External interference 15
5.4 Entrenched project culture contributing to data silos and detracting from core tasks 16
5.5 Poor career progression prospects weakening talent retention 16
5.6 Proliferation of ad-hoc and ineffective capacity-building 16

Part B Reform Priorities 17

6 Reform Priorities 18
6.1 Priorities 18
6.1.1 Independence 18
6.1.2 Absence of apex governing mechanism 18
6.1.3 Professionalizing the NSO 18
6.1.4 Professional and institutional elevation of the top position of BBs 18
6.1.5 Organizational Structure and Operations 18
6.1.6 Budgetary Autonomy and Financial Independence 18
6.1.7 Open Data and Release Policy 19
6.2 Solutions 19
6.2.1 Restructuring the organogram of BBS 19
6.2.2 Ensuring Institutional Coherence 22
6.2.3 Stakeholder engagement 23
6.2.4 Data accessibility 26
6.2.5 Quality 26
6.2.6 Harmonization 27

Part C Recommendations 29

Annexure 35

Abbreviations

Abbreviation	Full Form
ACS	Agriculture Crop Survey
ADG	Additional Director General
ASO	Assistant Statistical Officer
BANBEIS	Bangladesh Bureau of Educational Information and Statistics
BBS	Bangladesh Bureau of Statistics
BCS	Bangladesh Civil Service
BDHS	Bangladesh Demographic and Health Survey
BPSC	Bangladesh Public Service Commission
BWDB	Bangladesh Water Development Board
CEGIS	Center for Environmental and Geographic Information Services
CGD	Citizen Generated Data
CPI	Consumer Price Index
DAE	Department of Agricultural Extension
DD	Deputy Director
DG	Director General
DGFP	Directorate General of Family Planning
DGHS	Directorate General of Health Services
DPE	Directorate of Primary Education
EPB	Export Promotion Bureau
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GIS	Geographical Information System
HIES	Household Income and Expenditure Survey
HMSS	Health and Morbidity Status Survey
HQ	Headquarters
ILO	International Labour Organization
IMF	International Monetary Fund
IRB/ERC	Institutional Review Board / Ethics Review Committee
JD	Joint Director
LAS	Literacy Assessment Survey
LFS	Labour Force Survey
MICS	Multiple Indicator Cluster Survey
MMS	Maternal Mortality Survey
MoF	Ministry of Finance
MOPA	Ministry of Public Administration
NHD	National Household Database
NIPORT	National Institute of Population Research and Training
NPR	National Population Register
NSDS	National Strategy for the Development of Statistics
NSO	National Statistical Organization
OECD	Organisation for Economic Co-operation and Development
OGD	Open Government Data
PARIS21	Partnership in Statistics for Development in the 21st Century
PSC	Public Service Commission
RAPID	Research and Policy Integration for Development
SDG	Sustainable Development Goals
SID	Statistics and Informatics Division
SMI	Survey of Manufacturing Industries
SO	Statistical Officer
SPARRSO	Space Research and Remote Sensing Organization
SRDI	Soil Resources Development Institute
StatBD	Statistics Bangladesh
SVRS	Sample Vital Registration System
SVSS	Sample Vital Surveillance System
TTCS	Trust and Transparency Commission of Statistics
TUS	Time Use Survey
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Emergency Fund
WHO	World Health Organization

Part A

Rationale, Context, Scopes, and Problems

1 Taskforce on Strengthening the BBS

1.1 Formation

To strengthen the national statistical organization, i.e., the Bangladesh Bureau of Statistics (BBS), the Interim Government of Bangladesh constituted an eight-member Independent Expert Taskforce.

The mandate of the Taskforce as indicated in the Notification of 28 April 2025/15 Baishakh 1432 issued by the Statistics and Informatics Division (SID) was:

- To formulate recommendations on the quality, accounting methodologies, and transparency of all statistical activities undertaken by the Bangladesh Bureau of Statistics (BBS).
- To review the survey management system of BBS with a view to establishing it in a clear and systematic set of rules, specifically by examining the following:
  - Establishing a Core List of Surveys to be financed from the revenue budget.
  - Developing mandatory periodicity for these surveys along with a pre-announced release calendar.
  - Determining the process for forming national-level consultative committees of subject experts to guide surveys as well as the compilation of national accounts and inflation estimates.
  - Entrusting authority to the head of BBS to publish survey results and regular estimates such as inflation and national income growth figures.
- To recommend measures for ensuring greater coordination and consistency between surveys and statistical publications produced by BBS and those conducted by other agencies under different ministries.
- To make recommendations for systematically improving citizen access to the statistical repository produced by BBS, with the objective of transforming statistics into public goods.
- To review the draft amendments to the Statistics Act 2013, and
- To examine the organizational structure and human resource capacity of BBS with a view to recommending reforms that will strengthen and upgrade the Bureau into an effective and modern national statistical institution.

1.2 Implementation process

In carrying out its mandate, the Taskforce undertook a rigorous and comprehensive review process consisting of three work streams:

i) *Listening sessions*: The Taskforce held in-depth discussions with the officials of BBS and SID from all levels including top management and convened meetings with all active staff associations representing various groups of employees.

ii) *Thematic Deep Dives*: A series of in-depth sessions were convened to examine different categories of surveys conducted by the Bangladesh Bureau of Statistics with particular attention to their methodologies, data collection processes, and the operational challenges that constrain quality and timeliness to identify both strengths and systemic weaknesses in survey design and execution.

iii) *Stakeholder Consultations:* The third work stream was stakeholder consultations with various user communities and institutional partners of BBS. Stakeholders included a range of communities including academia, private sector, NGOs and civil society, development

partners and media (details provided in Annex 5). An option for online submission of views and suggestions from engaged diaspora was also created.

In addition to these three workstreams, the Taskforce also reviewed policy and strategy documents at both national and international levels. The Taskforce studied the structures and operations of NSOs in other countries from both the global North and South to identify best practices in statistics generation and dissemination.

2 Why a Strong and Credible National Statistical Organization

The significance of a capable and credible national statistical organization (NSO) in the functioning of a modern democratic state cannot be overemphasized. Such a NSO produces reliable, timely and quality-assured statistics to inform public policy, guide evidence-based decision-making by government, private sector, non-government actors and communities, facilitates accountability for performance and oversight on outcomes, maintains international comparability by adhering to recognized standards, and supports research and informed advocacy activities.

In this sense, a capable and credible NSO is not merely a bureaucratic accessory but a cornerstone of statecraft which rests on four inter-connected dimensions:

i) *Democratic accountability* by ensuring that public debate and political scrutiny rest on concrete evidence rather than rhetoric and that data serves not the government of the day but the nation.
ii) *Driver for evidence-based policy making* by guiding resource allocation, helping monitor and evaluate program outcomes, facilitating design interventions that are precisely targeted to the needs of different groups, and illuminating broader trends in investment, employment, education, and health.
iii) *Enabling informed public discourse and citizen participation* whereby credible statistics serve as a public good through informing public discourses and social debate, empower communities, and shape collective understanding of national socio-economic progress.
iv) *Compliance with international standards* whereby international 'best practices' are adapted for domestic use to ensure that national figures are comparable across borders and aligned with global frameworks.

However, the above trust in statistics cannot be decreed, it must be earned through independence, professionalism, and transparency. When data are produced free from all types of unwarranted interference and in line with recognized standards, they gain the confidence of all relevant stakeholders. In the era of social media, where information circulates instantly, and misinformation and disinformation appear appealing, the significance of trust in official statistics cannot be overemphasized. Citizens, businesses, and development partners, and indeed various organs of the state, alike must be confident that numbers are not shaped by political convenience and methodological flaws but are the product of impartial and professional processes.

Looking ahead, the role of NSOs must expand well beyond the production of statistics. They are increasingly called upon to act as data stewards, building partnerships across the data ecosystem, co-designing outputs with users, promoting data literacy, and actively countering misinformation. To fulfil this role, they must also cultivate an agile and open culture, one that invests in new skills, leverages open-source infrastructures, and maintains continuous engagement with evolving user needs. Only by embracing such adaptability and innovation can NSOs preserve their authority as trusted arbiters of evidence in a world where the volume, velocity, and contestation of data continue to intensify.

Some NSOs are often highlighted internationally as examples of good practice because of their independence, data quality, innovation, and user engagement. They are often considered role

models for others as they combine professional independence, methodological rigour, innovation, and strong user engagement. These include, among others,

- *Statistics Canada*: Widely regarded for its professional independence, methodological rigour, and responsiveness to user needs. Its Statistics Act provides strong legal backing, and its integrated household surveys and linked administrative data systems are global benchmarks.
- *Australian Bureau of Statistics (ABS)*: Known for its high-quality national accounts and labour force statistics, as well as its early adoption of digital platforms and data integration. ABS has also been a leader in transparency, releasing detailed metadata and methodological notes.
- *Office for National Statistics (ONS), United Kingdom*: The ONS is recognized for its independence (statutorily guaranteed), its openness to external scrutiny, and its commitment to modernization, including the use of administrative and big data sources. Its work on well-being statistics has been influential globally.
- *Statistics Netherlands (CBS)*: Pioneered the use of administrative registers to reduce survey burden and costs. It is also highly advanced in data visualization and dissemination, making data accessible to the public and businesses.
- *Statistics New Zealand (Stats NZ)*: Known for its innovative Integrated Data Infrastructure (IDI), which links administrative and survey data for research and policymaking. It has also been strong in promoting indigenous data sovereignty principles.
- *United States Census Bureau*: Despite political pressures, the Bureau is a global leader in large-scale survey operations and census methodology, as well as in the application of differential privacy techniques.
- *Statistics Norway (SSB)*: Frequently cited for its work on sustainability indicators and for leveraging registers and administrative data. Its statistical law ensures strong independence.
- *Eurostat (European Union)*: Though not a national office, Eurostat sets stringent harmonized standards across member states, making European statistics highly comparable and influential in shaping global practices.

While most "best practice" references come from advanced economies, there are some noteworthy examples in the developing world where NSOs have made visible strides in credibility, innovation, and international recognition:

- *Statistics South Africa (Stats SA):* It has built a reputation for strong legal independence under the Statistics Act, professional leadership, and relatively high-quality survey operations (notably the General Household Survey and Quarterly Labour Force Survey). Stats SA has also been a leader in Africa on census innovation, piloting digital data collection and contributing to capacity-building in other countries.
- *National Institute of Statistics and Geography (INEGI), Mexico*: INEGI is often cited as one of the strongest NSOs in the Global South. It enjoys constitutional autonomy, which insulates it from political interference. It has robust household and enterprise survey programs, advanced geospatial data, and well-developed dissemination platforms.
- *Kenya National Bureau of Statistics (KNBS)*: Recognized in Africa for improvements in national accounts, labour statistics, and digital census operations. KNBS has also benefitted from strong donor support and partnerships, helping modernization faster than many peers.

