

***NATIONAL STRATEGY
FOR THE DEVELOPMENT OF STATISTICS
(NSDS)
IN PAKISTAN***

Pakistan Bureau of Statistics

STATISTICS DIVISION

GOVERNMENT OF PAKISTAN

FOREWORD

The set-up of Pakistan's government institutions has changed a lot due to the consequences of the 18th Constitutional Amendment. Tasks were shifted vertically as well as horizontally. Official statistics was also affected.

These rapid changes in the government structure imply that statistics is even more relevant for evidence based decisions and for monitoring of the changes.

Statistics of different levels of the government is highly interrelated and more complex. There is need for searching synergies, streamlining and steering these statistics. This is especially true now that the new Pakistan Bureau of Statistics has been institutionalised and the Population Census is under process. The country needs a strategy which is reconciled among the users and the producers and between the federal and the provincial level. Moreover, international requirements have to be heeded and met.

For developing the strategy the Government of Pakistan has taken the initiative. This is in consequence of various measures taken in the past to strengthen official statistics in the country. Statistics Division also liaised with PARIS 21 which is a special secretariat of OECD for support to developing countries in this regard.

Statistics Division got support from GIZ in drafting this strategy. In the initial phase some support from DFID was also there. Nevertheless: it is a national endeavor.

A lot of consultations were held with the provinces and the most important stakeholders like the State Bank of Pakistan, the Ministry of Finance, the Federal Board of Revenue, the research institutes and the academia. The donor organisations have also been taken on board in a various meetings. I am thankful to all who have contributed to this endeavor.

I hope this strategy will be materialized for the sake of quality of statistics and their utilization for evidence based decisions. It is meant as a basis for operational plans of the statistical agencies. A perspective operational Plan for the Pakistan Bureau of Statistics is annexed to this strategy paper which hopefully will bring additional momentum to the positive development of official statistics in this country.

Asif Bajwa
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EXECUTIVE SUMMARY

Official statistics in Pakistan has many players with huge diversity of mandates, objectives, tasks and variables. This paper comprehensively describes the main statistical activities of these players which mainly are the federal and the provincial statistical agencies. It is the first ever endeavor of this kind in the country.

The descriptive part figures out what makes official statistics in Pakistan a “system” (links among producers of the government, commitment to international standards, common use of classifications and standards, links with academia and the users, sharing of workload among federal and provincial government and the like).

The description includes measures of the federal government to strengthen official statistics in the country, the most important one being the launching of the General Statistics Act released in 2011. The document elaborates why now it is the right time to come up with a broad strategic approach. For the statistical agencies at federal and at provincial level the description also includes analysis of strengths, weaknesses, opportunities and threats.

In the gap-analysis the main assessments are summarized: lack of confidence in the reliability of official statistical data, lack of an effective linkage between statistical agencies and the data users, poor timeliness, need to improve provision of micro data in electronic format, need to expand the National Statistical System, need to build capacity and to strengthen human resources and the performance, including IT-performance.

The strategy itself is meant for the system as a whole. For the Pakistan Bureau of Statistics and for the Provincial Bureau operational plans have to be developed which are to be based on this overall strategy. The strategy gives vision, values, mission, objectives and goals for specific parts of the statistical system such as organization and management, human resource development and capacity building, data dissemination, Information Technology, development of statistics and international cooperation. Main ideas of the strategy are in brief: adoption of performance management in statistical organisations, streamlining parallel structures, strengthening the skills of the staff and recruiting special professions such as networkers, building up a training and research institute as a center of excellence for the statistical education in the country, modernizing IT-infrastructure, revamping the modes and the schedules for data dissemination and – most of all - strengthening the influence of the users on the development of the portfolio of statistics and providing more transparency for the public by improving the provision of meta data. Another important idea is to introduce “Statistics Pakistan” as a brand for quality statistics and to make the producers of statistics in the country responsible to define and to implement the high standard for such a challenging branding.

