NATIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS 2024-2029

National Statistics Bureau

National Strategy for the Development of Statistics
2024-2029

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Fore**WORD**

The National Strategy for the Development of Statistics (NSDS) 2024-2029 is designed to strengthen Bhutan's statistical capabilities and enable evidence-based decision-making.

It is a commitment towards building a resilient, coordinated, and forward-looking National Statistical System (NSS) to enable Bhutan to respond effectively to the increasing demands for data from national, regional, and international agendas.

For development partners, it provides a clear understanding of Bhutan's statistical priorities, facilitating targeted support for capacity building and resource mobilization.

The strategy outlines a pathway for our statistical development, guiding us in producing high frequency, disaggregated, and quality administrative data. It fosters collaboration across NSS, harmonizing efforts among data producers and users through the development and implementation of data governance framework.

A results-based approach in phases, the strategy ensures a structured and coordinated response to Bhutan's data needs, allowing each stakeholder to contribute meaningfully to the country's socio-economic progress.

Developed by National Statistics Bureau and NSS stakeholders, this strategy is critical to the overall development of the NSS. It aligns with the 13th Five-Year Plan and adheres to global standards of inclusiveness, transparency, and accountability.

The success of the NSDS depends on our shared commitment to this vision, and I call on all NSS partners to actively engage in this endeavor. Through our collective efforts, the NSDS will ensure that data remains a cornerstone for informed decision-making, guiding Bhutan to its high-income future.

Therefore, I urge all ministries, agencies and local governments to align efforts with NSDS goals, and create a statistical system that is robust, innovative, and responsive to the evolving needs of governance and development.

Kesang Deki
Cabinet Secretary

MESSAGE from the Director General

The National Statistics Bureau is pleased to present National Strategy for the Development of Statistics (NSDS) 2024-2029, a transformative initiative aimed at strengthening the NSS.

In today's dynamic world, reliable statistics are fundamental for effective decision-making. The NSDS provides the framework for achieving this vision through a statistical system that not only meets current data needs but also anticipates future demands, eventually supporting evidence-based decisions.

The production and dissemination of quality statistics is fundamental to effective governance. It presents a strategic framework for data collection, analysis and dissemination providing for effective planning, monitoring, and evaluation of national development plans.

We need to make efforts towards achieving the 13th Five-Year Plan's overall vision of 'Developed Bhutan' through data-driven culture, where decisions are informed by timely, relevant and reliable statistics, fostering trust for people, progress and prosperity.

I would like to extend my sincere gratitude to all stakeholders involved in the formulation of this strategy, particularly to PARIS21 for their technical support and Office of the Cabinet Affairs and Strategic Coordination for the data needs assessment support.

Together, we are setting a course towards a future where data and statistics are integral to policy, planning, and service delivery in Bhutan, supporting our journey toward Gross National Happiness and sustainable development.

Sonam Tenzin
Director General
National Statistics Bureau

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ACKNOWLEDGEMENTS

ACRONYMS

NSB .... National Statistics Bureau

SDG...................... Sustainable Development Goal

FPoS..................... Fundamental Principles of Official Statistics

NSS....................... National Statistical System

AI .... Artificial Intelligence

ICT .... Information, Communication Technology

RCJ .... Royal Court of Justice

GDP...................... Gross Domestic Product

IALC .... Integrated Agriculture and Livestock Census

SNA .... System of National Accounts

PARIS21 .... The Partnership in Statistics for Development in the 21st Century

FYP........................ Five Year Plan

MoIT..................... Ministry of Infrastructure and Transport

MoENR................ Ministry of Energy and Natural Resources

MoH .... Ministry of Health

MoICE .... Ministry of Industry Commerce and Employment

MoESD................ Ministry of Education and Skills Development

SDPD .... Survey and Data Processing Division

CIARD .... Coordination, Information & Research Division

EESD..................... Economic and Environmental Statistics Division

ASD .... Agricultural Statistics Division

SSD....................... Social Statistics Division

PPS/D................... Policy and Planning Services/Division

OCASC .... Office of Cabinet Affairs and Strategic Coordination

OPMC .... Office of the Prime Minister and Cabinet

BSDS..................... Bhutan Statistical Database System

GovTech............ Government Technology Agency

EXECUTIVE SUMMARY

The National Strategy for the Development of Statistics (NSDS) 2024–2029 is designed to ensure that data and statistics are not only available but effectively used to inform policy, planning, and service delivery. Through its successful implementation, the NSDS will contribute to the broader outcome of transforming Bhutan's public sector into dynamic, and results-oriented establishment, demonstrating effectiveness, accountability and robust management of the economy.

Consistent with the national priorities of the 13th Five-Year Plan (FYP), the NSDS outlines clear vision, mission, and strategic framework to achieve its objectives. It lays out results, based on five Key Performance Indicators to be achieved over the next five years. Aligned with the government's transformation report, the NSDS aims to address existing gaps and elevate Bhutan's statistical capabilities.

Developed with technical support of PARIS21 and through extensive stakeholder consultations, the NSDS will guide the National Statistics Bureau (NSB) to coordinate statistical activities nationwide. It will also serve as a foundational framework to secure funding from the government and development partners, strengthening financial and operational support for Bhutan's statistical initiatives.

Strategic Framework

The framework includes specific outcomes, outputs and key performance indicators. The Key Performance Indicators (KPIs) are as follows:

KPI 1: Quality of administrative data of priority sectors strengthened: As censuses and surveys grow increasingly expensive with increased respondent burden, an alternative approach is to strengthen and improve the compilation and utilization of data from administrative sources. In doing so, NSB will assess the quality of administrative data for priority sectors in the 13th FYP. This will entail the establishment of a robust quality assurance framework to strengthen administrative data in terms of its concepts and definitions, as well as the standards and methodology of maintaining the administrative records.

KPI 2: Data and statistics with increased frequency and disaggregation published: In recent years, there has been significant progress in publishing data and statistics with increased frequency and disaggregation. This trend is driven by the growing need and demand among policy makers, researchers, and the public, both in the government and the private sector, for detailed, timely information to base decisions on. Disaggregation will involve breaking down data into more specific categories, such as by demographics, gender, income, geography and time among others.

KPI 3: Data Governance framework developed and implemented: The development and implementation of a comprehensive Data Governance Framework is crucial. This framework ensures proper management of data through key elements such as data standards, security, privacy, and infrastructure, while enabling data sharing, interoperability and safeguarding digital identities.

KPI 4: Data and Statistics are available for foresight-oriented policy, planning and service delivery: The availability of high-quality data and statistics is crucial for foresight-oriented policy, planning, and service delivery. Key initiatives include publishing thematic reports and Civil Registration and Vital Statistics, Inequality Assessments, conducting Data User Satisfaction Surveys to improve services, aligning data needs with the 14th Five-Year Plan, and synchronizing data publication cycles for real-time monitoring.

KPI 5: Human capacity developed: The NSS emphasizes building essential skills focusing on roles of Data Manager, Data Analyst, and Data Educator. Through targeted training in fields such as statistics, econometrics, and data science, and regular workshops on predictive analytics and data interpretation, the NSS staff will be better equipped to explore foresight-oriented data and statistics. Succession planning and continuous skill development shall also be implemented.

Implementation, monitoring and evaluation. While NSB will lead the implementation of the NSDS, all other NSS partners will take responsibility to implement respective activities. It will be monitored and evaluated based on the guidelines of the OCASC.

INTRODUCTION

Importance

Since the beginning of Bhutan's five-year development plans in the early 1960s, the country recognized the critical role of statistics in effective development planning and monitoring. With rapid socio-economic advancement, demand for official statistics grew significantly. Data produced by the NSS served as a primary resource for evidence-based planning and decision-making across various sectors.

The success of development planning and policy implementation relies not only on data availability but also on the quality of data collected. High-quality data is crucial for proper monitoring and evaluation of the government's socio-economic policies and development programs, ensuring efficient delivery of essential services. Moreover, reliable data strengthens transparency and accountability – both fundamental pillars of good governance – in policymaking. A diverse range of reliable data is essential to support sound policy formulation, resource management, impact assessment, and fulfill Bhutan's international data-sharing commitments.