- *Philippine Statistics Authority (PSA)*: Established in 2013 through a merger of several agencies, the PSA has become a relatively strong NSO in Asia, known for digitalization of surveys, implementation of a national ID system (linked to statistical registers), and transparent dissemination practices.
- *Department of Statistics Malaysia (DOSM)*: Praised for its rapid adoption of e-surveys, interactive dashboards, and strong alignment with the SDG monitoring framework. DOSM has also advanced in open data dissemination compared to many regional peers.
- *Central Agency for Public Mobilization and Statistics (CAPMAS), Egypt*: While not without criticisms, CAPMAS has been recognized for its large-scale census and household survey operations and for moving towards greater methodological transparency in recent years.
- *National Statistics Office of Mongolia*: Seen as a smaller but forward-looking NSO, leveraging digital tools for data collection and dissemination and aligning closely with UN and IMF statistical standards.

3 Institutional Journey of BBS

3.1 Formation

A gazette notification in 1974 (Annexure 1) merged the three statistical organizations of the government—the Bureau of Statistics under the control of Planning Commission, the Population Census under the Ministry of Home Affairs, and the Agriculture Census and Bureau of Agricultural Statistics under the Ministry of Agriculture—into a single unified organization named as the "Bangladesh Bureau of Statistics (BBS)." This was a laudable structural readjustment to establish the National Statistical Organization (NSO), and to harmonize the demographic and socio-economic statistics of the country being collected by several organizations under different ministries. Since then, BBS has remained under the administrative control of the Ministry of Planning, initially supervised by the Statistics Division, later by the Planning Division and currently by the Statistics and Informatics Division (SID).

3.2 A legacy of institutional experimentation

After creation of BBS in 1974, the Statistics Division was established in 1975 to make BBS active and dynamic. The secretary of the division was also appointed as the Director General of BBS thus combining roles in one person. This system continued until 2002 when the Statistics Division was abolished, and BBS was placed under the Planning Division of the Ministry of Planning. The position of the DG was downgraded to Joint Secretary/Additional Secretary who used to report to the Secretary, Planning Division through the Joint Secretary concerned of that Division. Such an arrangement significantly weakened independent decision-making by BBS in discharging its professional mandate. Later in 2010, the Statistics Division was re-established under the Ministry of Planning, but the posts of Secretary and DG remained separate with the DG accountable to the Secretary. In 2012, this division was renamed Statistics and Informatics Division (SID) with BBS as an agency under the SID. However, policymakers recognized the negative consequences of the institutional weakening of BBS and in 2025 promulgated two new policies – Data Dissemination Policy 2025 and the Statistical Compilation, Publication and Preservation Policy 2025 – to restore a measure of autonomy to BBS in publishing data and reports generated from its activities, removing the requirement for prior clearance from the SID. To move towards a more comprehensive solution to the efficacy of BBS to function as a national statistical organization (NSO), an Independent Expert Taskforce on strengthening BBS was established in April 2025 to provide a holistic package of recommendations for an institutional and legal arrangements that would allow BBS to discharge its mandate of becoming a credible and effective national statistical organization.

3.3 BBS Workforce: Past and Present

BBS staff encompassed Class I to Class IV personnel. Class I officers came through both cadre and non-cadre channels. The cadre channel was established in 1986 as the Bangladesh Civil Service (Statistical) Cadre, commonly referred to as BCS (Statistical) Cadre. Eligible candidates must have a bachelor's degree in Statistics, Economics, Social Sciences, Mathematics or any discipline under the Business faculty.

Since the early 2000s, BBS has integrated a new category of human resources outside the BCS (Statistical) cadre. Between 1995 and 2005, a total of 52 posts were created under various projects. After 2000, these posts were absorbed in the revenue budget but without any specific job

categorization. The non-cadre was formally introduced under the revenue budget from 2012 enabling limited promotion opportunities for officers absorbed from projects – 467 grade 9 cadre posts were proposed but only 200 posts were approved by MOPA, and MoF decided that these would be non-cadre posts, a development which jeopardized the smooth career path of officers at all levels and hindered professional growth. Subsequently, the non-cadre channel also comes through the Bangladesh Public Service Commission (BPSC) further contributing to the institutional incoherence of the organization. It should be mentioned that NSDS (Ref: Strategic Actions 4.4.4) also *recommends eliminating two types of officers, cadre and non-cadre*, by encadrement of non-cadre officers as per existing cadre rules and regulations followed by other cadres.

The human resource situation in BBS is also marked by a large volume of unfilled positions. There are 4358 sanctioned posts of officers and staff in BBS. However, at the time of preparing this report, only 2263 posts (52%) were filled, and number of vacant posts continues to increase.

3.4 Current Institutional Architecture

Table 1: 1-10 Grades of BBS

Name of the post	*Pay Grade*	*Number of Posts*	*Comment*
Director General (DG)	2	1	Routinely filled by MOPA on deputation. Reports to Secretary, SID
Additional Director General (ADG)	3	1	Placed by MOPA on deputation/ May be promoted from Director
Director	4	8	Promoted from JD; but MOPA may place 1 Deputy Secretary on deputation
Senior System Analyst	4	1	Promotion position
Senior Maintenance Engineer	5	1	Promotion position
Joint Director (JD)	5	15	7 in HQ, 8 in Divisions Office 8. Promotion position
System Analyst	5	2	Promotion position
Senior Programmer	5	2	Promotion position
Deputy Director (DD)	6	91	(i) 27 at HQ and 64 at District Offices. (ii) Promotion position. (iii) Limited scope of promotion from non-cadre SOs.
Programmer	6	13	Promotion position
Maintenance Engineer	6	2	Promotion position
Assistant Maintenance Engineer	9	1	Promotion position
Statistical Officer (SO)	9	307	(i) 82 at HQ, 8 at Division, 217 at Upazila. (ii) 178 posts are vacant at the Upazila level. (iii) Directly recruited by PSC in Cadre and Non-cadre positions. (iv) Limited scope for promotion from ASO
Assistant Statistical Officer (ASO)	10	94	30 at HQ, 64 at District Offices

3.5 A Brief SWOT analysis of BBS

While BBS benefits from a strong legal mandate under the Statistics Act 2013 and plays a central role in national data production and SDG monitoring, it faces certain structural, legal, and operational challenges. Many of these arise from an evolving administrative setup, a fragmented cadre system, reliance on non-statistical authorities, and a project-driven work culture. In addition, the 2013 Act leaves areas for improvement, such as over-centralization, limited data protection provisions, and mechanisms to strengthen professional autonomy.

Table 2: SWOT Analysis of BBS

Strengths	***Weaknesses***	***Opportunities***	***Threats***
• Legal mandate via Statistical Act, 2013 • Strong name familiarity • Legal custodian of 'official statistics' • A strong workforce with hands-on experience in the entire statistical production cycle, from designing a survey to analysing the final data • Nationwide network of field offices providing reach and scale • Strong operational experience in large survey execution • Exposure to global practices in the data ecosystem • Collaborative networks and use of external professional expertise • Funding support from development partners	• Cadre and non-cadre career anomalies • Weak specialization among staff • Weaknesses in retention of professionals due to unsatisfactory career pathways • Dominance of generalists in top management • Compromised autonomy due to imbalances in allocation of responsibilities and authority between SID and BBS • Dominance of donor-dependent project culture over core tasks guaranteed by revenue budgets • Lack of systematic and prioritized lesson-learning from the wide array of methodologies used • Trust and credibility issues vis-à-vis public perceptions • Institutional memory loss • Absence of a dedicated training facility • Gaps in the Statistical Act of 2013 • Weak privacy safeguards • Poor accessibility to BBS data and absence of one-stop window for data access by user communities	• Reform of staff structure into a unified professional statistical service • Amendment of legal mandate to ensure professional autonomy • Institutionalization of training and capacity development through the establishment of a dedicated training academy encompassing orientation training for new inductees, refresher and thematic training for mid-level professionals, and data leadership training for top management • Leveraging digital technologies to strengthen all stages of the data ecosystem • Increased policy demand for data amongst policy communities • Academic and international partnerships	• Internal resistance to reforms from those vested in maintaining status quo • Susceptibility to political, administrative and donor interference • Talent drain • Entrenched data silos • Skewed priorities from donor funding • Continued public distrust

4 Scopes

The Bangladesh Bureau of Statistics (BBS) currently lacks a defined set of core statistical outputs that form its primary business mandate. This fundamental gap has resulted in critical activities—including poverty measurements and Sample Vital Registration Systems (SVRS) becoming dependent on ad hoc project funding rather than being treated as essential national statistical functions. Even major population and housing censuses have been implemented as standalone projects in recent years, often managed by non-statistical personnel rather than professional statisticians.

This project-based approach has created significant operational vulnerabilities. Funding delays have repeatedly disrupted the implementation of essential surveys like SVRS, undermining the continuity and reliability of vital national statistics. Without a comprehensive long-term framework, BBS operates without clear strategic direction for conducting its full range of surveys and censuses.

To address these systemic issues, this section presents the Taskforce's three-pronged approach. First, we establish core principles that will serve as a strategic blueprint for identifying and prioritizing BBS's essential statistical outputs. Second, we propose a specific list of surveys and censuses that should constitute BBS's core activities, ensuring these receive dedicated funding and professional oversight. Finally, we recommend process improvements to strengthen the planning, implementation, and quality assurance of these core statistical products.

4.1 Guiding Principles for Core Survey Programs

- Surveys must address genuine information needs of government, businesses, researchers, civil society, and citizens.
- Ensure practical utility for evidence-based policy making and public accountability.
- Prioritize surveys that generate foundational data for other statistical activities (e.g., population census enabling sampling frames for household surveys).
- Balance national priorities with international reporting requirements (e.g., SDGs, World Development Indicators, employment and labour statistics, balance of payment).
- Ensure BBS is uniquely positioned to collect data that cannot be obtained from existing sources or other surveys.
- Ensure the proposed frequencies are appropriate for the information's use.

4.2 Core surveys

- ***Censuses*:** BBS is recommended to continue with the censuses it currently conducts, namely Population, Economic, and Agricultural. Censuses establish benchmarks for population estimates, create sampling frames for surveys, enable small-area statistics, support electoral redistricting, and provide comprehensive baseline data that cannot be obtained through sample surveys. Given the expected dominance of the informal sector, direct enumeration will remain essential, making these censuses core tasks for BBS.
- ***National Income Accounting***: Annual and quarterly, spatially more granular at the district or division levels. Essential for economic policy formulation, budget planning, international comparisons, and monitoring economic growth as well as for government fiscal planning

and meeting international reporting obligations. Quarterly frequency enables timely assessment of economic performance and rapid policy response.