With regard to the PBS the General Statistics Act has transformed the federal statistical offices into a modern agency with a Governing Council and a User Council as paramount committees to ensure that its structure as an autonomous body will guarantee impartial, transparent and professional production of statistical data.

Chapter -4of this paper provides a perspective operational plan for the PBS with detailed action plan. It indicates the direction of the development of the statistical system for the forthcoming years.

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INTRODUCTION

1. This document deals with “official statistics” defined as “statistics that are produced and disseminated by the specialized public organizations that make up the national and international statistical systems.” These statistics provide objective data on the demography, economy and social life of a nation and thereby serve as a mirror reflecting the state of a nation, society and state and a compass to provide guidelines for the future. States strive to develop statistical systems to meet the changing requirements of their socio-economic structures.

2. Nowadays official statistics are intrinsically interwoven with the administrative culture and infrastructure of a modern economy. But official statistics have emerged differently in different countries. For purpose of improving international comparison and for monitoring of achievements, the United Nations, the World Bank and the IMF and other international bodies have strived for homogeneity of concepts, methods, scope, periodicity and classifications of official statistics. Best known examples are International Principles of Statistics, International Standards for Population Censuses, National Accounts, Balance of Payments or International Price Comparisons. Since the last decade of the 20th century, there have been strong initiatives aiming at harmonizing not only the outcome of official statistics as such but also at the codes of conduct to produce them.

3. With the advent of this century international initiatives have aimed at upgrading national statistical systems to internationally adopted standards through preparation and implementation of National Strategic Plans. These are medium-term rolling plans developed and implemented by countries to achieve a statistical system that meets domestic and international requirements of data compiled in accordance with internationally agreed methodologies and standards while following internationally agreed codes of conduct. The major international initiative in this regard is titled “PARIS 21” which has mainly been stimulated by the United Nations’ Declaration of the Millennium Development Goals set for meeting socio-economic objectives by the developing nations and the necessity to monitor their achievement with qualified statistics. Another relevant impetus came from the “Management for Development Results Initiative” espoused by the World Bank. This initiative identified the need for bringing statistics into the mainstream of development planning. The outcome of a meeting held in 2004 and attended by 200 countries and donors was the Marrakech Action Plan for Statistics (MAPS). MAPS were a key input to the Paris Declaration principles on development progress to the planning and statistics systems. The Action plan for Statistics recommended strategic planning of statistical systems and preparation of National Strategies for the Development of Statistics (NSDS) for all low income countries by 2006. It also recommended increase in financing for statistical capacity building and increase in accountability of the international statistical system.

4. According to PARIS 21 a total of 56 countries were implementing a NSDS and a further 32 were either currently designing or waiting for adoption of a NSDS. The Paris 21 Secretariat and the World Bank have issued guidelines for it. Paris 21 Secretariat have specified the NSDS to include an assessment of the current status of the National Statistical System (NSS), incorporating appraisal of outputs against agreed

criteria; provide a vision for national statistics with strategies to deliver the vision and prescribe performance indicators for it.

5. Government of Pakistan has taken the decision to develop its federal statistics in accordance with its strategic policies framework to achieve its socio-economic objectives. Pakistan's development partners in particular have shown interest to support in statistical development plans. The NSDS apart from providing a plan for development of NSS will provide a framework to seek donors support for its implementation. Government has shown commitment to restructure the NSS and a new statistics act¹ has been passed on 31st May, 2011 (see Annex E of this document) providing autonomy to the Pakistan Bureau of Statistics (PBS). PBS is the statistical agency constituted by the new law. PBS was officially established on 28th May 2011 and notified on 23rd December 2011 with the merger of Federal Bureau of Statistics, Agricultural Census Organisation and Population Census Organisation. It has its headquarter at Islamabad and resides in a newly constructed building.