Rationale

The NSDS serves as a strategic framework to develop and enhance the national statistical system. It prioritizes meeting the growing demand for accurate and reliable information from the government and other data users. Its primary objective is to ensure that the statistical system delivers statistical products and services that are reliable, relevant, and timely in accordance with the Fundamental Principles of Official Statistics.

Following international guidelines, the NSB, in partnership with other entities within the NSS, initiated the development of the first NSDS in 2008, followed by subsequent strategies in 2014 and 2018. These past iterations of the NSDS focused on enhancing the quality and scope of statistical products and services.

Formulation of NSDS

NSDS 2024-2029 was developed with technical support from Partnership in Statistics for Development in the 21st Century (PARIS21). This strategy empha-sizes making data and statistics available and used for foresight-oriented policy, planning, and service delivery, enabling users to anticipate future trends, make proactive decisions, and optimize resource allocation. Aligned with Bhutan's overarching vision of Gross National Happiness (GNH), the NSDS underscores the essential role of statistics in shaping national policies, plans, and program monitoring.

A critical step in developing the NSDS involved conducting a comprehensive data needs assessment for the 13th FYP in collaboration with the Office of Cab-inet Affairs and Strategic Coordination (OCASC). This assessment included a thorough review of KPIs and an analysis of related metadata. It examined various elements of the 13th FYP KPIs, including data sources (such as surveys, censuses, and administrative data), frequency, disaggregation, and storage.

1. SITUATIONAL ANALYSIS

1.1. National Statistical System

The National Statistical System consists of Statistical organizations and units that jointly collect, process and disseminate official statistics on behalf of the government.

1.1.1. Vision, mission and values

Vision

To build a robust statistical system that adapts to changing statistical needs for evidence-based decision making.

Mission

To provide quality statistical products and services that are reliable, relevant, and timely in accordance with the fundamental principles of official statistics.

Values

To deliver our roles and responsibilities, the National Statistics System is guided by:

1. Integrity: Perform tasks with highest moral and ethical standards (Tha-damtse);

2. Professionalism: Discharge duties diligently, sincerely with utmost humility;

3. Accountability: Embrace interdependence by being accountable in all operations, building trust and confidence in the statistics produced;

4. Teamwork: Work as a team and cooperate with entities both within and outside NSB; and

5. Adaptability: Be positive, forward-looking and responsive to emerging technologies and ideas.

1.1.2. National Statistics Bureau

NSB started as a statistical cell under the Ministry of Development in 1971 aimed at supporting the formulation of socio-economic policies and plans. In 1979, it was expanded and upgraded as the Central Statistical Organization (CSO) under the erstwhile Planning Commission. Following a good governance plus restructuring exercise in 2003, the CSO was granted functional autonomy and was renamed as the National Statistics Bureau (NSB).

NSB operates under the Lhengyel Zhungtshog's Executive Order of 2006. The executive order designated NSB as the central authority for the collection, compilation, dissemination and custodianship of all official statistics and data. In 2018 NSB was designated as the parent agency for all statistical officers employed in all ministries, agencies and local government.

NSB produces key statistics on economics, environment, population, social and all related statistical indicators. It is mandated to promote use of statistical information to support evidence-based decision making by all government agencies, businesses, households, and individuals, while ensuring confidentiality of sensitive information. NSB plays a crucial role as a provider of official statistics and all data-related services both nationally and internationally.

Mandates

1. NSB is the central authority and custodian for production and dissemination of all official statistics;
2. Strengthen the national statistical system;
3. Strengthen and streamline administrative data collection, validation and dissemination;
4. Serve as one-stop-center for dissemination of all official statistics, including SDGs;
5. Develop national statistical standards, methods and classifications in conformity with international standards;
6. Adopt and implement new international statistical frameworks/ standards as relevant;
7. Plan, coordinate, and conduct national surveys and censuses, including population and housing census;
8. Provide technical clearances for the conduct of surveys and censuses, and for the publication of their reports;
9. Publish regular statistical and thematic reports;

10. Validate, authenticate, and disseminate all official statistics;
11. Provide timely, relevant and reliable statistics;
12. Ensure effective data governance and strong data ecosystem;
13. Harness new data sources through use of emerging technologies such as data science, AI, geospatial, drones, machine learning etc.,
14. Serve as focal agency for international statistical collaboration and cooperation;
15. Serve as the parent agency for statistical professionals working in various government agencies;
16. Provide professional guidance and technical support for statistical activities;
17. Conduct data literacy and advocacy programs; and
18. Support formulation, monitoring and evaluation of annual, five-year plans and SDGs.

1.1.3. Statistics Division/Units in Ministries and Agencies

The Statistical Divisions/Units in ministries and agencies conduct surveys/censuses, compile and maintain administrative data and carry out research and thematic studies.

The terms of reference for statistical officers working in ministries/agencies is as follows:

1. Plan, coordinate and facilitate statistical activities within the Ministry/Agency;
2. Ensure quality of data collected and produced (review content, quality and timeliness of the regular statistical publications);
3. Compile, validate and produce statistical reports;
4. Initiate/support preparation or generation of statistical reports;
5. Ensure compliance with existing survey and census procedures and standards;
6. Conduct surveys/census (methodology, questionnaire design, data capture, tabulation, analysis and report writing);
7. Act as a focal point for data dissemination;
8. Identify and address data gaps and data inconsistencies in the Ministry/Agency;
9. Conduct data literacy program in the Ministry/Agency;
10. Assist/support NSB in the conduct of national level surveys/census;
11. Engage in any other tasks assigned by respective Ministry/Agency and by NSB; and
12. Disseminate important national statistical publication/report.

1.1.4. Dzongkhag/Thromde Statistics Units

The Dzongkhag has a statistical unit to carry out the statistical activities to support data needs of their respective dzongkhags and the NSB. The ToR for dzongkhag statistical officers is as follows:

1. Involve/support data collection during the conduct of surveys/censuses;
2. Collect and submit monthly and quarterly Consumer Price Index (CPI) data;
3. Compile, validate, update and publish ADS and DAG;
4. Conduct literacy program at the district/gewog level;
5. Coordinate, validate and update annual gewog level database;
6. Identify and address data gaps and data inconsistencies in collaboration with relevant sectors in the Dzongkhags;
7. Initiate/support preparation or generation of statistical reports in consultation with technical experts/sectors concerned;
8. Ensure quality of data collected and produced as per the quality assurance framework and standards;
9. Disseminate statistical information to Dzongkhags;
10. Provide technical backstopping and coordinate statistical activities at the Dzongkhag level; and
11. Perform any official tasks that may be assigned by the Dzongkhag Administration and NSB.

Besides NSB, Ministries/Agencies Statistics Divisions/Units and Dzongkhag Statistics Units, other data producers (public/private institutions, NGOs, etc.) also contribute in the production of Official Statistics.

1.2. The socio-economic outlook

The NSDS document was crafted with careful attention to Bhutan's current and emerging economic and social landscape. High-frequency, disaggregated data and statistics are essential for evidence-based decision-making. Consequently, the strategic framework outlined in the document addresses the need for quality statistics among government entities, policymakers, researchers, and academics, drawing on data generated from administrative records, surveys, and census sources.

Bhutan is a small country and a growing economy. With a population of

777,224, the country has a youthful demographic structure, with 70% of its citizens in the working-age bracket of 15–64 years. This demographic dividend holds immense potential for economic growth if harnessed through targeted investments in education and employment opportunities. However, with youth unemployment rate of 18%, it is evident that creating meaningful jobs for this group remains a pressing challenge.

Economically, Bhutan's GDP is valued at Nu 249,388.19 million, growing at a steady rate of 4.88% in 2024. Investments account for 45.18% of GDP, reflecting the country's commitment to infrastructure development and capital accumulation. Inflation has been moderated to 2.05% as of August 2024, signaling economic stability. However, Bhutan's trade deficit remains a significant concern, with exports amounting to Nu 12,500.42 million and imports far surpassing that at Nu 26,687.16 million, leaving a deficit of Nu 14,186.74 million. Addressing this imbalance will require efforts to diversify exports and enhance domestic production capabilities.