- ***Household Income and Expenditure Surveys (HIES):*** Comprehensive household-level surveys on income sources, consumption patterns, and expenditure across all goods and services, typically conducted every 3-5 years with large representative samples to generate consumption weights for CPI compilation, and poverty and inequality statistics.
- ***Labor Statistics***: Quarterly, Spatially Granular, to estimate labor force participation rates, employment and unemployment statistics, wage data, and working conditions across formal and informal sectors.
- ***Sample Vital Registration System (SVRS):*** International best practices for SVRS emphasize representative sampling, trained enumerators conducting regular household visits, and rigorous quality assurance to produce reliable vital statistics. Although the SVRS is a method used to estimate vital statistics (such as birth and death rates, causes of death, fertility, mortality, etc.) based on a sample population**,** the trend is transitioning from sample-based approaches to comprehensive surveillance networks capturing real-time vital events. As SVRS is actually performing the task of surveillance in this regard, the name of SVRS can be transformed to **Sample Vital Surveillance System (SVSS)**. This transformation involves gradually expanding SVSS coverage, integrating it with digital information systems, and evolving to provide continuous, spatially granular data for interventions and evidence-based policy making.
- ***Survey of Manufacturing Industries (SMI):*** A comprehensive enumeration of manufacturing establishments to collect data on production, employment, value addition, investment, and industrial structure. Conducted at national and district levels every 3-5 years with a 3-month data collection period, the SMI provides essential information for industrial policy formulation, monitoring sectoral performance, tracking structural transformation of the economy, and enabling international comparisons of industrial statistics. This survey is critical for measuring manufacturing sector contribution to GDP, identifying growth opportunities, and supporting evidence-based industrial development strategies aligned with national economic goals.
- ***Survey of Service Industries (SSI)***: The Taskforce recommends establishing a Survey of Service Industries to be conducted every 3–5 years to systematically collect comprehensive data on Bangladesh's dynamic service sector. This survey should cover establishments across wholesale and retail trade, transportation, accommodation, financial services, information and communication, real estate, professional services, education, and health. The data, disaggregated at national and divisional levels, will be essential for accurate GDP calculations, monitoring structural transformation, informing sectoral policies, and supporting evidence-based economic planning and development strategies.
- ***Agricultural Statistics***: Annual and seasonal data collection with spatial granularity. Agriculture remains a significant economic sector and employer in Bangladesh. Annual data supports agricultural policy, food security monitoring, storage and trade planning, stabilising prices, and rural development programs. Essential for national accounts compilation and international reporting on food and agriculture statistics.
- ***Price Indexes and Inflation***: Monthly. Regular collection of retail prices from representative outlets to construct Consumer Price Index (CPI) and other price measures.
- ***Climate and Environment Data***: BBS serves as central coordinator and disseminator for environmental statistics including pollution levels, water salinity, climate indicators, and natural resource and disaster-related data. Involves collaboration with specialized agencies

like SPARRSO, CEGIS, BWDB, SRDI, Department of Environment and Department of Disaster-Management.

4.3 Data Infrastructure Hub

BBS (or the newly proposed **StatBD**, see recommendation matrix) will increasingly strive to become a central coordinator and disseminator for data and statistics that are essential for spatial granularity and linkable over time to unique geographical polygons.

4.4 Emerging and Prospective Issues

There should be periodic assessments to identify emerging issues. BBS (i.e., StatBD with the proposed TTCS under the leadership of CS, see Recommendations Matrix) will evaluate the need for new statistics and mobilise resources accordingly. Immediate focus can be on environmental statistics, including pollution levels, water salinity, climate indicators, and natural resource data, involving collaboration with specialised agencies such as SPARRSO, CEGIS, BWDB, SRDI, and the Department of Environment. Additionally, urbanisation, ageing, and other emerging phenomena can be considered as part of its core focus, subject to proper approval processes.

4.5 Transparency Mechanisms

Currently, BBS is noticeably deficient in several transparency mechanisms. Future priorities include open methodology documentation, pre-announced release calendars, and, importantly, equal access policy.

4.6 Professional Standards and Quality Assurance

- *Independent Professional Review*: Technical advisory committees with respected experts from academia, research institutes, and international organizations to review major statistical products and methodologies.
- *International Standards Compliance*: Particularly with UN Fundamental Principles and international statistical standards.
- *Professional Ethics Code*. Implement binding professional standards for all staff, emphasizing scientific integrity over political considerations.

4.7 Communication and Engagement

- *Proactive Public Communication*: Establish regular communication channels including press releases, social media updates, and public briefings to proactively explain statistical findings, methodologies, and their relevance to public policy and citizen welfare.
- *User Feedback Mechanisms*: Implement systematic feedback collection systems through online platforms, user surveys, and stakeholder consultations to continuously improve statistical products and services based on user needs and experiences.
- *Media Training*: Provide comprehensive training programs for statistical staff on effective media communication, data visualization, and public speaking to enhance the organization's capacity to communicate complex statistical concepts clearly to diverse audiences.

4.8 Accountability and Monitoring

- *Annual Transparency Reports*: Publish comprehensive annual reports detailing statistical activities, methodological changes, data quality assessments, budget utilization, and performance against established targets to ensure public accountability and institutional transparency.
- *International Peer Review*: Undergo periodic independent assessments by international statistical experts or organizations to evaluate adherence to global best practices, identify areas for improvement, and benchmark performance against international standards.
- *Parliamentary Oversight*: Establish formal mechanisms for regular parliamentary scrutiny of statistical activities, including annual hearings, budget reviews, and performance evaluations to ensure democratic accountability and public trust in official statistics.

5 Key problems hampering NSO efficiency

5.1 Inappropriate distribution of mandated jurisdictions between BBS and SID

The Allocation Business of SID in short are as follows:

- All matters relating to Statistics and Informatics.
- Formulation and revision of policy on Statistics and Informatics.
- Preparation, maintenance and revision of National Population Register (NPR) as a central repository jointly with other government agencies.
- Providing NPR-based services securely to various government and non-government agencies and ensuring appropriate access control.
- Development and maintenance of standard for data structure within the government.
- Development and maintenance of central Geographical Information System (GIS) platform.
- Conduct periodic censuses on population and housing, agricultural and economic activities.
- Conduct surveys on socio-economic, demographic and other fields of activities.
- Preparation and maintenance of official statistics on vital events, agriculture, manufacturing, foreign trade and other socio-economic activities.
- Compilation of national accounts and price statistics.
- Processing and dissemination of all official statistics.
- Coordination of statistical requirements and methodologies for the country by various national and international agencies in line with international standards.
- Preparation and revision of National Strategy for Development of Statistics (NSDS).
- Authentication of statistics generated or collected by government agencies for national and international use.
- Organization and establishment of a data bank and electronic data processing system; maintenance of necessary digital archives.
- Implementation of projects and programs under this Division.

The above-mentioned businesses of SID, as cited in The Allocation of Business, are, in fact, the BBS mandate and have been carried out by BBS since its inception in 1974. As part of governance, the SID should have little role in data collection, authentication, and data release. Otherwise, the independence of BBS would not be meaningfully established.

According to Rule 9 (ix) of the government's Rules of Business 1996 (revised up to July 2012) the role of the Ministries/Divisions shall be limited to:

a) policy formulation
b) planning
c) evaluation of execution of plans
d) legislative measures
e) assisting the Minister in the discharge of his responsibilities to the Parliament
f) personnel management at the top level, viz, (i) officers not below the rank of Member/Director in the cases of public statutory corporations and (ii) officers not below the level of NPS-V in the cases of Attached Departments and Subordinate Offices
g) such other matter/matters as may be determined by the Prime Minister from time to time.

To address the anomaly in the allocation of business whereby BBS mandate has been shown within SID purview, the Taskforce proposes that the Allocation of Business of SID should be revised and limited to the following business activities:

- Supporting all legislative measures, amendments to the Statistical Law.
- Evaluation of the execution of plans in Statistics and Informatics.
- Formulation and revision of policy on Informatics.
- Implementation of projects and programmes undertaken by this Division.
- Support BBS for the formulation and revision of policy on Statistics.
- Support BBS in revising the National Strategy for Development of Statistics (NSDS).
- Inquire on any of the subjects allotted to this Division.
- Providing consultancy services on subjects allotted to this Division.
- Any other business relating to providing secretarial services to the BBS.

There is also confusion in the creation of BBS by Section 4 of the Statistical Act 2013 which states that, "As soon as may be after the commencement of this Act, the Government shall, by notification in the official Gazette, establish a Bureau to be called the Bangladesh Bureau of Statistics for carrying out the purposes of this Act." This statement belies history and is legally confusing because BBS was established in 1974 and had been functioning continuously notwithstanding the promulgation of the Statistical Act 2013. Though Section 28 of the Act contains "repeal and savings" provisions, the Section 4 should be amended as follows: "*for same purpose of establishing the Bureau (BBS) under the Act, the existing Bureau would remain effective with all its functions and power to collect, validate and release data with necessary adaptation, subject to consistence with this Act*".

In the revised allocation of business, functions of Bangladesh Bureau of Statistics (BBS) (or the renamed **StatBD**, see Recommendations Matrix) will be as follows:

- All functions mentioned in Section 6 of the Statistical Act 2013 (Act No. XII of 2013).

Additionally,

- Coordination of statistical requirements and methodologies for the country by various national and international agencies in line with international standards.
- Ensuring elimination of duplication in statistics through coordination with various national and international agencies.

5.2 Relationship with SID in Personnel Management

According to SRO No. 65-Ain/2012 1 March 2012, SID is responsible for the "administration of BCS (Statistical) Cadre and Non-cadre officers in this Division." This detracts from the NSO's control over its personnel (recruitment, placement, specialization, and career advancement). The SRO needs to be amended to grant full authority to the NSO in matters of requirement, placement, specialization and career advancement over its own personnel. However, for external communication, inter-ministry coordination, and budget provisioning, administrators from the general cadre may be desirable.

5.3 External interference

One of the most persistent challenges undermining the credibility of Bangladesh Bureau of Statistics (BBS) has been external interference in its data release processes. Despite BBS's formal mandate to produce and disseminate official statistics, the timing and accessibility of key reports

have often been compromised by political sensitivities, donor dependencies, and bureaucratic oversight. These delays not only erode public trust but also diminish the policy relevance of statistical outputs. Some high-profile examples illustrate the problem:

- Delayed launch and release of the recent HIES.
- Over-optimistic projection of total fertility rate (TFR) decline in SVRS 2019 was at variance with corresponding data in MICS and BDHS.
- Non-continuation of Maternal Mortality Survey (MMS) of NIPORT after 2016 MMS findings projected over-optimistic decline in MMR.
- 2025 Inflation Data: Announced by functionaries ahead of formal release by BBS.
- Bangladesh Urban Health Survey 2006: Conducted in 2006 but released only in 2013.
- National Household Database (NHD): Donor funded initiative created confusion over ownership and lack of clarity on its whereabouts.