6. The NSDS is therefore being prepared in a favourable environment. The NSDS will:

- i) Strengthen the production of quality statistics based on international best practices and guidelines to support national development initiatives and programs.
- ii) Improve coordination and promote synergy between data producers and users.
- iii) Strengthen national capacity to produce, analyze and use reliable statistics through an integrated NSS.
- iv) Ensure long term sustainability of the NSS by securing funding for data production, analysis and dissemination.

7. The National Strategy for the Development of Statistics aims at involving all producers of data viz PBS, the Federal Government Ministries and departments, the Provincial Bureaus of Statistics and functional departments, the envisaged statistics cells of Gilgit-Baltistan and AJK, the SBP, etc. Based on the Strategy an operational plan for PBS has been prepared. Other organizations may also prepare their own development plans in the light of this strategy.

Electronic data collection (EDC): EDC is the need of the hour. Developing countries are shifting from manual data collection to electronic data collection. EDC allows to introduce logic checks to highlight discrepancies during data entry at the spot. Data gets reported in real time. It enhances data authenticity as it is collected by authorized individuals. EDC also results in fewer transcription errors and illegible data issues and above all it reduces paper management time and requires less physical storage space.

PBS is planning to introduce end to end electronic transformation of data with no human interface. Initial work on electronic data collection through Computer Assisted Personal Interview (CAPI) for price statistics has already been initiated. Pilot exercise in Regional Office Rawalpindi for Sensitive Price Indicator has been conducted in February 2019.

¹General Statistics (Reorganization) Act, 2011, The Gazette of Pakistan, Registered No. M-302, L-7647

Preparation of Software for CAPI: For the development of the software for price statistics consultative meetings have been held with World Bank, ADB and IMF. Tablets already available with PBS (provided by UNDP) are being used for data collection from the field. It is pertinent to mention that the Data Processing Center (DP) of PBS has built its indigenous software by using its IT staff. Once the data collection software for prices is fully developed and operational (likely from March 2019), other surveys and field activities will also be shifted to CAPI so that PBS could be transformed into end to end electronic office.

Development of Dashboard: Data dashboard is an analytics tool used to visualize Big Data across different organizations and industries. These dashboards provide critical reporting and metrics information and are integral in Performance Management. Dashboards display real-time key metrics and performance indicators, guiding decisions and better navigating the surrounding landscape.

PBS is working on a data dashboard with the help of Urban Unit Punjab, which will provide access to statistical data available with PBS and other federal and provincial ministries and line departments. This dash board will provide real time data for all kind of planning and development. PBS with the cooperation of SUPARCO is working to keep the GIS updated so that real time information is always available on the dashboard.