On the social front, the national literacy rate stands at 70.6%, with youth literacy hitting an impressive 97.7%, underscoring the success of government initiatives in fostering education. Poverty, however, persists as a challenge, with 12.4% of the population living below poverty line and 16.5% experiencing multidimensional poverty. Continued focus on inclusive growth is essential to ensure equitable development and uplift marginalized communities.

Bhutan's health indicators reflect stability, with crude birth rate of 18 per 1,000 population and crude death rate of 8.5 per 1,000 population. The Total Fertility Rate of 1.7 aligns with global trends of declining fertility, which could influence future population growth. While these numbers indicate progress in healthcare, they also call for strategies to address the potential challenges of an aging population in the future.

Looking ahead, Bhutan is at a crucial juncture. Its youthful population offers a unique advantage, but this potential must be matched with robust job creation and skills development initiatives. Addressing the trade deficit and reducing poverty through inclusive policies are critical to fostering sustainable growth. Bhutan's progress in literacy and education lays a strong foundation for the future, offering hope that the nation can navigate its challenges and continue on its path of balanced and inclusive development.

1.3. Aligning NSDS with 13th Five-Year Plan

A key objective in the Governance Cluster of Bhutan's 13th Five-Year Plan (FYP) is to create a "transformed and trusted governance ecosystem that drives accelerated economic growth and improves lives." It is supported by a strategic outcome aimed at transforming the public sector and enhancing state institutions' capacity for efficient and effective governance.

Outcome 1 focuses on transforming the public sector into a dynamic, results-oriented agent of change, emphasizing effectiveness, accountability, and sound economic management. Four primary deliverables are outlined to achieve this transformational process:

1. Dynamic, holistic, responsive, and results-oriented government policies;
2. A motivated, agile, and results-driven public sector;
3. Availability and use of quality data and statistics for foresight-oriented policy, planning, and service delivery; and
4. A strengthened digital ecosystem driving transformation.

Deliverable 3 emphasizes the timely availability and use of quality data and statistics to support foresight-oriented policy formulation, planning, and service delivery.

Achieving this requires increasing the frequency and granularity of published data starting in 2025, alongside improving the quality of administrative data across 12 priority sectors of energy, telecommunications, banking, trade, tourism, taxation, vehicle, health, education, agriculture, civil registration and labor and employment. These initiatives will lay the foundation for a data-driven approach to governance, enabling Bhutan to make informed, forward-looking policy decisions that effectively serve its population.

1.4. SWOT Analysis

SWOT analysis was conducted to identify strengths, weaknesses, opportunities and threats to formulate the NSDS 2024-2029.

STRENGTHS

1. Functional autonomy in operations;
2. Support and goodwill of development partners;
3. Experience in organizing and managing national surveys and censuses;
4. Availability of Statistical Officers in Dzongkhags and agencies;
5. Adoption and application of international best practices as and when relevant; and
6. Strict adherence to the principle of confidentiality of individual information.

WEAKNESSES

1. Absence of robust and comprehensive legal framework on data and statistics to support statistical activities;
2. Lack of skills in adapting to emerging technologies/ICT for data collection, processing and dissemination;
3. Poor compliance by agencies to national statistical standards, concepts, definitions and methods (impacting data comparability and consistency);
4. Weak collaboration and coordination in implementing statistical activities (resulting in duplication of efforts, resources and respondent fatigue);
5. Weak administrative data in terms of standards, accessibility and quality;
6. Data gaps and inconsistencies (impacting reliability, comparability and timeliness);
7. Limited public awareness about statistics and their value;
8. Lack of support and appreciation to statistical officers and mandates in Dzongkhags and agencies;
9. Low qualifications of statistical personnel in Dzongkhags;
10. Inadequate number of statistical personnel in sectors;
11. Inadequate financial resources provision; and
12. Restrictive Major Occupational Group impeding induction of non-statistical graduates such as Economics, Demography, ICT etc.

OPPORTUNITIES

1. Leverage ICT to improve data collection, analysis and dissemination for easy and equal access to it by all users);
2. Adopt innovations and emerging technologies;
3. Induct Statistical and Data Science graduates from Sherubtse College;
4. Harmonize standards, protocols, concepts, definitions, classifications and good statistical methods/practices based on international standards and best practices;
5. Improve collaboration and partnership with relevant agencies in the government, media, private sector, academia, civil society organizations and development partners to coordinate statistical outputs;
6. Improve quality of data in terms of reliability, relevance and timeliness;
7. Increasing demand for data and statistics in decision making;
8. Strengthen and improve the use of administrative data for official statistics;
9. Improved cooperation to share administrative data by agencies; and
10. Promote a culture of using data in decision making.

THREATS

1. Interference from certain interest groups in official statistics;
2. High staff attrition rate;
3. Low awareness of statistics in agencies/ministries and Dzongkhags; and
4. Declining response rate due to respondent burden and fatigue.

1.5. Data needs Assessment for the 13th Five-Year Plan

The NSB and the OCASC under the Office of the Prime Minister and the Cabinet, with technical assistance from the United Nations Economic and Social Commission for Asia and the Pacific conducted comprehensive data needs assessment for the 13th FYP from January - September 2024.

The exercise included reviewing of the Key Performance Indicators (KPI) and analysis of its meta-data, covering data sources (survey, census, admin), frequency, disaggregation, and repository. The assessment was intended to establish an annual statistical calendar. Most importantly, it was aimed at serving as an input for the NSDS 2024-2029.

In addition to stakeholder consultations with ministries, various agencies, local government and international organisations to validate the findings of the data needs assessment, a technical team was formed to conduct the data needs assessments, consultations, and to propose KPI revisions. The report outlines the metadata analysis and indicator review of the 291 KPIs (10 National KPIs, 55 outcome KPIs and 226 output KPIs) of the national development plan for 2024-2029. The data needs assessment report highlights the key observations, inferences and recommendations.