These cases exemplify a broader pattern identified by the Taskforce: political sensitivities, obstructive bureaucratic approval structures, and over-reliance on externally financed projects have created a culture of delayed dissemination. The perception persists that BBS as vulnerable to government interference, particularly when data could reflect poorly on official performance.

5.4 Entrenched project culture contributing to data silos and detracting from core tasks

Funding uncertainties around 2006-07 necessitated reliance on donor funding to continue the statistical tasks of BBS. Over time, an entrenched project culture has taken hold in the organization contributing to creation of data silos, unhealthy professional rivalries, imposed methodologies from external actors, incentivizing crowding in the headquarters at the expense of creating gaps in field presence, weakening institutional memory and wasteful and inefficient budgetary tendencies.

A notable institutional dynamic has emerged wherein the position of Project Director or Deputy Project Director has become a highly sought-after career objective for many officials. As a result, district-level field offices often face staffing shortages, while the central office absorbs surplus personnel as Table 3 brings out:

Table 3: Evidence of field staff shortages and HR misallocation

Position	***Approved Posts at Head Office***	***Current Staff at Head Office***	***Surplus Staff***	***Approved Posts at District Offices***	***Current Staff at District Offices***	***Vacant Posts***
Deputy Director	27	48	21	64	20	44

5.5 Poor career progression prospects weakening talent retention

Discriminatory career progression prospects amongst various staff groups, particularly between cadre and non-cadre staff, have exacerbated a culture of demotivation and resentment leading to a pronounced problem of talent exit and lack of professionalism.

5.6 Proliferation of ad-hoc and ineffective capacity-building

Surprisingly for an NSO, BBS lacks a dedicated training facility which is essential to building and consolidating a pool of skilled professionals. Training has tended to be ad-hoc, and not need-based, with the selection of participants frequently at odds with professional norms. To address this critical gap, Taskforce recommends the setting of a **StatBD Training Academy** (see Recommendations Matrix).

Part B

Reform Priorities

6 Reform Priorities

6.1 Priorities

6.1.1 Independence

Though the Statistical Act of 2013 provides a clear legal mandate to BBS, albeit with some flaws and gaps, institutional independence and professional autonomy of BBS is hampered by lack of control over its personnel decisions, dependence on non-professional approval structures over several areas of data-related decisions as well as the burden of uncertain funding, and flawed distribution of responsibilities between SID and BBS. Strategic measures to overcome these gaps in professional independence is a clear reform priority.

6.1.2 Absence of apex governing mechanism

As an NSO, BBS currently does not have an apex governing mechanism that could strengthen its institutional profile and strengthen its performance through mandated accountability. Oversight functions are bureaucratically exercised by SID and access to high-level policy constituencies are limited. Establishing a well-designed apex governing mechanism that strengthens organizational performance through the requirement of accountability while also elevating the institutional profile of BBS is a reform priority.

6.1.3 Professionalizing the NSO

Existing organogram and the discriminatory realities of career progression pose a major challenge to strengthening the professional quality of BBS. Top professionals of the organization suffer from demotivation and where the opportunities exist, often find it more lucrative to target the non-professional career path of general administration. Retention of professional talent through stronger career ladders and governance norms is a priority of reform.

6.1.4 Professional and institutional elevation of the top position of BBs

Currently, the head of BBS is seconded from the admin cadre and is a Grade 2 officer. Both features run counter to the global norms for the top position of an NSO. The strengthening of BBS requires changes in both aspects – reserving the position for eligible professionals and ensuring a higher level pay scale than at present – are essential to attract the type of skilled individuals needed to helm a dynamic NSO.

6.1.5 Organizational Structure and Operations

To ensure quality to its operations and strengthen the institutional architecture of BBS, the NSO will be structured around 'wings' with clear mandates and professional leadership. However, additional functional units will be established for data collection, processing, dissemination, and IT across the board.

6.1.6 Budgetary Autonomy and Financial Independence

BBS suffers from both inadequate budgets and poorly utilized funds. Without addressing these critical resource availability and utilization issues, BBS will be unable to graduate to a dynamic and competent NSO. Resource solution will require securing the right allocation from national

budget to cover costs of core surveys and the establishment of the proposed training academy. Independence over the planning and utilization of revenue budget allocations will be a reform priority. BBS should also be open to securing resources from development partners for specialized surveys but remain mindful of the entrenched project culture which was facilitated by the dependence on donor funds.

6.1.7 Open Data and Release Policy

Interference in data release and sharing on unsound grounds has contributed to the trust and credibility problems for BBS. To overcome these barriers, there is need for immediate implementation of open data and release policy. All statistical releases will adhere to a publicly announced calendar, without political interference. The policy will uphold the principle of equal access where all users (government, media, academia, researchers, and public) get data at the same time. The inclusion of all metadata and methodological notes will be actively reviewed for appropriate decision.

6.2 Solutions

6.2.1 Restructuring the organogram of BBS

In 2012 the government approved the following organizational structure (reorganized) of BBS's organizational structure as shown in Table 4 below:

Table 4: Organizational structure of BBS

Class	*Grade*	*Existing posts*	*Posts proposed by BBS*	*Posts abolished by MOPA*	*Posts recommended by MOPA*	*Total Posts recommended by MOPA*	*Total posts created after recommendation of MoF*
1	2–9	190	800	0	537	727	257
2	10-12	599	632	477	20	142	124
3	13-16	2,578	5,003	23	1,431	3,986	2,935
4	17-20	749	811	83	147	813	813
Total		**4,116**	**7,246**	**583**	**2,135**	**5,668**	**4,129**

The National Strategy for the Development of Statistics (NSDS), approved by the Cabinet Division, recommends restructuring the Bangladesh Bureau of Statistics (BBS) to include 16 Wings, aiming to strengthen its organizational framework. As the country's development activities have become multifaceted, leading various ministries and divisions to increasingly request diverse statistical data from BBS for short-term, medium-term, and long-term planning.

With limited personnel, the existing Eight Wings face significant challenges in providing reliable and high-quality statistics promptly across all sectors. Since accurate and dependable data is indispensable for effective development planning, transforming BBS into a more robust, contemporary, and responsive national statistical agency requires comprehensive organizational restructuring. This expansion will ensure neutrality, transparency, independence, and accountability in technical operations while enhancing BBS's institutional capacity to meet evolving demands. The proposed structure is shown in Table 5.

Table 5: Recommended positions (Organizational Structure) of BBS (all Grades)

Existing Posts of BBS					***Proposed Posts for Statistics Bangladesh (StatBD)***				
Post Name	**Pay Scale Grade**	**No. of Post**	**Location**	**Recruitment process**	***Recommended Name & Position***	***Pay Scale Grade***	***Number of positions recommended***	***Location***	***Process Recommended***
1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
DG	2	1	HQ	By promotion	Chief Statistician (CS)	Special Scale / Grade	1	HQ	Selection by TTCS
No	-	-	-	-	Additional Chief Statistician (Additional CS)	1	1	HQ	By Promotion. New post created.
DDG	3	1	HQ	By promotion / or on deputation order by MOPA selecting from among Joint/ Addl. Secretary	Joint Chief Statistician (JCS)	2	5	HQ	Upgradation of DDG post with creation of 4 (four) additional posts. Filled up by promotion; but Supernumerary posts created for immediate promotion.
Dir	4	8	HQ	By promotion	Deputy Chief Statistician (DCS)	3	16	HQ (Wing Head)	By promotion. 8 new posts created. Supernumerary posts created for immediate promotion (Ref: NSDS recommended 8 new posts).
JD	5	15	HQ & Division Office	By promotion	Assistant Chief Statistician (ACS)	5	40 (25 new posts)	**HQ: 33** (Wing-33) + **Field Office: 08** (Div.-08)	By promotion. 25 new posts created.
DD	6	91	HQ & District office	By promotion	Deputy Statistician (DS)	6	133 (42 new posts)	**HQ: 61** (CS-01+ Addl. CS-02+JCS-10+DCS: 16+ACF- 32)	By promotion. 42 new posts created.

								Field Office: 72 (Div-08+ Dist-64)	
SO	9	307	HQ, Div. & Upazila	By direct recruitment (67%) & promotion (33%)	Senior Assistant Statistician (SAS) at Upazila, Dist., Division and HQ	7	503 (196 new posts)	**Field Office**: (Div.-08 & Upazila-495)	Upgradation of SO post. By promotion. 196 new posts created.
-					Assistant Statistician (AS)	9	247	**HQ: 55** (CS-01+Addl. CS-01+ JCS-05+DCS: 16+ ACS- 32) **Field Office: 182** (Div-08+ Dist-64+ Metro Thana-110)	To ensure the professionalism of the NSO, proposed Recommendations Implementation Task Team (RITT) will review and suggest necessary amendment in the existing Recruitment Rules of BCS (Statistical) Cadre, non-cadre and other staff.
Total		**423**					**946**		

The above proposal for the Organizational Structure for Class I positions (Annexure 2) has been proposed in line with that of the recommendation of the Public Administration Reforms Commission, Section 7.14 (Annexure 3). It is noteworthy that the Public Administration Reforms Commission has proposed a framework common to all for recruitment and promotion of cadre services.

Proposed posts of Deputy Chief Statistician (Grade 3) will be created according to the wings of BBS as shown in Table 6 below.

Table 6: Wings under the proposed Deputy Chief Statistician

Joint Chief Statistician	**16 Wings under proposed 16 DCS [like 16 Directors' positions proposed in the NSDS]**
Joint Chief Statistician -1	1. Establishment, Recruitment, Coordination, and Printing and Publication Wing
	2. Financial Management Wing
	3. Training and Library Management Wing
Joint Chief Statistician -2	4. National Accounts Statistics Wing
	5. Price and Wage Statistics Wing
	6. Environment, Climate Change, and Natural Resources Statistics Wing
Joint Chief Statistician -3	7. Information Technology and Data Processing Wing
	8. Computer Wing
	9. GIS and Remote Sensing Wing
Joint Chief Statistician -4	10. Crop Statistics Wing
	11. Fisheries, Forest, and Livestock Statistics Wing
	12. Industrial Statistics Wing
	13. Labour and Employment Statistics Wing
Joint Chief Statistician -5	14. Population Statistics Wing
	15. Demographic and Health Statistics Wing
	16. Planning, Development, and Research Wing

6.2.2 Ensuring Institutional Coherence

Cadre and non-cadre:

- Creation of scope for encadrement for non-cadre Statistical Officer (SO), non-cadre Joint Director (JD) and non-cadre Director with pathways for absorption into BCS (Statistical) Cadre. Their seniority after encadred officers will be counted from the date of joining provided that the non-cadre officers who had been absorbed in revenue budget were regularized through Bangladesh Public Service Commission under provisions (Rules 13 – 14) of the Bangladesh Civil Service Recruitment Rules, 1981 as amended time to time.
- Ensure no further entry of officer/s from projects. Furthermore, no recruitment of non-cadre officer/s will be recruited and/or recommended for BCS (Statistical) Cadre by the BPSC.
- Ensure career path for promotion and retention of the StatBD professionals up to the position of Additional Chief Statistician (Addl CS) as recommended in the Organizational Structure (Table 5) of this report.