1. THE PRESENT NATIONAL STATISTICAL SYSTEM

1.1 Overview

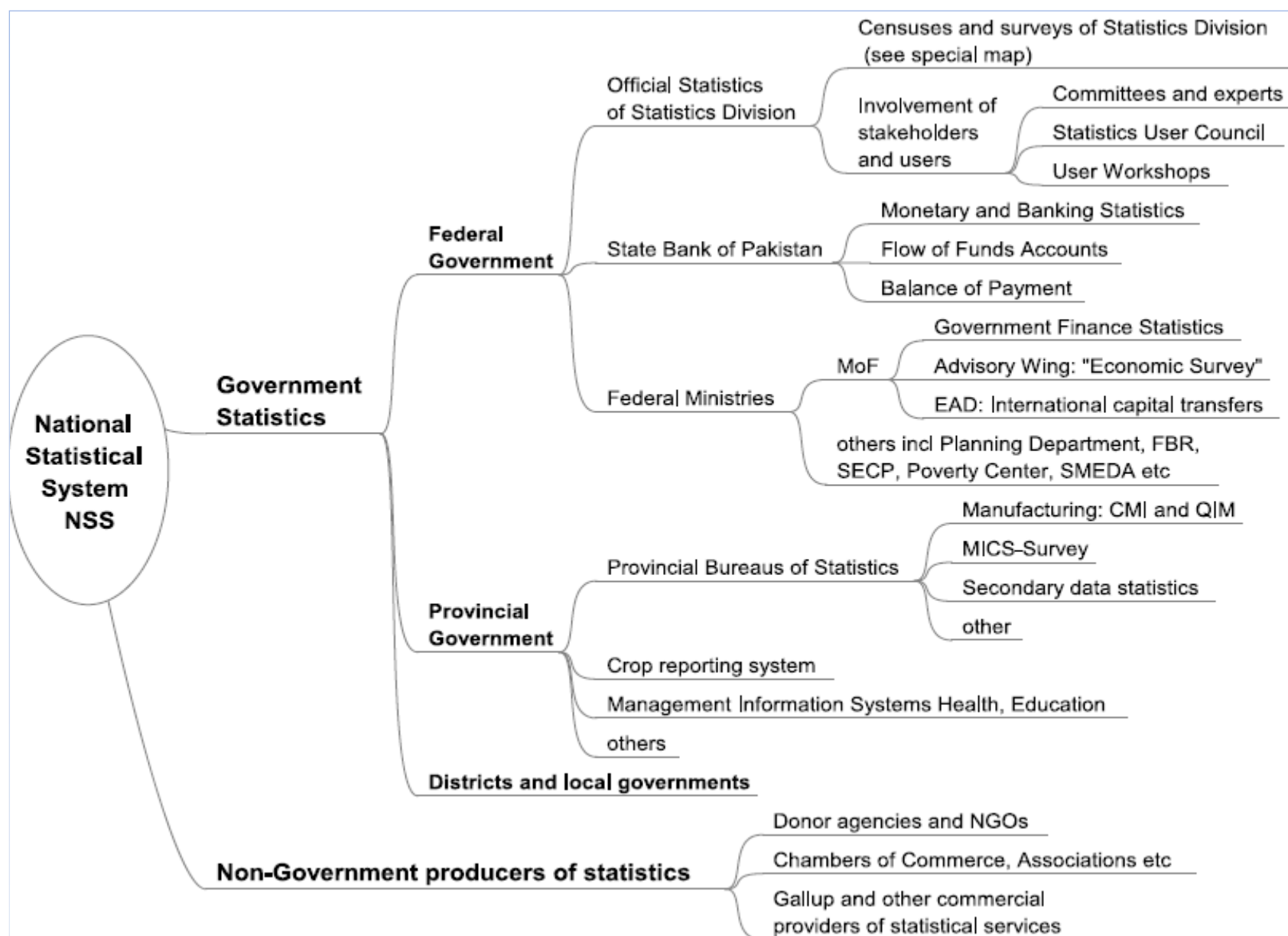
Pakistan's National Statistical System (NSS) can be characterized as given in the figure below, structuring it by four different building blocks: (i) statistics of Pakistan Bureau of Statistics, (ii) statistics of the Bureaus of Statistics of the Provinces, (iii) statistics made by Federal and Provincial Ministries/Departments/Regulatory bodies (iv) other stakeholders including NGOs, donors, etc.

The federal statistical agency generating national level estimates/aggregates with Province and district level disaggregates collected mostly through censuses and sample surveys is now the Pakistan Bureau of Statistics (PBS) which is a merger of the former Federal Bureau of Statistics (FBS), the former Agricultural Census Organization (ACO) and the former Population Census Organization (PCO), working under the administrative control of Pakistan Bureau of Statistics. The Pakistan Bureau of Statistics came into force by the new Statistics Act-2011. The merger has just recently been materialized. Therefore, this chapter describes the federal statistics according to the status quo ante, viz the situation prior to the merger.

Provincial Statistical Bureaus exist in all four Provinces with varying capability levels. They differ in their institutional capabilities depending upon the degree of importance and priority accorded to them by their respective Governments. They are under the control of their respective Departments. However the PBS being the apex statistical body needs to coordinate, set standards and methodologies and impart professional training to them. The PBS itself has a functional autonomy in programs and performance, granted under the new law.