Key Observations

Data Sources: The majority of data was sourced from administrative records (218 KPIs), significantly more than surveys (62 KPIs). A few (12 KPIs) were derived from a combination of both survey and administrative sources.
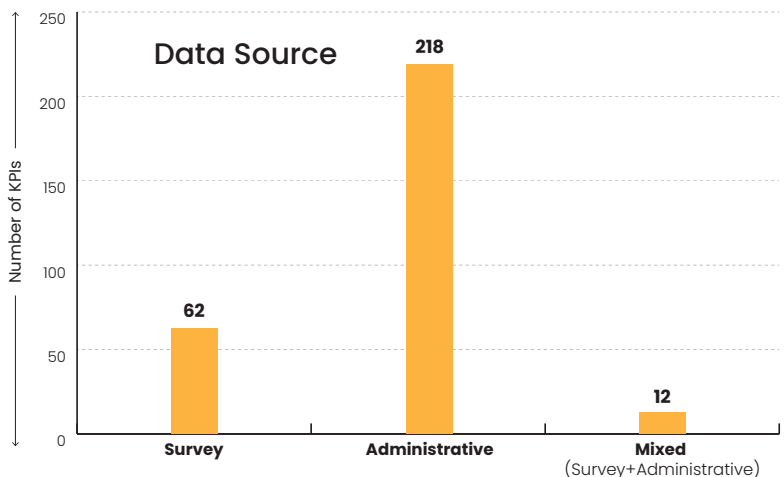
Data Frequency: The most common frequency of data collection is annually (189 KPIs), followed by decennially (49 KPIs). There is very limited use of higher frequency data collection methods such as daily, monthly, or quarterly.
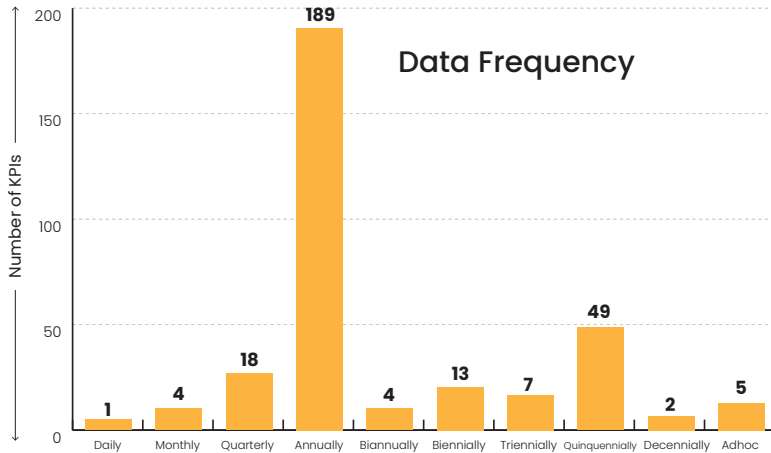
Geographic Disaggregation: Data is predominantly disaggregated at the National/Agency level (265 KPIs), with much less attention to Dzongkhag (9 KPIs), Gewog (14 KPIs), and Chiwog levels (2 KPIs).
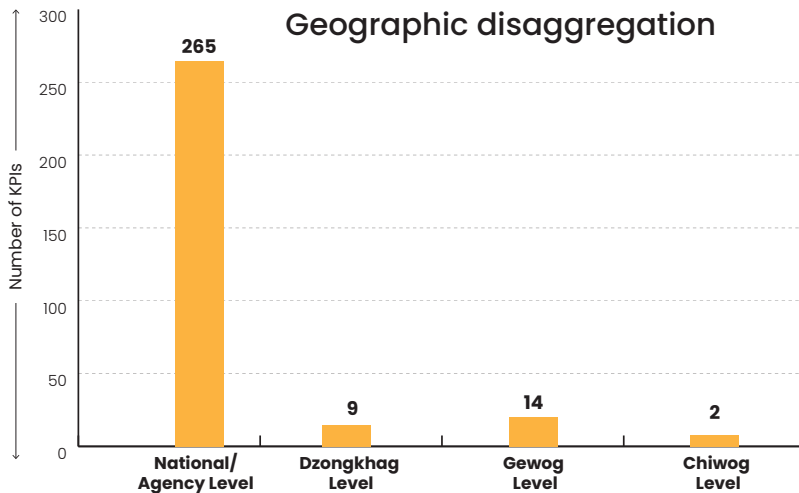
Data Repository: The majority of data is stored in MS Word/Excel formats (166 KPIs), followed by database systems (92 KPIs), with other formats being the least used (34 KPIs).
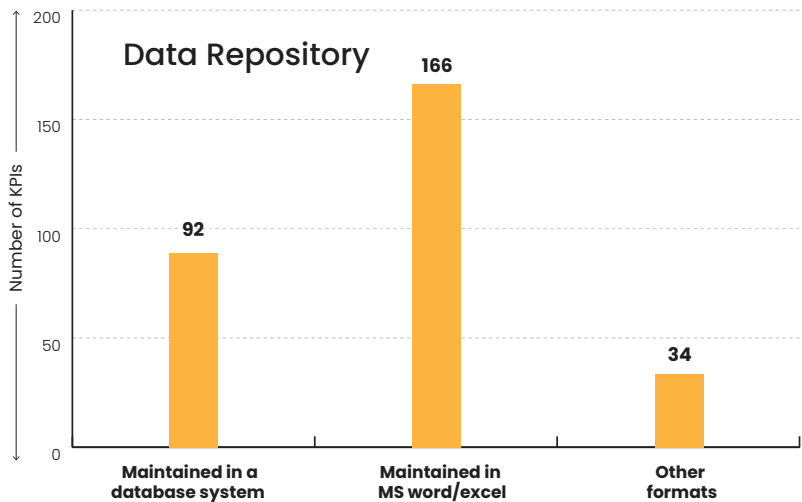
Strategic areas recommended

Recognizing the above challenges and opportunities, the NSDS was built on five broad strategic areas of:

1. Conducting quality assessment of administrative data to establish necessary standards, classifications, and protocols (data sharing, harmonization, integration, and dissemination) through the Bhu-tan Statistical Database System (BSDS);
2. Publishing data and statistics with increased frequency for certain domains and generate disaggregated data at the lowest admin-istrative level;
3. Developing and implementing national data governance frame-work;
4. Making data and statistics available for foresight-oriented policy, planning and service delivery; and
5. Developing human capacity.

2. STRATEGIC FRAMEWORK

NSDS 2024-2029 is developed in alignment with the Partnership in Statistics for the 21st Century's (PARIS 21) guidelines, World Bank's Statistical Performance Indicators and as per findings of the Data Needs Assessment for the 13th FYP. The strategic framework delineates outcome with output, along with their corresponding KPIs and activities, aimed at achieving the vision, mission, and objectives of the NSS.

This strategic framework is supported by detailed statistical implementation plans, formulated based on recommendations from an in-depth data needs assessment. The framework provides key indicators for formulation, monitoring and evaluation of the 13th FYP, while also measuring its development outcomes and outputs and reporting Sustainable Development Goals (SDGs) and other international obligations.

3. OUTCOME

Based on the 13th FYP, the outcome of this strategy is to guide the NSB and the entire NSS to ensure that Bhutan's public sector is more dynamic, results orientated as an agent of transformation, demonstrating effectiveness, accountability and robust management of the economy.

To achieve this outcome, five KPIs were identified. All KPIs and corresponding activities are planned for implementation within the 13th FYP (2024-2029).

4. OUTPUT

The output focuses on making data and statistics available for foresight-oriented policy, planning and service delivery, allowing users to anticipate future trends, make proactive decisions, and optimize resource allocation. Emphasizing data and statistics as the basis for foresight-oriented policy, planning

and service delivery, the approach shall help users foresee future trends to enable proactive and informed decision making.

In view of this, the strategy aims to modernize and strengthen the NSS, making it responsive, robust and forward-looking to meet the demands of policymakers, academia, and the business community for timely, relevant and reliable statistics. The NSS currently meets only the enhanced general data dissemination standards (International Monetary Fund guidelines). This underscores the urgency to initiate targeted interventions to transition Bhutan's status to the special data dissemination standard. Further, as a member of the United Nations Statistical Commission, it is critical to implement an identified strategy to enhance statistical services in Bhutan and make statistical services standards comparable with other countries.

5. KEY PERFORMANCE
indicators and implementation plan

Based on the data needs assessment for the 13th FYP, the following Key Performance Indicators were identified to be implemented:

1. Conduct quality assessment of administrative data of priority sectors;
2. Publish data and statistics with increased frequency for certain domains and generate disaggregated data at the lowest administrative level;
3. Develop and implement a national data governance framework;
4. Making data and statistics available for foresight-oriented policy, planning and service delivery; and
5. Develop human capacity.

KPI 1: Quality of administrative data of priority sectors strengthened

Given the resource intensive and time consuming nature of conducting traditional surveys and censuses, it is critical to explore non-traditional and innovative data sources. Further, growing lack of response to traditional surveys pose significant challenges, leading to higher costs and compromised data

quality. It is important to strengthen the quaility of administrative data for official statistics.

Historically, administrative data within various sectors and local governments were not managed systematically or made accessible for official statistical use. To address this, there is pressing need to improve data compilation and use from administrative records to ensure they are both usable and accessible for a wide range of statistical applications.

As per data needs assessment for 13th FYP conducted in collaboration with the OCASC, OPMC, the need to strengthen administrative data use was prominent. For instance, five of the 10 national KPIs under the 13th FYP were verified through administrative data sources. Likewise, a total of 216 KPIs for Governance, Economic, Security and Social Clusters were sourced from administrative data sources.