- Ensure specific pre-requisite disciplines (e.g., Statistics, Economics, Population Sciences, Data Science, Agricultural Economics, Health Economics, Geography and Social Sciences) are required to become officers of the NSO. Taskforce recommends an immediate assessment of necessary skill-mix of BBS workforce must be implemented.

Outcomes:

- A unified professional workforce, reducing bureaucratic dominance and ensuring statistical competence drives decision-making.
- A clear promotion path in BBS will help to retain promising officers having knowledge and expertise in statistics obtained through training.
- A clear career path will prevent MoPA from assigning Joint Secretaries and Additional Secretaries without a statistical background to BBS as DG and ADG.

Division of Labour between BBS and SID:

- Redefine the legal mandate of BBS as an independent or autonomous statutory authority.
- BBS role to be redefined with full authority in technical and statistical matters.
- SID's role should be limited to secretarial service provider to BBS and other administrative oversight and policy coordination.

Outcomes:

- There will be a clear accountability framework.
- BBS will gain technical independence.
- SID will remain as a facilitator.

Approval of Structures:

- Empower BBS to approve and release its own reports following internal validation through technical committees with representation of experts from government relevant ministries or departments, Bangladesh Bank, academia, private sector, and professionals concerned.
- BBS will have sole authority for collection, composition, validation, and release of statistics, and preservation thereof.
- There will be legal provision that data release cannot be delayed by administrative authorities at any level, or data cannot be altered by any means by any authority.
- Ensure timeliness in release of data / statistics.

Outcome:

- Timely, transparent, and credible release of official statistics, enhancing public and private trust.

6.2.3 Stakeholder engagement

Engaging with stakeholders is crucial for alignment of BBS societal needs. This enhances the relevance of data for both policymakers and non-state actors such as experts, researchers, businesses, civil society and media. Such engagement also increases data transparency, enabling users to scrutinize methodologies and interpretations, which helps to build trust in official statistics. Societal involvement fosters innovation in data generation, as non-state actors can contribute new tools, technologies, and perspectives.

Understandably, resource constraints and institutional limitations often impede data accuracy in Bangladesh. Therefore, engagement with various stakeholders in society can help improve institutional credibility and analytical capacity. By involving a broad spectrum of users and contributors, BBS can receive critical feedback on the usability and presentation of its data.

Some measures to strengthen transparency and access are described below:

- *Annual stakeholder conference for improved dialogue and transparency* - The annual stakeholder conference can serve as a platform where statisticians, policymakers, academics, researchers, civil society representatives, and private sector representatives can meet to discuss current and future statistical priorities. By hosting such an inclusive event, BBS will demonstrate its openness to feedback and collaboration, and can proactively solicit inputs on survey design, methodology, and reporting.

- *Release calendars for data predictability and accessibility* - A major challenge for users of official statistics is the timing and predictability of data releases. Intervals between major surveys such as HIES and LFS are long, which are typically six years. Publication of data takes another one to two years due to data cleaning and report preparation. Such long gaps undermine timely policymaking. Uncertainty about when key economic, social and environmental indicators will be released often undermines the usability of the data. To address this, BBS should adopt annual release calendars that clearly specify the dates of publication for all major statistical outputs. The annual release calendar should be publicly available on the BBS website. This will help data users plan their analytical work and policy evaluations around the scheduled releases, reducing uncertainty and increasing the impact of statistics. Additionally, release calendars can be linked to events such as media briefings on data updates, which will expand the reach and accessibility of official statistics to a broader audience.

- *Internship and young professional programmes for data enthusiasts* - Engaging young professionals is critical for both knowledge transfer and innovation. BBS should establish internship and fellowship programmes that provide opportunities for students, early career researchers, and young analysts to participate in data collection, processing, and analysis. Such programmes will build capacity and expose participants to the importance of data quality, methodology, and ethical use of statistics. Participants can also contribute to major surveys and gain hands-on experience, which strengthens the link between BBS and the academic community.

- *Advisory committees for integrating stakeholder perspectives* - Advisory committees are critical mechanisms to formalize stakeholder engagement. BBS should establish multi-stakeholder advisory committees for each major survey or statistical exercise, such as GDP, inflation, HIES, LFS, population census, and poverty assessments. These committees will review methodologies, ensure that surveys address user needs, and provide guidance on emerging methodological and analytical approaches. This will also improve data relevance. These committees should include representatives from: academic and research institutions, think tanks and policy research organizations, civil society organizations (CSOs) and non-government organizations (NGOs), and private sector associations.

- *Engaging civil society for credibility and inclusive survey participants* - In addition to advisory committees, CSOs should be engaged regularly. CSOs often work closely with communities

and can provide valuable contextual knowledge, validation, and support for the dissemination of information. Specific areas of collaboration between BBS and CSO include:

- Operationalization of Citizen Generated Data (CGD) within the official statistical framework, aligning with the Copenhagen Framework on CGD and SDG indicator 17.18.
- Implementation of Open Government Data (OGD) standards for transparent reuse and independent analysis of BBS datasets.
- Structured partnership with NGOs to systematically collect data on marginalized groups including persons with disabilities, informal workers, and gender minorities who are often excluded from surveys.

- *Engaging think tanks and the private sector -* Think-tanks and the private sector actors are significant users of statistics, especially in economic, labour, sectoral performance, and market analyses. BBS should engage these stakeholders in survey design and data analysis to ensure methodological rigour, enhance the relevance and applicability of official data. These partnerships will help align survey outputs with market needs and policy analysis. Engaging think tanks and private sector experts can help peer review and accountability, which can reduce the risk of biased reporting and increase data credibility.

- *Technology-enabled stakeholder engagement in data improvement* - Moving beyond one-off annual conferences or advisory committees, BBS should improve its interaction with data users through leveraging technology. This will be interactive, inclusive, and cost-effective. In doing so, BBS would not only strengthen the credibility of its work but also help build a data-literate society where citizens, policymakers, researchers, and businesses actively participate in the statistical process.

Table 7 summarizes the opportunities for engaging stakeholders and their expected outcomes:

Table 7: Stakeholder Engagement Measures for Strengthening BBS

Engagement Measure	***Description***	***Target Stakeholders***	***Key Outcomes***
Annual Stakeholders Conferences	Forums to discuss survey design and findings	Policymakers, researchers, think tanks, CSOs, private sector, media	Dialogue, transparency, trust
Release Calendar	Publicly available schedule of data releases	Policymakers, researchers, CSOs, private sector, media	Predictability, accessibility
Internship and Young Professional Programmes	Hands-on training in surveys and analysis	Students, young researchers	Capacity building, innovation
Advisory Committees	Multi-stakeholder review committees	Academics, think tanks, CSOs, private sector	Methodological rigour, relevance
Civil Society Engagement	Partner with CSOs, NGOs for survey design and validation	CSOs, NGOs	Credibility, accuracy, trust
Think Tanks and Private Sector	Joint survey design and analysis	Industry associations, research institutes	Relevance, peer review

Feedback Mechanisms	Portals, surveys, workshops	All users	Transparency, iterative improvement
Technology-Enabled Engagement	Online dashboards, surveys, and town halls	Citizens, researchers, private sector	Inclusion, real-time feedback
Institutionalized Engagement	Embedded engagement units and practices	BBS teams, all stakeholders	Sustainability, accountability

6.2.4 Data accessibility

Access to data remains one of the key challenges for users of official statistics in Bangladesh. The difficulties are both financial and procedural. From a procedural perspective, users need to visit BBS office in person to collect official datasets. This makes the process time-consuming and inefficient. Furthermore, the absence of explanatory notes makes interpretation of complex datasets challenging for non-technical users. BBS should adopt multiple channels for publishing statistics:

- Online portals with downloadable datasets
- Time series data in machine readable formats (e.g., Excel, CSV) with explanatory notes
- Interactive dashboards
- Infographics and data visualization
- Social media updates
- Workshops and consultations
- Technical training for media

6.2.5 Quality

Methodological improvements for surveys:

- Digital Data Collection Infrastructure: Implement comprehensive digital platforms and mobile data collection systems to improve data quality, reduce processing time, and enhance real-time monitoring capabilities.
- Geo-Referencing and Spatial Analysis: Integrate GPS technology and GIS mapping into all surveys to enable precise geographical analysis and support evidence-based spatial planning decisions.
- Panel and Longitudinal Components: Establish tracking mechanisms to follow the same respondents over time, enabling analysis of trends, causal relationships, and policy impact assessments.
- Administrative Data Integration: Develop systematic linkages with government administrative databases to reduce respondent burden, improve data accuracy, and enhance statistical coverage.
- Enhanced Sampling Strategies: Adopt advanced sampling techniques including stratified, cluster, and probability-proportional-to-size methods to improve representativeness and statistical precision.
- Robust Metadata: Create comprehensive documentation systems that capture survey methodologies, data definitions, quality indicators, and limitations to ensure transparency and facilitate data interpretation.

- IRB/ERC Approval: Establish mandatory ethical review processes through Institutional Review Boards or Ethics Review Committees to ensure all surveys meet international ethical standards and protect respondent rights.

6.2.6 Optimal Disaggregation and Periodicity for Policy Relevance:

Table 8: Recommended Disaggregation Level, Periodicity and Advance Release Calendar

Sl.	*Census and Survey Type*	*Current Status*	*Optimal Level of Disaggregation*	*Periodicity (Year)*	*Release after survey completion*
1.	Population Census	Union	Union	5-10 years	6 months
2.	Agriculture Census	Upazila	Union	5-10 years	6 months
3.	Economic Census	Upazila	Upazila	3-5 years	6 months
4.	National Income Accounting	National	District	Quarterly	3 months
5.	Household Income and Expenditure Survey (HIES)	Division	District	3-5 years	3 months
6.	Labor Force Survey (LFS)	Division	District	Annual	3 months
7.	Sample Vital Surveillance System (SVSS)[1]	District	District	Annual	3 months
8.	Survey of Manufacturing Industries (SMI)	National	District	3-5 years	3 months
9.	Survey of Service Industries (SSI)	Missing	District	3-5 years	3 months
10.	Agriculture Crop Surveys (ACSs)	Missing	District	Annual	3 months
11.	Consumer Price Index (CPI)	Selected Location	District	Regularly	2 Months
12.	National Climate Change Impact and Disaster-related Statistics	National	District	5 Years	3 Months

Note: Additionally, NSO will assess and introduce other core and cross-cutting statistics such as gender, urbanization, housing, habitat, land use and ageing based on emerging issues. NSO will work closely with BANBEIS, Department of Primary Education (DPE), UGC and other government agencies to generate standard and harmonized education statistics. The Taskforce recommends continuation of BDHS given its international comparability and well-established professional practices as well as methodological rigour. NSO will be expected to coordinate with NIPORT who are currently responsible for implementing DHS. To address emerging issues, such as population ageing can be considered as part of SVRS, and time-use surveys can be a part of LFS (perhaps for a selected sub-sample).