The production of official statistics is not confined to those of the statistical offices. The State Bank of Pakistan as well as various Ministries, Divisions and Regulatory bodies of the Federal and of the Provincial Governments are producing data on different subject-specific areas. These Ministries, Departments and regulatory bodies of the Federal Government as well as the Provincial Governments have their own statistical units, cells and wings depending on the need and extent of development of statistics in their respective field. Special relevance in this regard is to be attributed to the Ministry of Finance in its capacity as producer of Government Finance Statistics and as editor of the annual compendium of data called "Economic Survey".

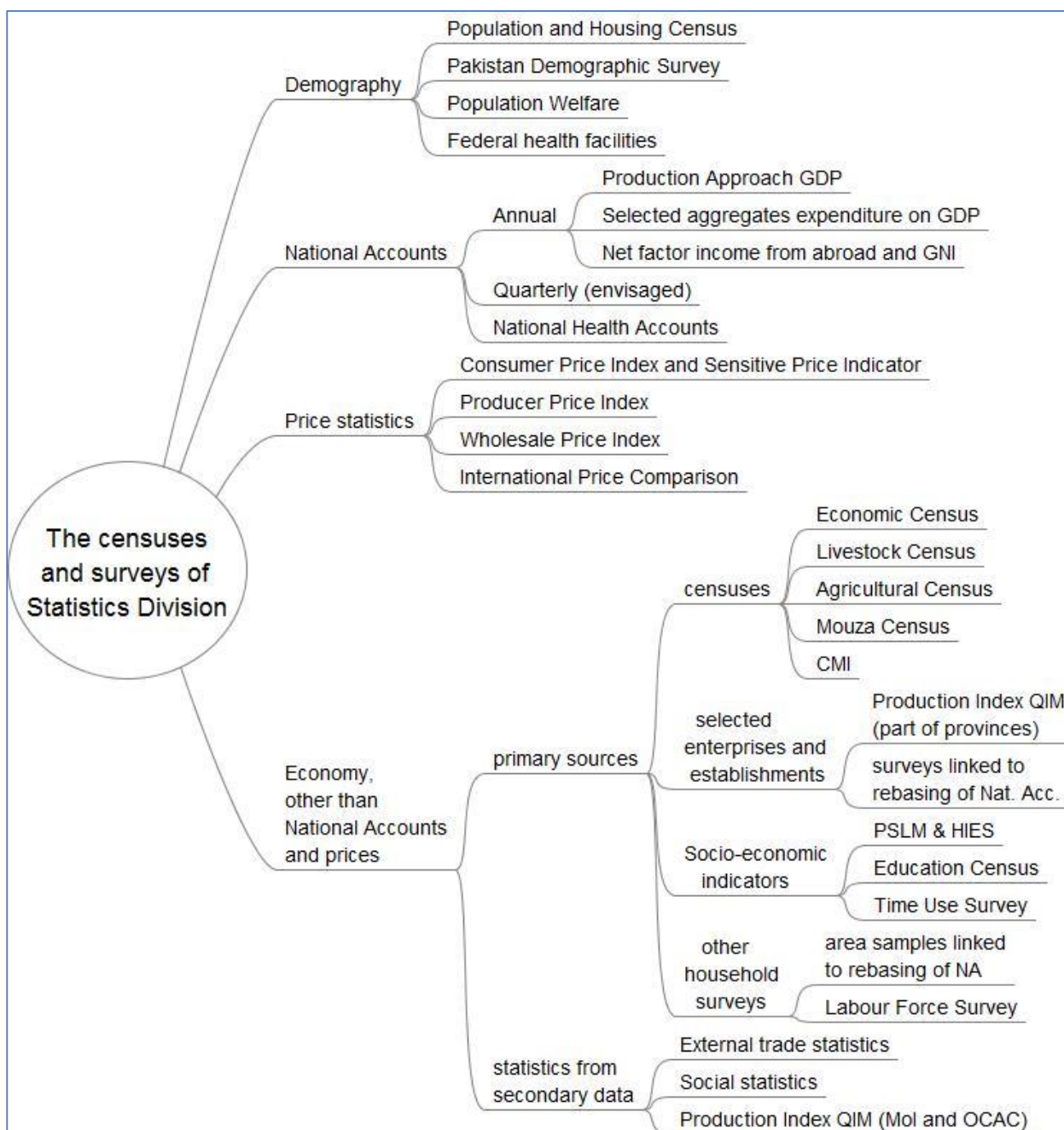
In Pakistan some statistics are produced by non-government institutions as, for example, multilateral organisations like United Nations, World Bank or Asian Development Bank. Some bilateral development partners and NGOs also contribute to the statistical data base of the country, ditto semi-government institutions like the Chambers of Commerce. Private sector enterprises like Gallup provide services in data collection and can also be classified as non-government producers of statistics.