During the 13th FYP, the NSB shall strengthen and promote the use of administrative data for producing official statistics. The following activities will be carried out:

Activities:

1. Assessment of administrative data of priority sectors in accordance with the administrative data quality assessment tool and implementation of the assessment findings and recommendations thereof; and

2. Review of all national and global indicators and identify data gaps, which can be compiled from administrative data.

Implementation Plan for KPI 1: Quality of administrative data of priority sectors strengthened

Outcome	Output	KPI	Activity	Unit	Baseline	Target	IP	Timeframe					Budget (In Nu. M)
								2024-25	2025-26	2026-27	2027-28	2028-29	
Bhutan's public sector is more dynamic, results orientated as an agent of transformation, demonstrating effectiveness, accountability and robust management of the economy.	Data and statistics are available and used for foresight-oriented policy, planning and service delivery.	Quality assessment of administrative data to establish necessary standards, classifications, and protocols through the Bhutan Statistical Database System (BSDS) conducted.	1. Conduct a quality assessment of administrative data to establish necessary standards, classifications, and protocols (data sharing, harmonization, integration, and dissemination) through the Bhutan Statistical Database System (BSDS) across 12 sectors. (1) Energy statistics; (2) Telecom statistics; (3) Banking statistics; (4) Trade statistics; (5) Tourism statistics; (6) Tax statistics; (7) Vehicle statistics; (8) Health statistics; (9) Education statistics; (10) Agricultural statistics; (11) Labor and employment statistics; and (12) Civil registration and vital statistics.	Nos.	0	12	CIARD, NSB and Agencies	3	3	2	2	2	1
			(1) MoENR (Environment, Forestry, Geology & Mines), (2) MoIT (Air, Road & Infrastructure Statistics), (3) MoICE (Establishment License Data, Intellectual Property Data, Bhutan Standards Data) (4) RBP (Crime, Fire, Prison Statistics), (5) Judiciary (Case Statistics), (6) Tertiary institutes - RUB, KGUMSB and JSW (Student Record), (7) RCSC (Civil Service Statistics), (8) Disaster Statistics (DLGDM), and (9) Dzongkhag Statistics (LG).	Nos.	0	9	CIARD, NSB and Agencies	0	2	2	3	2	0.5

KPI 2: Data and statistics with increased frequency and dis-aggregation published

In recent years, there has been significant progress towards publication of data and statistics with increased frequency and greater disaggregation. This trend is driven by the growing need for timely, detailed information to support decision-making in various sectors. Increased frequency refers to the more regulated release of updated data, while disaggregation pertains to breaking down data into more specific categories, such as by demographics, geography, or time.

Production of high frequency and disaggregated data entails:

1. Timeliness: More frequent data updates allow for real-time monitoring of trends and rapid response to emerging issues;
2. Responsiveness: Regular data updates enable policymakers and businesses to adapt quickly to changing circumstances; and
3. Relevance: To produce current and relevant information.

Activities

The publication of data and statistics with increased frequency and disaggregation:

1. Publication of quarterly GDP to measure economic performance;
2. Publication of Consumer Price Index, by region, to understand regional economic conditions for formulation of more responsive and specific economic policies;
3. Publication of Quarterly Labour Force Survey to study labor dynamics;
4. Publication of Quarterly Agriculture and Livestock Survey for computation of quarterly GDP;
5. Publication of annual Household Consumption and Expenditure Survey to revise consumer price basket and study consumption and expenditure pattern;
6. Publication of Bhutan Living Standard Survey to estimate the poverty;
7. Publication of Population and Housing Census for demographic studies;
8. Publish Bhutan Multiple Indicator Cluster Survey;
9. Revise and publish Standard Unit of Measurement;
10. Periodic official statistics (14 nos); and
11. Sectoral and local government statistical reports.

Implementation Plan for KPI 2: Data & statistics with increased frequency & disaggregation published

Outcome	Output	KPI	Activity	Unit	Base-line	Target	Disagg-rega-tion level	IP	Timeframe 2024-25	2025-26	2026-27	2027-28	2028-29	Budget (In Nu. M)
Bhutan's public sector is more dy-namic, results orientated as an agent of transforma-tion, demon-strating effectiveness, accountability and robust management of the econ-omy.	Data and statistics are available and used for foresight-ori-ented policy, planning and service delivery.	Data and statis-tics with increased frequency and disag-gregation published.	1. Publish quarterly GDP.	Date	Annu-ally	Quar-terly	National to Dzong-khag (explore)	EESD, NSB		✓	✓	✓	✓	600.00
			2.Publish House-hold Consump-tion and Expendi-ture Survey report annually.	Date	NA	Annu-ally	National to Dzong-khag	SDPD, NSB	✓	✓	✓	✓	✓	
			3.Publish Agricul-ture and Livestock Survey report quarterly.	Date	Annu-ally	Quar-terly	National to Gewog	ASD, NSB	✓	✓	✓	✓	✓	
			4.Publish Labour Force Survey report quarterly.	Date	Annu-ally	Quar-terly	National to Gewog	SSD, NSB	✓	✓	✓	✓	✓	
			5.Publish Bhutan Multiple Indicator Cluster Survey report every 10 years.	Date	2010	2028	National to Gewog	SSD, NSB					✓	
			6.Publish Bhutan Living Standards Survey report every five years.	Date	2022	2027	National to Gewog	SSD, NSB				✓		
			7.Publish Poverty Analysis Report every five years.	Date	2022	2027	National to Gewog	SSD, NSB				✓		
			8.Publish Small Area Estimation of Poverty report every five years.	Date	2023	2027	National to Gewog	SSD, NSB				✓		

Outcome	Output	KPI	Activity	Unit	Base-line	Target	Disagg-rega-tion level	IP	Timeframe					Budget(in Nu. M)
									2024-25	2025-26	2026-27	2027-28	2028-29	
Bhutan's public sector is more dy-namic, results orientated as an agent of transforma-tion, demon-strating effectiveness, accountability and robust management of the econ-omy.	Data and statistics are available and used for foresight-ori-ented policy, planning and service delivery.	Data and statis-tics with increased frequency and disag-gregation published.	9.Publish Popula-tion and Housing Census of Bhutan report every 10 years.	Date	2017	2027	National to Gewog	SSD, NSB				✓		
			10.Publish the Economic Census every five years.	Date	2017	2028	National to Gewog	EESD, NSB					✓	
			11.Publish Integrat-ed Agriculture & Livestock Census (ALC) Report.	Date	2023	2024	National to Gewog	ASD, NSB		✓	✓	✓	✓	
			12.Publish Annual FDI Survey Report	Date	2024	Annu-ally	National	DoI, MoICE	✓	✓	✓	✓	✓	0.00
			13.Publish National Health Survey Re-port – Decennially	Date	De-cenni-ally	De-cenni-ally	National to Gewog	SO, MoH					✓	120.00
			14.Publish Non-communi-cable Disease Risk Factors: Bhutan STEPS Survey	Date	Every 5 year	Every 5 year	National to Dzong-khag	SO, MoH			✓			

Implementation Plan for KPI 2: Data & statistics with increased frequency & disaggregation published

Outcome	Output	KPI	Activity	Unit	Base-line	Target	Disaggre-gation	IP	2024-25	2025-26	2026-27	2027-28	2028-29	Budget (In Nu. M)
Bhutan's public sector is more dynamic; results orientated as an agent of transforma-tion, demon-strating effectiveness, accountability and robust management of the econ-omy.	Data and statistics are available and used for foresight-ori-ented policy, planning and service delivery.	Data and statis-tics with increased frequency and disag-gregation published.	1.Publish Monthly National, Regional (Western, Eastern and Central) and Capital City Consumer Price Indexes.	Days	30	25	National to Dzongkhag	EESD, NSB	✓			✓	✓	1.50
			2.Publish Con-struction Material Index quarterly.	Days	60	45	National to Dzongkhag	EESD, NSB		✓	✓	✓	✓	1.00
			3.Publish Produc-ers Price Index quarterly	Days	60	45	National to Dzongkhag	EESD, NSB		✓	✓	✓	✓	1.00
			4.Publish Environ-mental Statistics Accounting annually.	Date	20th Oct.	30th July	National to Dzongkhag	EESD, NSB		✓	✓	✓	✓	0.50
			5.Publish Export Import Index quarterly.	Days	60	45	National to Dzongkhag	EESD, NSB	✓	✓	✓	✓	✓	0.50
			6.Publish Statisti-cal Year-Book of Bhutan annually.	Date	20th Oct.	30th Mar.	National	CIARD, NSB	✓	✓	✓	✓	✓	0.30
			7.Publish Bhutan at a Glance annually.	Date	20th Oct.	30th Mar.	National to Dzongkhag	CIARD, NSB	✓	✓	✓	✓	✓	0.50
			8.Publish Dzong-khag Statistics annually.	Date	20th Oct.	30th Mar.	Dzongkhag to Gewog	CIARD, NSB		✓	✓	✓	✓	0.00