[1] SVSS (Sample Vital Surveillance System) refers to the proposed transformation of the existing SVRS. See Section 4.2 for details on the transition.

6.2.7 Harmonization

Harmonization across Surveys within BBS:

- **Standardized Definitions and Classifications**: Adopt uniform definitions, concepts, and classification systems across all BBS surveys, aligned with international standards such as ISIC, ISCO, and COICOP to ensure consistency and comparability.
- **Unified Survey Instruments**: Develop standardized questionnaire modules and data collection protocols that can be consistently applied across different surveys while maintaining survey-specific requirements.
- **Integrated Data Architecture**: Establish a centralized data management system with common data structures, coding schemes, and quality control procedures to facilitate seamless data integration and analysis.

- **Synchronized Survey Calendar**: Implement a master survey schedule with coordinated timelines and frequencies to optimize resource utilization and enable systematic data comparison across time periods.
- **Transparent Methodological Documentation**: Create comprehensive methodology manuals with clear protocols for implementing and documenting any methodological changes to ensure continuity and transparency in statistical processes.
- **International Best Practice Adoption**: Systematically implement UN Statistical Standards, IMF guidelines, and other internationally recognized methodological frameworks to enhance global comparability and credibility.

Harmonization across Agencies:

- **Clear Mandate Delineation**: Establish formal agreements defining each agency's statistical responsibilities and create coordination mechanisms to resolve overlapping mandates and eliminate turf conflicts.
- **Unified Methodological Standards**: Develop government-wide statistical standards manual requiring all agencies to adopt consistent definitions, classifications, and methodological approaches for comparable statistics.
- **Coordinated Release Calendar**: Create a national statistical release calendar synchronized across all agencies to ensure timely and consistent data availability for policy makers and users.
- **Interoperable Digital Systems**: Implement compatible data management systems and establish secure data-sharing protocols to enable seamless information exchange between agencies.
- **Capacity Building Programs**: Conduct regular training programs for statistical staff across agencies on standardized methodologies, quality assurance, and international best practices.
- **User-Driven Quality Standards**: Establish regular consultation mechanisms with data users to identify quality requirements and ensure statistical outputs meet evidence-based policy making needs.

Sector-Specific Coordination Mechanisms:

- **Agriculture**: Coordinate BBS, DAE, and SPARRSO to harmonize crop production estimates through joint surveys and shared sampling frames.
- **Demographics**: Integrate BBS census data with NIPORT, MICS, and BDHS survey results through standardized demographic indicators and definitions.
- **Health**: Establish data-sharing protocols between BBS, DGHS, and DGFP to create comprehensive health information systems with consistent indicators.
- **Education**: Coordinate BBS with DPE, BANBEIS and UGC to develop unified education statistics covering primary through higher education levels.
- **Trade and Economic Data**: Create inter-agency working groups involving BBS, NBR, Bangladesh Bank, and EPB to harmonize trade statistics for accurate GDP estimation.
- **Price Monitoring**: Coordinate BBS, DAM, and BTC price collection activities to ensure consistent price indices and inflation measurements across different markets and commodities.

Part C

Recommendations

Recommendations Matrix

The following recommendations have been provided to address the issues of Quality, Transparency, Accessibility, accountability, Capacity and Independence, which have been identified by the Taskforce as the top reform priorities.

Sl.	*Thematic Area*	*Recommendation*	*Recommendation Details*
1	Nomenclature	BBS is renamed as **Statistics Bangladesh**	The acronym shall be **StatBD** and it will be legally recognized as the National Statistical Organization (NSO).
		The post of the head of NSO is renamed as **Chief Statistician**	Chief Statistician shall be a **Special Scale** post.
2	Oversight and Accountability	The NSO, through the office of the Chief Statistician, will be accountable to a newly created body, the **Trust and Transparency Commission of Statistics (TTCS).**	**Formation** • TTCS shall be formed through legally valid procedure. • It will be a 9-member body. • TTCS shall be chaired by Planning Advisor/Minister. • Members of TTCS shall be i) Finance Advisor/Minister ii) Chair of Parliamentary Standing Committee on planning ministry iii) Four independent members with relevant expertise from relevant knowledge institutions selected through a mandated process iv) Chief Statistician as member-secretary and v) SID Secretary as ex-officio member. **Functions** • TTCS will function as the selection committee for the selection of Chief Statistician and set eligibility criteria for candidates. • TTCS will review and approve the Annual Report and Expenditure Practices Audit of **StatBD**. • TTCS will approve the Annual Budget of the NSO. • TTCS will review and suggest necessary amendment in the existing Recruitment Rules of BCS (Statistical) Cadre, non-cadre and other staff. • Prior approval of TTCS will be mandatory for any change in the rule, regulations, and policy framework of **StatBD**. • Any other business deemed to be necessary to ensure smooth functioning of **StatBD**. **Modality** • Chief Statistician will be accountable to TTCS for submitting the NSO's Annual Report, Annual Expenditure Practices Audit and Annual Budget.

Sl.	*Thematic Area*	*Recommendation*	*Recommendation Details*
			• TTCS will generally sit once a year but will have additional sittings if deemed necessary.
3	Roles and Responsibility	Priority Roles of Chief Statistician as Head of StatBD	• As described in Section 8 of the Statistical Act 2013. • Authority over timely release of survey data. • CS will prepare and submit Annual Report, Annual Budget, and Annual Expenditure Practices Audit to TTCS.
		Revision of Allocation of Business of SID to ensure an appropriate balance between SID and NSO that reflects professional relevance and jurisdiction of respective entities	**Roles and Responsibilities of StatBD to be in conformity with Functions mentioned in the Statistical Act 2013:** • All matters relating to Statistics. • Coordination of statistical requirements and methodologies for the country by various national and international agencies in line with international standards. • Ensuring elimination of duplication in statistics through coordination with various national and international agencies. • Preparation, maintenance, and revision of National Population Register (NPR) as a central repository jointly with other government agencies. • Providing NPR-based services securely to various government and non-government agencies and ensuring appropriate access control. • Development and maintenance of standard for data structure within the government. • Development and maintenance of central Geographical Information System (GIS) platform. • Conduct periodic censuses on population and housing, agricultural and economic activities. • Conduct surveys on socio-economic, demographic, and other fields of activities. • Preparation and maintenance of official statistics on vital events, agriculture, manufacturing, foreign trade, and other socio-economic activities. • Compilation of national accounts and price statistics. • Processing and dissemination of all official statistics. • Coordination of statistical requirements and methodologies for the country by various national and international agencies in line with international standards. • Preparation and revision of National Strategy for Development of Statistics (NSDS). • Authentication of statistics generated or collected by government agencies for national and international use. • Organization and establishment of a data bank and electronic data processing system; maintenance of necessary digital archives.

Sl.	*Thematic Area*	*Recommendation*	*Recommendation Details*
			Revised Allocation of Business of SID based on Rule 9 (ix) of the government's Rules of Business 1996 (revised up to July 2012)**:** • Facilitating all legislative measures, amendments in the Statistical Law. • Evaluation of execution of plans on Statistics and Informatics. • Formulation and revision of policy on Informatics. • Implementation of projects and programs undertaken to be implemented by this Division. • Support the **StatBD** for the formulation and revision of policy on Statistics. • Support the **StatBD** for the revision of National Strategy for Development of Statistics (NSDS). • Inquires on any of the subjects allotted to this Division. • Providing consultancy services on subjects allotted to this Division. • Any other business relating to providing secretarial services to **StatBD**.
4	Organizational Matters	Establishment of unified statistical cadre service through encadrement of non-cadre officers	• Creation of scope for encadrement for non-cadre Statistical Officer (SO), non-cadre Deputy Director (DD), non-cadre Joint Director (JD) and non-cadre Director with pathways for absorption into BCS (Statistical) Cadre. Their seniority after encadred officers will be counted from the date of joining provided that the non-cadre officers who had been absorbed in the revenue budget were regularized through Bangladesh Public Service Commission under provisions (rules 13 – 14) of the Bangladesh Civil Service Recruitment Rules, 1981 as amended time to time. • Ensure no further recruitment or recommendation of non-cadre officers for BBS by the BPSC. No further entry of officer/s from any project. • Ensuring career path for promotion of the officers of BCS (Statistical) Cadre Service in **StatBD** up to the position of Additional Chief Statistician.
		Creation of new posts (Details in Annexure 2 & 3)	• 1 Additional Chief Statistician of Grade 1 through MOPA & MoF. • 5 Joint Chief Statistician of Grade 2 through MOPA & MoF; but *Supernumerary posts are created immediately*. • 16 Deputy Chief Statistician of Grade 3 upgrading 8 Director positions. 8 new posts are created through MOPA & MoF; *but Supernumerary posts are created immediately.* • 40 Assistant Chief Statisticians of Grade 5. Upgradation of 15 posts and creation of 25 posts. *Supernumerary posts are created immediately.* • *Exiting 91 of DD to be renamed as "Deputy Statistician (DS)". 42 new posts are recommended. Total posts will be 133. The DSs will be posted at Upazila, District, Division and HQ.* • *Existing 307 SOs will be renamed as "Senior Assistant Statistician (SAS)" at Upazila, Dist., Division and HQ. 196 new posts will be created and existing SO position to be upgraded to Grade 7.*

Sl.	*Thematic Area*	*Recommendation*	*Recommendation Details*
			• *247 Assistant Statistician (AS) posts of Grade 9 to be created.* - The candidates will be required to have degrees in relevant disciplines for carrying out the activities of **StatBD**, namely, Statistics, Economics, Population Sciences, Data Science, Agricultural Economics, Health Economics, Geography and Social Sciences. • New Recruitment and scope of promotion of statistical staff and other staff (Grade 10-20). CS will review and propose to TTCS necessary amendments in the existing Recruitment Rules for this purpose.
5	Legal Mandate	Revision of Statistical Act of 2013	• The recommendations made in this matrix are to be reflected in the revision of the Statistical Act 2013. • Rules will be prepared under the *Revised* Statistical Act 2013.
6	Independence	Ensuring the Professional and Institutional Independence of the NSO	• The CS will be a competitively selected professional position. • The CS will be accountable to TTCS. • The existing Allocation of Business will be revised to conform with the Statistical Act 2013 to ensure the jurisdiction of the CS as needed for an independent **StatBD**.
7	Scopes	Core Surveys and their periodicity	• Core Surveys: 1. Population Census 2. Agriculture Census 3. Economic Census 4. National Income Accounting 5. Household Income and Expenditure Survey 6. Labor Force Survey 7. Sample Vital Surveillance System 8. Survey of Manufacturing Industries 9. Survey of Service Industries 10. Agriculture Crop Surveys 11. Consumer Price Index 12. National Climate Change Impact and Disaster-related Statistics • These surveys are to be funded from the revenue budget. • An immediate DPP for 50 crore Taka for the annual surveys of SVRS, LFS, ACS, and Price and Wages Surveys. Budgetary allocation for the other surveys to be prepared separately. • Separate reports on cross-cutting issues such as gender and urban which draws on data from multiple surveys will be prepared separately on a regular basis.