1.2 Pakistan Bureau of Statistics

1.2.1 Overview of products, budget and staff strength

The censuses and surveys of PBS can broadly be categorized into demographic, agriculture, social and economic statistics as in the chart below.



The PBS collects data on social and economic sectors, computes National GDP on annual basis, the price indices and foreign trade data based on goods received or exported through custom points in addition to computing National Health Accounts and quantum of monthly industrial production while in the realm of the former Agricultural Census Organisation PBS collects data on agricultural and livestock sectors, agro based entities and 'mouza-wise' infrastructure. Data is collected through primary sources by conducting periodic surveys and censuses as well as secondary sources by obtaining information from government records. In its Population Census part (former Population Census Organisation) PBS conducts the decennial population census. The Statistics Division is the apex supervisory body of the three former organisations which now have been merged to PBS.

Former FBS had offices in Islamabad and Karachi and field offices in 34 cities spread all over the country. It had sanctioned strength of 1854 employees of which 1637 were in place. Of the total sanctioned strength 455 were in officer's grades 16 to 21, of which 373 were in place while 18% posts were vacant. 425 of the sanctioned posts of officers comprised of statisticians, economists, mathematicians, sociologists and computer department personnel. Computer Wing consists of three Data Processing (DP) centres located at Karachi, Lahore and Islamabad which process filled up questionnaires and process the data. There were 1399 sanctioned junior level posts in Grade 1 to 15 of which 1264 were in place. Of these were 477 posts in administrative and service departments and technical posts of 517 Statistical Assistants, 158 posts of Data Entry Operators and 31 Cartographers. In addition to this sanctioned strength former FBS hired on tenure/ contract basis enumerators /statistical assistants for conducting field surveys on the basis of allocations available from the Government under Annual Development Plan or by donors.

Former ACO is located at Lahore. It had no field offices and used field force of Provincial Governments relevant departments for conducting surveys and DP Center of former FBS at Lahore for computer work. ACO had total approved strength of 174, of which 149 are in place. Out of the total sanctioned strength there were 23 Officers in Grades 17 to 20 and 151 staff members in grades 1 to 16. Most of the officers are technical experts. In the staff category other than 50 Statistical Assistants, all others are administrative staff. Former ACO employed climate change experts, agronomists and agricultural economists. It also had computer programmers as well as IT equipment in addition to train its staff in IT.

Former PCO had sanctioned strength of 1,358 of which 983 were in place. Of the sanctioned strength there were 219 officers in grades 17 to 21 of which 121 posts are filled as in May 2011. Of the sanctioned staff strength of 1,139 in grades 1 to 16 only 862 were in place. Of the staff positions there were cartographers, draftsmen, geographical assistants, statistical assistants and administrative staff.

During the decennial census former PCO utilized staff of the Provincial Governments and local bodies particularly teachers in conducting house to house census. Currently the nationwide house listing has been completed and the process of National Census is in progress.