Outcome	Output	KPI	Activity	Unit	Base-line	Target	Disag-grega-tion level	IP	Timeframe 2024-25	2025-26	2026-27	2027-28	2028-29	Budget (in Nu. M)
Bhutan's public sector is more dy-namic, results orientated as an agent of transforma-tion, demon-strating effectiveness, accountability and robust management of the econ-omy.	Data and statistics are available and used for foresight-ori-ented policy, planning and service delivery.	Data and statis-tics with increased frequency and disag-gregation published.	9.Publish Dzong-khag at A Glance annually.	Date	20th Oct.	30th Mar.	Dzong-khag to Gewog	DSO, NSB	✓	✓	✓	✓	✓	0.00
			10.Publish Gewog Level Data an-nually.	Date	20th Oct.	30th Mar.	Gewog to Chiwog	DSO, NSB	✓	✓	✓	✓	✓	0.00
			11.Publish Gewog at A Glance annually.	Date	20th Oct.	30th Mar.	Gewog to Chiwog	DSO, NSB	✓	✓	✓	✓	✓	0.00
			12.Publish So-cio-Economic In-dicator quarterly.	Days	60	45	National to Dzong-khag	CIARD, NSB	✓	✓	✓	✓	✓	0.00
			13.Publish Vital Statistics report annually.	Date	30th Apr.	30th Apr.	National to Dzong-khag	SSD, NSB	✓	✓	✓	✓	✓	0.50
			14.Publish National Summary Data Page periodically.	Level	eGDDS	SDDS	National	CIARD, NSB					✓	0.00
			15.Publish Forestry Statistics.	Date	Annu-ally	Annu-ally	National to Dzong-khag	SO, MoENR	✓	✓	✓	✓	✓	0.00
			16.Publish Tourism Satellite Accounts.	Date	NA	Every 5 years	National	DoTr/NSB					✓	0.00
			17.Publish Throm-de at a Glance.	Date	Thim-phu only	30th Mar.	Thromde to Demk-hong	CIARD, NSB/Throm-de		✓	✓	✓	✓	0.50

Outcome	Output	KPI	Activity	Unit	Base-line	Target	Disagg-rega-tion level	IP	Timeframe					Budget (In Nu. M)
									2024-25	2025-26	2026-27	2027-28	2028-29	
Bhutan's public sector is more dy-namic, results orientated as an agent of transforma-tion, demon-strating effectiveness, accountability and robust management of the econ-omy.	Data and statistics are available and used for foresight-ori-ented policy, planning and service delivery.	Data and statis-tics with increased frequency and disag-gregation published.	18.Publish Annual Health Bulletin - Annually.	Date	Annu-ally	Bi-An-nually	National to Dzong-khag	SO, MoH		✓	✓	✓	✓	0.00
			19. Publish Annual Transport Sta-tistics - (Surface and Air Trans-port).	Date	Annu-ally	Quar-terly	National to Dzong-khag	SO, MoIT		✓	✓	✓	✓	0.00
			20. Publish Annual Infrastructure Sta-tistics - (Roads, Bridges etc.).	Date	Annu-ally	Quar-terly	National to Dzong-khag	SO, MoIT		✓	✓	✓	✓	0.00
			21. Publish Annual ICT & Telecom Statistics.	Date	Annu-ally	Quar-terly	National to Dzong-khag	Gov-Tech/ BICMA		✓	✓	✓	✓	0.00
			22. Publish Quar-terly Labour Mar-ket Information Update.	Date	Annu-ally	Quar-terly	Nation-al to regional	MoICE		✓	✓	✓	✓	0.50
			23. Publish Quarterly Market Price Information of Essential Com-modities.	Date	Quar-terly	Quar-terly	National	CCAA, MoICE	✓	✓	✓	✓	✓	0.00
			24. Publish Annual Tourism Monitor.	Date	Annu-ally	Annu-ally	National	DoTr, MoICE		✓	✓	✓	✓	0.00
			25. Publish Annual Health Bulletin.	Date	Annu-ally	Bi-An-nually	National to Dzong-khag	MoH		✓	✓	✓	✓	0.00

Outcome	Output	KPI	Activity	Unit	Base-line	Target	Disaggregation level	IP	2024-25	2025-26	2026-27	2027-28	2028-29	Budget (In Nu. M)
Bhutan's public sector is more dy-namic, results orientated as an agent of transforma-tion, demon-strating effectiveness, accountability and robust management of the econ-omy.	Data and statistics are available and used for foresight-ori-ented policy, planning and service delivery.	Data and statis-tics with increased frequency and disag-gregation published.	26. Publish Bhutan Trade Statistics.	Date	Annu-ally	Quar-terly	National	DRC, MoF		✓	✓	✓	✓	0.00
			27. Publish Annual Education Sta-tistics.	Date	Annu-ally	Annu-ally	National	PPD, MoESD	✓	✓	✓	✓	✓	0.00
			28. Publish TVET Statistics.	Date	Annu-ally	Annu-ally	National	DWPS-D,MoESD	✓	✓	✓	✓	✓	0.00
			29.Publish Annual Financial State-ment.	Days	Annu-ally	Annu-ally	National	MoF	✓	✓	✓	✓	✓	0.00
			30.Publish Annual Civil Service Statistics.	Date	Annu-ally	Annu-ally	National	RCSC	✓	✓	✓	✓	✓	0.50
			31. Publish Statisti-cal Year Book.	Date	Annu-ally	Annu-ally	National	RBP	✓	✓	✓	✓	✓	0.00
			32. Publish Judici-ary Statistics.	Date	Annu-ally	Annu-ally	National	RCJ	✓	✓	✓	✓	✓	0.00

KPI 3: Data governance framework developed and implemented

Data governance ensures the proper management of data through key elements like data standards, security, privacy, and infrastructure, while facilitating interoperability and protecting digital identities. Supported by robust policies, institutions, processes, and people, it promotes accountability, effectiveness, and inclusiveness, some of the core principles aligned with SDG 16. This comprehensive approach enables the NSS to manage data ethically and securely, ensuring its quality and utility for informed decision-making and sustainable development.

As per the handing-taking note signed on 23rd August 2024 dated GovTech/DSAI/04/2024-25/398 between NSB and GovTech, the NSB shall be the lead nodal agency responsible for the development and implementation of the Data Governance Framework for Bhutan.

To ensure a robust NSS led by the NSB, the following strategic actions shall be prioritized based on the elements of data governance:

1. Data Standards and Classification: The NSS must develop and update comprehensive data standards and classification systems to ensure consistency across all statistical outputs. This will enable data comparability and enhance accuracy and reliability of national statistics, crucial for evidence-based policymaking and international reporting.

2. Data Sharing and Exchange established: The NSS and NSB, in collaboration with GovTech Agency, shall establish seamless data-sharing and exchange protocols and promote system interoperability across government agencies and external stakeholders.

3. Data Security and Protection: The NSS, in collaboration with GovTech Agency, shall strengthen data security measures, including cybersecurity infrastructure to protect personal and national data from unauthorized access or breaches, maintaining public trust.

4. Data Privacy and Ethics: The NSS shall reinforce strict data privacy regulations and ethical frameworks that govern the collection, use, and dissemination of data. Upholding high ethical standards will help ensure responsible use of data, protect individual privacy, and prevent misuse.

5. Data Infrastructure: Investing in modern data infrastructure, including the Bhutan Statistical Database Systems will enhance NSS to collect, manage and disseminate datasets more efficiently at various administrative levels. A strong data infrastructure is key to enabling timely and comprehensive statistical production, which is critical for national planning and development.