Sl.	*Thematic Area*	*Recommendation*	*Recommendation Details*
8	Accessibility	Enhance and facilitate stakeholder engagement	• Establishment of one-stop dedicated window within NSO to address in-person and virtual user/applicant/visitor. • Establishment of a dedicated Research Visitor Room. • Annual Stakeholder Conference. • Internship opportunities for young professionals. • Annual release calendar for data predictability.
9	Capacity	Establishment of StatBD Training Academy	• Immediate preparation of a DPP to elevate and transform existing training centre into a Training Academy. • **StatBD Training Academy**, once fully developed, will have a competitively selected Rector who will initiate the Academy with 3 MDS and additional staff as needed • There will be a Governing Body to oversee functioning of the StatBD Training Academy and its development into a centre of excellence. • A Training Calendar will be developed with three key components: i) Orientation training for new inductees ii) Refresher and thematic training for in-service officials on every promotion iii) Data leadership training for top management. • The Rector of the Training Academy will submit its annual report to TTCS.
10	Harmonization	Establishment of a Methodological Advisory Council	• This council will consist of StatBD, representatives of other data-producing entities and experts. • This council would be responsible for establishing standardized procedures, providing regular peer review, and identifying consolidation opportunities among surveys conducted by different agencies to strengthen NSO's role as the custodian of national statistical standards.
11	Data Validation and Release	Chief Statistician empowered	• Taskforce endorses the Data Dissemination Policy 2025 and the Statistical Compilation, Publication and Preservation Policy 2025.
		Restructuring of review and validation committees	• Existing committee structures for review and validation of survey reports for public release are to be appropriately revised to prevent unwarranted interference and ensure output quality and transparency.
12	Implementation Modality	Formation of a Recommendation Implementation Task Team **(RITT)**	• This Task Team will be chaired by the Planning Advisor and will have two ex-officio members – SID secretary and NSO head as well as two or more independent members selected by the Advisor, Ministry of Planning. • The Task Team will be convened within a fortnight/month of the submission of the Taskforce Report and prioritize an action plan for short and medium-term implementation of the list of recommendations.

Annexure

Annexture 1: The Bangladesh Gazette

ıtered No. DA-1. No. 40 of 1974

The Bangladesh Gazette

Published by Authority

THURSDAY, OCTOBER 3, 1974

CONTENTS

	PAGES.
I.—Statutory notifications containing rules and orders issued by all Ministries and Divisions of the Government of the People's Republic of Bangladesh and their attached and subordinate offices and the Supreme Court of Bangladesh.	617-621
II.—Notifications regarding appointments, promotions, transfers, etc., issued by the Government of the People's Republic of Bangladesh other than the Ministry of Defence and the Supreme Court of Bangladesh	419-429
III.—Notifications issued by the Ministry of Defence other than those included in Part I	55
IV.—Notifications, etc., issued by the Patent Office other than those included in Part I	Nil
V.—Acts, Bills, etc., of the Bangladesh Parliament	Nil
VI.—Notifications issued by the Supreme Court, Comptroller and Auditor-General, Public Service Commissions and of the attached and subordinate offices of the Government of the People's Republic of Bangladesh other than those included in Part I	1081- 1094
PART VII.—Non-statutory notifications issued by the minor administrations and miscellaneous notifications not included in any other part	241
PART VIII.—Advertisements and notices issued by private individuals and corporations on payment	Nil.
SUPPLEMENT No. 40	
(i) The estimate of other winter vegetables of Bangladesh for 1973-74	195-196
(ii) The estimate of Rabi Brinjal of Bangladesh for 1973-74	197
(iii) The estimate of Pomelo of Bangladesh for 1973-74	198
(iv) Final estimate of tea crop for the year 1972-73 released by the Ministry of Agriculture	Nil.
(v) Weekly statistics of reported attacks and deaths from Cholera, Small-pox, Plague and other infectious diseases in the districts and towns in Bangladesh for the week ending the 17th August to 14th September 1974	199-201
(vi) The Catalogue of Books registered in Bangladesh (former East Pakistan) during the Quarter	Nil.

PART I

ıtutory notifications containing Rules and Orders issued by all Ministries and Divisions of the Government of the People's Republic of Bangladesh and their Attached and Subordinate Offices and the Supreme Court of Bangladesh.

MINISTRY OF CABINET AFFAIRS

Establishment Division

Dacca, the 18th September 1974.

ED/S-II/6S-24/74-630.—In exercise of the conferred by section 14 of the Government Group Insurance Ordinance, 1969 (Ordi- No. XI of 1969), the Government is pleased to all Government servants appointed on contract the operation of the said Ordinance.

ED/S-II/6S-24/74-631.—In exercise of the conferred by section 14 of the Government Benevolent Fund Ordinance, 1968 (Ordi- No. III of 1968), the Government is pleased to all Government Servants appointed on contract the operation of the said Ordinance.

By order of the President,
M. RAHMAN
Secretary.

Cabinet Division

Dacca, the 26th August 1974.

No. 4/25/72-Rules.—Government has been pleased to decide that the Statistical Organisation, *viz.* (1) Bureau of Statistics, (2) Population Census and (3) Agricultural Census and Bureau of Agricultural Statistics, now under the administrative control of the Planning Commission, the Ministry of Home Affairs and the Ministry of Agriculture respectively, shall be placed along with their existing staff, under the unified control of one Organisation named as "Bangladesh Bureau of Statistics," which will remain under the administrative control of the Ministry of Planning, with immediate effect.

M. A. MAJID
Deputy Secretary.

Printed by the Special Officer, Bangladesh Government Press, Dacca.
Published by the Assistant Controller-in-charge, Bangladesh Forms & Publications Office, Dacca.

Annexure 2: Organizational Structure for Class I Positions (Proposed Posts for StatBD and Encadrement of Personnels & Posts)

Sl	Existing Cadre Posts and Grades			Sl	Existing Non-cadre Posts and Grades			Proposed Posts of StatBD with Grade-to-Grade Personnels after Encadrement. The Arrows show the next higher position.		Sl
								1 Chief Statistcian (CS)	**Special Scale /Grade**	**08**
								↑		
6	Director General	Grade-2					=	**1 Addl. Chief Statistician (ACS)**	**Grade-1**	**07**
	↑							↑		
05	Deputy Director General	Grade-3					=	**5 Joint Chief Statistician (JCS)**	**Grade-2**	**06**
	↑							↑		
04	Director	Grade-4	+	04	Director	Grade-4	=	**16 Deputy Chief Statistcian (DCS)**	**Grade-3**	**05**
	↑				↑			↑		
03	Joint Director	Grade-5	+	03	Joint Director	Grade-5	=	**40 Assistant Chief Statistician (ACS)**	**Grade-5**	**04**
	↑				↑			↑		
02	Deputy Director	Grade-6	+	02	Deputy Director	Grade-6	=	**133 Deputy Statistician (DS)**	**Grade-6**	**03**
	↑				↑			↑		
01	Statistical Officer	Grade-9	+	01	Statistical Officer	Grade-9	=	**503 Senior Assistant Statistician (SAS)**	**Grade-7**	**02**
								↑		
---	--	--		-	-	-		**247 Assistant Statistician (SAS)**	**Grade-9**	**01**

Annexure 3: Extract from Report of Public Administration Reform Commission

- **জনপ্রশাসন সংস্কার কমিশনের প্রতিবেদনের ৭.১৪ এ প্রদত্ত:**

সারণি-১০: বিভিন্ন সার্ভিসের লাইন প্রমোশনের প্রস্তাব

জনপ্রশাসন সংস্কার কমিশনের সুপারিশ মোতাবেক পদসোপান			
গ্রেড	**বাংলাদেশ প্রশাসনিক সার্ভিস**	**সুপিরিয়র এক্সিকিউটিভ সার্ভিস**	**অন্যান্য সার্ভিস যেমন - স্বাস্থ্য, শিক্ষা, কৃষি ইত্যাদি**
বিশেষ	প্রযোজ্য নয়	কেবিনেট সেক্রেটারি	প্রযোজ্য নয়
বিশেষ	প্রধান কমিশনার	প্রিন্সিপাল সেক্রেটারি	সংশ্লিষ্ট সার্ভিসের প্রধান (যেমন-চীফ অফ হেলথ সার্ভিস)
গ্রেড-১	বিভাগীয় কমিশনার	সচিব	মহাপরিচালক
গ্রেড-২	অতিরিক্ত বিভাগীয় কমিশনার	অতিরিক্ত সচিব	অতিরিক্ত মহাপরিচালক
গ্রেড-৩	জেলা ম্যাজিস্ট্রেট ও জেলা কমিশনার	যুগ্মসচিব	পরিচালক
গ্রেড-৪	নাই	নাই	নাই
গ্রেড-৫	অতিরিক্ত জেলা কমিশনার	উপসচিব	অতিরিক্ত পরিচালক
গ্রেড-৬	সিনিয়র সহকারী কমিশনার/ উপজেলা কমিশনার	সিনিয়র সহকারী সচিব	উপজেলা প্রধান
গ্রেড-৯	সহকারী কমিশনার	সহকারী সচিব	সহকারী পরিচালক

- জনপ্রশাসন সংস্কার কমিশনের প্রতিবেদনের ৭.২১ এ বলা হয়েছে:

"**সকল ক্যাডারের লাইন প্রমোশন নিশ্চিত করাঃ** বিভিন্ন সার্ভিসের মধ্যে যে বৈষম্যের অভিযোগ রয়েছে বিশেষ করে যে সব সার্ভিসে ১ থেকে ৪ গ্রেড পর্যন্ত পদ নেই তা সমাধানের জন্য প্রত্যেক সার্ভিসে প্রযোজ্য ক্ষেত্রে গ্রেড-১ থেকে গ্রেড-৪ এর প্রয়োজনীয় সংখ্যক পদ সৃষ্টি করা যেতে পারে। একইভাবে নির্দিষ্ট সার্ভিসের কর্মপরিধির চাহিদার সমানুপাতিক হারে পদোন্নতির জন্য বিভিন্ন গ্রেডের পদ সৃষ্টি করার জন্য সুপারিশ করা হলো। সংশ্লিষ্ট সার্ভিসের ৫ম ও ৩য় গ্রেডের সমমানের পদে পদোন্নতির জন্য পাবলিক সার্ভিস কমিশনের মাধ্যমে পরীক্ষা/ মূল্যায়ন ব্যবস্থা থাকতে হবে।"

Annexure 4: Timeline of Taskforce Activities

Date	*Meeting Type*	*Meeting Details*
28 Apr 2025	-	Taskforce Formation
5 May 2025	-	Meeting with Planning Advisor
11 May 2025	TF Meeting	Kick-off Meeting (TF Members)
13 May 2025	-	Meeting with SID & BBS
17 May 2025	Listening	BBS Non-Cadre Staff
17 May 2025	Deep Dive	LFS
17 May 2025	Deep Dive	SVRS
17 May 2025	Deep Dive	GDP Calculation Methods
24 May 2025	Deep Dive	Population & Housing Census 2022
24 May 2025	Deep Dive	HIES
24 May 2025	Deep Dive	Microdata Access
24 May 2025	Listening	BCS Cadre Association
31 May 2025	TF Meeting	Report Outline & Consultation Discussion
1 June 2025	Stakeholder Consultation	Academia & Researchers
16 June 2025	Stakeholder Consultation	Development Partners
16 June 2025	Stakeholder Consultation	Private Sector
23 June 2025	TF Meeting	Report Outline
13 July 2025	Deep Dive	CPI & Inflation
14 July 2025	Deep Dive	NSDS
14 July 2025	Listening	ICT Wing
14 July 2025	Listening	10th Grade Officials
15 – 30 July	Feedback on BBS Data from Diaspora Users	Insights from Diaspora Users Via Google Form
16 July 2025	Consultation	NGO/INGO
16 July 2025	Consultation	Media
23 July 2025	Listening	BSA
10 August 2025	Consultation	Harmonization
10 August 2025	Listening	SID Management
10 August 2025	Listening	BBS Management
13 August 2025	TF Meeting	Report Finalization Brainstorm
20 August 2025	-	Zero Draft Completed
25 August 2025	-	Preliminary Draft Completed
26 August 2025	TF meeting (Online)	Discussion on the first draft
29 – 30 August2025	-	Report Finalization & Validation
31 August 2025	TF Meeting	Draft Report
15 September 2025	In-person to Planning Advisor	Draft Report Submission
30 September 2025	TF Meeting	Final Report
8 October 2025	-	Final Report Submission

Annexure 5: Participant list from stakeholder consultations

i) Academia and researchers:

1. AKM Abdullah Al-Amin, Associate Professor, Department of Agriculture Economics, Bangladesh Agricultural University
2. Jafar Ahmed Khan, Professor & Chairman, Department of Statistics, University of Dhaka
3. Nahid Sattar, Professor, Bangladesh Agricultural University
4. Sakib Bin Amin, Associate Professor, Department of Economics, NSU
5. Shilpi Roy, Professor, Urban and Rural Planning Discipline, Khulna University
6. Sheikh Touhidul Haque, Research Fellow and Assistant Professor, BIGD, BRAC University
7. Syed Abdul Hamid, Professor, Institute of Health Economics, University of Dhaka
8. Fahmida Afroze, Researcher, SEHD
9. Jannatul Ferdous Oishy, Statistician, RMMRU
10. Kazi Iqbal, Research Director, BIDS
11. Khondokar Shakhawat Ali, Visiting Research Fellow, BIGD
12. Khandaker A. Mamun, Professor, UIU & Director, IRIIC, UIU
13. Md Aminul Haque, Professor, Department of Population Sciences, University of Dhaka
14. Md Deen Islam, Associate Professor, Department of Economics, University of Dhaka
15. Md Musa Miah, Policy Specialist, BRAC
16. Md Tanvir Hasan, Associate Professor, James P Grant School of Public Health, BRAC University
17. Rubaiya Murshed, Assistant Professor, Department of Economics, University of Dhaka
18. Rumana Huque, Professor, Department of Economics, University of Dhaka
19. Sayema Haque Bidisha, Professor, Department of Economics, University of Dhaka
20. Sharmind Neelormi, Professor, Department of Economics, Jahangirnagar University
21. Towfiqul Islam Khan, Senior Research Fellow, Centre for Policy Dialogue (CPD)

ii) NGO/ INGO:

1. Kamrun Nahar, Naripokkho
2. Afroza Arman, Bangladesh Mahila Parishad
3. Choudhury Md Fahim Ragib, Sajida Foundation
4. Md Akramul Islam, BRAC
5. Md Ayub Mia, CZM
6. Shamim Talukder, CEO, Eminence
7. Khushi Kabir, Coordinator, Nijera Kori
8. Mahbubur Rahman, BLAST
9. Maruf Hasan, BRAC
10. Md Badiuzzaman, Research & Policy
11. Md Masudul Alam, Max Foundation Bangladesh
12. Md Mostafizur Rahman, CEGIS
13. Md Nazmul Haider, YPSA
14. Md Shahedul Haque, Dhaka Ahsania Mission
15. Md Shahinujjaman, ActionAid Bangladesh
16. M Mofazzal Hossain, Change Initiative
17. Musa Mia, BRAC
18. Raju Basak, BRAC
19. Rawjatul Jannat Raha, Manusher Jonno Foundation
20. Sakiul Millat Morshed, SHISUK
21. Samar Kumar Hore, Ganoshasthya Kendra
22. Shafiqul Islam, ALRD
23. Shamsul Huda, ED, ALRD
24. Shima Moslem, Bangladesh Mahila Parishad
25. Sohel Ahmed, Environment and Population Research Centre
26. Zafar Sadique, Save the Children

iii) Development Partner:

1. Alladji Osseni, Strategic Information Advisor, UNAIDS
2. Aminul Arifeen, Programme Manager, Social Protection, UNDP

3. Ananda Saha, IM & Reporting Analyst, IOM
4. Atia Hossain, Senior Economist (Health), World Bank
5. Barun Kumar Dey, Economist, ADB, Bangladesh Resident Mission
6. Din Ara Wahid, Programme Officer, WFP
7. Mohammad Monirul Hasan, Country Advisor, GAIN
8. Rudaba Khondakar, Country Director, GAIN
9. Zahirul Islam, Health Advisor, Embassy of Sweden
10. Md. Jonaed, Research Analyst, World Bank
11. Halima Neyamat, Data Specialist, UNRCO
12. Khadija Khondker, Senior Program Officer, ILO
13. Khondaker Mostak Hossain, Advisor, GAIN
14. Mahadi Hasan, M&E Analyst, SIPS, UNDP
15. Mahbub E Alam, Statistics Monitoring Specialist, UNICEF
16. Netra Palaniswamy, Senior Economist, World Bank
17. Norihide Furukawa, Head of Education, UNESCO
18. Nubayra Jeheen, Programme Analyst, Gender, UN Women
19. Rakin Hossain, Program Quality Manager, World Vision Bangladesh
20. Saad Mahmud, Counsellor, Embassy of Sweden
21. Saifa Raz, Socio-Economic Specialist, FAO, UN
22. Safiqul Islam, Former Director, BRAC
23. Shahidul Islam, Chief DDI, UNFPA
24. Sharmin Jahan Juha, Program Assistant, ILO
25. Shila Sarkar, Program Officer, WHO
26. Sohel Ibn Ali, Senior Program Manager, Embassy of Switzerland

iv) Private Sector:

1. Anila Afrin Swarna, Executive, LFMEAB
2. Nadia Binte Amin, MD, RCS, WEND; Former Director, FBCCI
3. Habibullah N Karim, Founder & CEO, TechnoHaven Co Ltd.
4. Mahjuba Tazri, Research and Executive Assistant, Newage Group of Industries
5. Mamun Rashid, Chairman, Financial Excellence Limited
6. Md. Nurul Islam, CEO, BTA
7. Md. Saiful Islam, Executive Director, BAPI
8. Md. Sameer Sattar, Head of Firm, Sattar & Co.; Former President, Dhaka Chamber of Commerce
9. Moksud Belal Siddiqui, Deputy Secretary General, MCCI
10. Suhel Rana, Senior Assistant, Executive Secretary, DCCI, R&D
11. Syeda Shahnewaz Zotika, Deputy General Manager, International Chamber of Commerce
12. Waseem Alim, CEO, Chaldal

v) Media:

1. Abu Hena Mohib, Samakal
2. Altaf Hossain, Khola Kagoj
3. Arifur Rahman, Prothom Alo
4. Asjadul Kibria, Financial Express
5. Emdad Hossain, Daily Amar Desh
6. FHM Humayun Kabir, Financial Express
7. Hamid Sarker, Nayadiganta
8. Hori Podo Saha, Independent TV
9. Jagaron Chakma, Senior Reporter
10. Md Ariful Islam, The Daily Sun
11. Md Masum Billah, Desh Rupantor
12. M R Mashfe, Daily Kaler Kantho
13. Musa Miah, Journalist
14. Raquibe Al Jabed, Channel 24
15. Saifuddin, TBS
16. Sajjadur Rahman, TBS
17. SMA Kalam, Bangladesh 24
18. Zafar Ahmed, Shokal Shondha
19. Zahangir Alam, Khoborer Kagoj

vi) Harmonization:

1. Alauddin Al Azad, Director, Agricultural Wing, BBS
2. Dipankar Roy, Joint Secretary, SID
3. Horan Md Salim, Livestock Statistics Officer, DLS
4. Kulsum Ara, Deputy Director, MIS, DGHS
5. Md Abu Zafar Al Munsur, Deputy Director, FSW, DAE
6. Md Jamal Uddin, Additional Director, FSW, DAE
7. Ismail Hossain, Statistical Officer, Director of Primary Finance
8. Jesmin Dalia, Statistical Officer, NBR
9. Kabir Uddin Ahmed, Director, BBS
10. Mahboob E Alam, Specialist, UNICEF
11. Mahfuza Rahman, Education Officer, UNESCO
12. Md Alamgir Hossen, Focal Point, SDG Cell, BBS
13. Md Ali Kabir, DS, MOA
14. Md Emdadul Haque, Director, BBS
15. Md Hasib Mamun, Statistician, NIPORT
16. Md Rafiqul Islam Selim, Joint Secretary, Health Services Division
17. Md Rafiqul Islam, Director CIU, NAW, BBS
18. Md Zahedul Islam, Director, Bangladesh Bank
19. Napoleon Dewan, Senior Assistant Chief, GED
20. Shahidul Islam, Chief DDI, UNFPA
21. Shaleha Khatun, Joint Director, BBS
22. Sujoy Chowdhury, Deputy Secretary, Ministry of Fisheries and Livestock
23. Sultanan Nasira, Assistant Director, DAM