Implementation Plan for KPI 3: Data governance framework developed and implemented

Outcome	Output	KPI	Activity	Unit	Base-line	Target	IP	Timeframe						Budget (in Nu. M)
								2024-25	2025-26	2026-27	2027-28	2028-29		
Bhutan's public sector is more dynamic, results orientated as an agent of transformation, demonstrating effectiveness, accountability and robust management of the economy.	Data and statistics are available and used for foresight-oriented policy, planning and service delivery.	Data governance framework developed and implemented	**Data standards, methods and classification developed and updated:** 1. Improve data methodology by adopting data integration techniques and big data analytics; 2. Revise/develop necessary Statistical Standards and Classification (eg. BSCO, BSIC, SNA etc.); 3. Revise Standard Unit of Measurement to standardize data collection methodologies; 4. Develop and implement data management guidelines/standard operating procedure and Terms of reference; 5. Revise Data Quality Assurance Framework; and 6. Develop and implement a data interoperability framework in collaboration with the GovTech.	Nos	3	6	SDPD, CIARD, PPS & relevance agencies	2	2,3,4	2,5	2,5	1,2,5,6		5.00
omy.			**Data Sharing and Exchange established:** 1. Establish seamless data-sharing protocols; and 2. Integrate and interoperate the BSDS with database systems.	Nos	3	12	SDPD, CIARD, Gov-Tech & relevance agencies		1,2	2	2	2		1.00

Outcome	Output	KPI	Activity	Unit	Base-line	Target	IP	Timeframe					Budget (in Nu. M)
								2024-25	2025-26	2026-27	2027-28	2028-29	
sector is more dynamic, results orientated as an agent of transformation, demonstrating effectiveness, accountability and robust management of the economy.	Data and statistics are available and used for foresight-oriented policy, planning and service delivery.	Data governance framework developed and implemented	**Data Security and Protection strengthened:** 1. Develop data security and protection guidelines; and 2. Support GovTech agency in developing data cybersecurity strategy/infrastructure.	Nos	1	2	GovTech& NSB (SDPD, CIARD) and relevant agencies		1,2	1,2	1,2	1,2	5.00
			Data Privacy and Ethics ensured: 1. Re-inforce data privacy regulations and ethical framework.	Nos	1	1	NSB, Gov-Tech, RMA, & Relevant agencies			1			7.00
			Data Infrastructure enhanced: 1.Operationalize Bhutan Statistical Data-base System; 2.Enhance the BSDS (Economic and prices, SDG dashboards and etc.,) 3.Establish a module on SDG within the BSDS to centralize data collection, analysis, and reporting; 4.Build a dynamic national and local level database and data visualization tool (National sampling frame in the BSDS); 5.Prepare appropriate template to collect data which conform to standards of national and global definitions of the indicators; 6.Develop a system of quality control to verify and validate the data; 7.Develop proper linking methods to link administrative data from different sources; 8.Integrate different data systems maintained by agencies with the central data warehouse; and 9. Improve and enhance the capacity of local data managers and data collectors.	Nos	0	9	GovTech & NSB (SDPD, CIARD) and relevant Divisions/ Agencies		2,3,8,9	3,6	5	1,7	50.00

Outcome	Output	KPI	Activity	Unit	Base-line	Target	IP	Timeframe					Budget (in Nu. M)
								2024-25	2025-26	2026-27	2027-28	2028-29	
Bhutan's public sector is more dynamic, results orientated as an agent of transformation, demonstrating effectiveness, accountability and robust management of the economy.	Data and statistics are available and used for foresight-oriented policy, planning and service delivery.	Data governance framework developed and implemented	**Statistical skills and data advocacy enhanced:** 1.Procure and enhance the skills of the NSSS employees to use advanced software (R, STATA, Python, QGIS, Hadoop, MAXQDA, EViews, SAS) for data analysis within the statistical system and among users (statistical literacy); 2.Conduct data awareness programs; 3.Assess and promote the use of ap-propriate Computer Assisted Personal Interview (CAPI) applications for surveys/censuses; and 4. Promote the conduct of web-based surveys.	Nos	40%	95%	NSB/NSS	1,2,3	1,2,3	1,2,3,4	1,2,3,4	1,2,3,4	30.00
			Develop and submit the Data and Sta-tistics Policy/Act to the Cabinet	Nos	0	1	PPS, NSB					1	2.00
			TATs for statistical services: 1. TAT for Incidence response time	Time	NA	30 mins.	RBP	30 mins.	30 mins.	30 mins.	30 mins.	30 mins.	0.00
			2. TAT for survey clearance	Time	7 days	3 days	SDPD	3 days	3 days	3 days	3 days	3 days	
			3. TAT for PUF data sharing	Time	7 days	3 days		3 days	3 days	3 days	3 days	3 days	

KPI 4: Data and Statistics are available for foresight-oriented policy, planning and service delivery

The availability of high-quality data and statistics is crucial for foresight-oriented policy, planning, and service delivery. The following activities shall be implemented to ensure this:

1. **Thematic Reports Published:** The publication of thematic reports provide insights into critical issues, helping policymakers and stakeholders understand emerging trends and challenges. These reports shall be tailored to address specific themes relevant to Bhutan's development priorities, offering evidence-based recommendations that support foresight-oriented planning and informed decision-making.

2. **Publish Inequality Assessment of Civil Registration and Vital Statistics (CRVS):** Assessing inequalities within the CRVS system highlights disparities in registration and access to vital statistics, such as births, deaths, and marriages. This assessment informs targeted interventions to enhance inclusivity and efficiency in the CRVS system, ensuring equitable access to vital services and accurate data for planning.

3. **Conduct Data User Satisfaction Surveys:** This will gauge data user satisfaction and help identify gaps in data accessibility, relevance, and quality. By understanding user needs and feedback, the NSS can improve its services, ensuring statistical products effectively support planning, policy, and service delivery across sectors.

4. **Conduct Data Needs Assessment for the 14th Five-Year Plan:** A comprehensive assessment of data needs for the upcoming 14th Five-Year Plan ensures that statistical priorities align with national development goals. This activity identifies data gaps and facilitates the production of relevant and timely statistics for evidence-based planning and monitoring.

5. **Align Data Publication and Evaluation Cycles for Real-Time Monitoring:** Assessing and aligning data publication and evaluation cycles ensures availability of statistics when needed for real-time monitoring of national plans. This synchronization enables effective tracking of progress and performance, improving accountability and adaptability in implementing development programs.

Implementation plan for KPI 4: Data and Statistics available for foresight oriented policy, planning and service delivery.

Outcome	Output	KPI	Activity	Unit	Baseline	Target	IP	Timeframe					Budget (in Nu. M)
								2024–25	2025–26	2026–27	2027–28	2028–29	
Bhutan's public sector is more dynamic, results orientated as an agent of transformation, demonstrating effectiveness, accountability and robust management of the economy.	Data and statistics are available and used for foresight-oriented policy, planning and service delivery.	Foresight data and statistics published	Thematic reports published	Nos	NA	5	CIARD (Research Services)	✓	✓	✓	✓	✓	1.00
			Publish Inequality Assessment of Civil Registration & Vital Statistics	Nos	NA	5	SSD, NSB	✓					1.00
			Conduct Data User Satisfaction Survey	Nos	1	2	CIARD, PPS & all relevant agencies				✓		1.00
			Conduct Data Needs Assessment for the 14th FYP	Nos	1	1	PPS, NSB & all relevant agencies				✓		0.50
			Assess to align data publication and evaluation cycle for real time monitoring of plans	Nos	NA	1	PPS, NSB & all relevant agencies			✓			0.50

KPI 5: Human capacity developed

Some of the key competencies identified for statistical personnel, as per the competency framework, comprise Data Manager, Data Analyst and Data Educator.

1. The assessment below illustrates the capacity building areas through the short-term trainings at various levels:

Career progression

Entry (P4)

Training
- On sampling methods and applications;
- On CAPI/survey solutions/CSPro to design interface for data collection;
- On data mining and management;
- On big data and data science;
- On data archiving; and
- On data anonymization, confidentiality, data disclosure, and integrity.

Training
- On Statistical Software/tools (STATA/SPSS/R/Python/Machine learning/etc.)
- On professional report writing;
- On basic research and methods;
- On econometric knowledge and skills; and
- On compilation of socio, economic and environmental statistics.

Training workshop
- On data literacy/dissemination;
- On data visualization tools such as Tableau, GIS, RSHINY, etc.

Experienced (P3)

Training
- On sampling methods and applications;
- On CAPI/survey solutions/CSPro to design interface for data collection;
- On data mining and management;
- On big data and data science; and
- On data archiving.

Training
- On Statistical Software/tools (STATA/SPSS/R/Python/Machine learning/etc.)
- On professional report writing;
- On basic research and methods;
- On econometric knowledge and skills; and
- On compilation of socio, economic and environmental statistics.

Training workshop
- On data literacy/dissemination; and
- On data visualization tools such as Tableau, GIS, RSHINY, etc.

Leadership skills training : On effective communication presentation

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Expert (P1)

Advanced (P2)

Study visit/workshop/conferences
- On effective sampling methods and applications;
- On best practices on data quality management;
- To develop survey instrument and design data interference;
- On data archiving; and
- On data anonymization, confidentiality and data disclosure.

Training
- On professional report writing; and
- On advanced research methods;

Study visit/workshop/conferences
- on international accounting best practices.

Study visit/workshop/conferences
- On effective dissemination tools and the use of appropriate dissemination channels.

Training
- On system design to institute proper internal mechanism to supervise and monitor timely compliance.

Study visit/workshop/conferences
- On best practices on data quality management;
- On data archiving; and
- On data anonymization, confidentiality, data disclosure and integrity.

Study visit/workshop/conferences
- To learn advanced research skills;
- On international accounting best practices.

Study visit/workshop/conferences
- On effective dissemination tools; and
- The use of appropriate dissemination channels.

| On coaching and mentoring | On strategic thinking and management

2.   The following identified areas of long-term training shall be implemented:

Outcome	Output	Degree Type	Immediate (2024-27)	Medium (2027-29)	Long Term (2029-34)	Level of Training
Data and statistics are available and used for foresight-oriented policy, planning and service delivery.	Human capacities developed	Statistics/Applied Statistics/Statistical Science	*****			Master's Degree/PhD
		Statistics (Sampling)				Master's Degree
		Economics (Econometrics)				Master's Degree
		Economics (Agriculture Economics)				Master's Degree
		Statistics (Statistical Modelling)		***		Master's Degree
		Statistics (Biostatistics/Public-health statistics)				Master's Degree
		Statistics (Data Mining)				Master's Degree
		Economics (Development Economics)				Master's Degree
		Demography/Population Studies				Master's Degree
		Statistics (Machine Learning)			*	Master's Degree/PhD
		Statistics (Data Science)				Master's Degree
		Economics				Master's Degree
		Economics (Labour Economics)				Master's Degree
		Economics (Environmental Economics)				Master's Degree
		GIS (Spatial Data/Geospatial Science)				Master's Degree

3. Conduct regular training on foresight and predictive analytics

Organize trainings for NSB staff and relevant stakeholders on foresight methodologies, predictive analytics, and data interpretation. Participants will be equipped with skills to anticipate future trends, analyze complex data sets, and apply predictive models to inform policy and decision-making. Trainings should cover advanced analytical tools, scenario planning, and emerging trends in data science to build a strong foundation for foresight analysis.

4. Conduct workshops on data interpretation

Facilitate workshops and collaborative training programs with national and international experts to enhance technical capabilities in interpreting complex data patterns and derive actionable insights for long-term strategic planning.

5. Develop a succession plan

Developing and implementing succession plan for statistical personnel is vital to NSS as it ensures a steady stream of talent and continuity in operations. This strategy helps retain institutional knowledge, develop potential successors, and adapt to changing data needs, supporting reliable data production for evidence-based decision-making.

Outcome	Output	KPI	Activities	Immediate (2024-27)	Medium (2027-29)	Long Term (2029-34)	Budget (Nu. in M)
Bhutan's public sector is more dynamic, results orientated as an agent of transformation, demonstrating effectiveness, accountability and robust management of the economy.	Data and statistics are available and used for foresight-oriented policy, planning and service delivery.	Human capacities developed	Conduct regular training on forecasting and predictive analytics	✓	✓	✓	5.50
			Conduct workshops on data interpretation	✓	✓	✓	2.00
			Develop and implement succession plan	✓	✓	✓	0.20
			Conduct training/ study visits/workshops/conferences	✓	✓	✓	3.00
			Implement long-term training plan	✓	✓	✓	15.00

6. IMPLEMENTATION,
monitoring and evaluation

6.1. Implementation mechanism

The NSDS will be implemented in an integrated and holistic manner. Implementation of the NSDS will involve coordination between different agencies, the NSS and development partners. While NSB will take the lead in the overall implementation of the NSDS KPIs, all other NSS partners will take responsibility of areas identified for them to ensure successful implementation of activities.

These KPI-wise activities should serve as reference point to draw up annual work plans for NSB and all Sectoral and District Statistics Units, cascading right down to the individual levels. Every year, the NSB will prepare the NSS Annual Statistical Calendar, including annual work plans for Sectoral Statistical Officers and District Statistical Officers in coordination with the stakeholders. Each NSS partner will implement the KPIs/activities reflected against their responsibilities. The NSB may propose revision of activities, if needed.

6.2. Monitoring and evaluation

The activities under NSDS will be monitored and evaluated in accordance with the monitoring and evaluation procedures by the OCASC, OPMC. The NSDS committee will convene periodically to provide updates on NSDS implementation and monitor progress. Additionally, the NSDS will undergo mid-year reviews to identify emerging challenges. There will also be mid-term and terminal reviews for the NSDS.

The NSS stakeholders are required to provide legitimate means of verification for the evaluation reports on progress and achievements, which will serve as references for human resource, financial, and administrative purposes whenever necessary.

6.3. Challenges

The passing of the Data and Statistics Act by the government shall strengthen the NSS. Further delay would impede the development of the Official Statistics and the coordination between NSS partners. As in the past, it may postpone the full implementation of the NSDS.

In this regard, it is highly recommended that the government fund all designated surveys and censuses. The successful implementation of NSDS action plan will depend on the resources, human and financial, the government and the development partners commit on a regular basis.

Another critical challenge is the election travel moratorium, which prevents NSS from conducting field data enumeration for regular statistical publications, affecting dissemination of time series data.

6.4. Human resources

The table provides an overview of the latest distribution of professional and supervisory staff across the NSB, ministries, and dzongkhags:

Type	NSB	Ministries	Dzongkhags	Overall
Professional	26	10	0	
Supervisory	18	1	20	**75**
Total	**44**	**11**	**20**	

The NSS human resources are limited and the rate of attrition is high. The departure of a significant number of staff, especially the most qualified, for other positions outside the NSS would compromise the NSDS implementation. The full implementation of this strategy needs the support of the government and all ministries/agencies engaged in producing official statistics.

Over the last one and half years, 19 employees, about 35 percent have voluntarily resigned from service. Unlike in other professions, there is no immediate replacement for these professionals. Although the government introduced Bachelor of Statistics in Sherubtse College in 2012, it was discontinued. In the absence of immediate replacement, it has become critical to address the issues for the sustainability of statistical services.

For the country to achieve its vision of a data-driven future with empowered decision-makers and a thriving statistical ecosystem, the NSB needs dedicated technical experts, especially ICT professionals, to strengthen its administrative data management system.

6.5. Indicative budget

KPI	Budget (Nu. M)
KPI 1: Quality of administrative data of priority sectors strengthened.	1.50
KPI 2: Data and statistics with increased frequency and disaggregation published.	725.80
KPI 3: Data governance framework developed and implemented.	109.00
KPI 4: Data and Statistics available for foresight-oriented policy, planning and service delivery.	4.00
KPI 5: Human capacity developed.	25.00
Total	**865.30**

The indicative budget for implementing the strategy during the 13th FYP is Nu 865.30 million. This budget is allocated across various KPIs, with significant investment in improving data quality and governance. The largest portion of Nu 725.80 million is dedicated to publishing data with increased frequency and disaggregation, followed by smaller allocations for enhancing administrative data quality, developing a data governance framework, and building human capacity. This budget ensures the establishment of a robust statistical system to support national development goals.

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