Former PCO has been provided state of the art scanning machines of Intelligent Character Recognition (ICR) for the current census by the donors for fast processing and tabulation of census

questionnaires. This system could be used for other censuses and surveys after the Population Census. However the printing facilities for ICR forms are lacking.

1.2.2 PBS: main products

During the intervening period between the decennial Population Censuses, growth in population is estimated through sample surveys on annual basis. The sample frame for the **Pakistan Demographic Survey** comprises of the lists of enumeration blocks in the urban areas each comprising of 200 to 250 households on the average as updated in 2003-04 and the lists of villages/mouzas/dehs published by former PCO as a result of 1998 population census as Primary Sampling Units(PSUs). A sample size of more than 34,000 households was adopted for the 2007 PDS with 45 households selected from each PSU with equal probability using systematic sampling technique with a random start. Estimation procedure and formulae based on two stage stratified sample design has been developed. The coefficients of variation of demographic indicators developed from the PDS are sex ratio, household size, crude birth and crude death rates and natural growth rate.

The analysis of the labour market in the country is mainly based on the **Labour Force Survey** which PBS conducts on yearly and on quarterly basis through sample field survey of about 36,000 households from all sample enumeration blocks in urban areas and mouzas/dehs/villages of rural areas from all the four provinces. Multi-stage stratified sampling technique is used as per international standards. Data is collected by direct interview generally of the head of the household with the total sample evenly distributed for enumeration on quarterly basis to offset the effect of seasonal variation. The survey studies literacy and employment in the formal and informal sectors, employment by major industry divisions, employment status and occupational safety and major occupational groupings. The questionnaire has been updated. LFS 2013-14 will be conducted on updated frame.

The **Pakistan Social and Living Standards Measurement Survey (PSLM)** was initiated in 2003-04 for the purpose of monitoring the Millennium Development Goals(MDGs). It is primarily focused on the sectors covered under the Poverty Reduction Strategy Paper(PRSP) i.e. education, health, household assets/ amenities, immunization, pre/post natal care of females and household satisfaction by facilities and services. The indicators are presented by income groups disaggregated by Province/District, by region (urban-rural) and by gender. A two stage stratified sample design has been adopted and the sample size for 2010-11 was fixed at 75188 households comprising 5298 sample villages/enumeration blocks which could produce reliable estimates at the district level.

Embedded in the PSLM Survey system is the **Household Integrated Economic Survey (HIES)**. HIES is conducted through a nation- wide two stage stratified sample survey to study head and size of household, absent household and family members including dependents, employment status, income, financial and other transactions, consumption expenditure and education level. During HIES 2010-11 about 16,000 households were surveyed. The entire sample has been drawn from Primary Sampling Units. The sample size has been considered sufficient to produce estimates of key variables of national and provincial level at 95% level of confidence with 5% to 7% margin of error. Consumption quintiles are used to distinguish the population according to their welfare. Estimates by quintiles describe distributional

differences, thus representing an important tool of analysis. HIES data is used by the Poverty Centre, Planning Division, to determine the level of poverty in the country.

PBS computes and releases three types of **price indices**, i.e. Consumer Price Index (CPI) on monthly basis, Sensitive Price Indicator (SPI) on weekly basis and Wholesale Price Index (WPI) on monthly basis. CPI is used to monitor overall inflation of a basket of around 400 commodities and services at consumer level and as a deflator for National Accounts. SPI is used to monitor short term variations in prices of 53 items of daily use. WPI indicates the trend in prices of commodities at the wholesale stage. Currently the indices are on 2007-08. Results of the CPI and WPI are released on monthly basis through a press conference and on website while results of the SPI are released to the press on paper and also placed on the website of PBS.

Price indices have to be revised after some years in order to cater for changes in the consumer behavior. For this purpose former FBS conducted a **Family Budget Survey** (56,000 households for 2007-08 base) during the envisaged new base year. This survey provides for determination of income groups and for derivation of weights of commodities and services in the new basket. As a sub-sample of the Family Budget Survey a **Rent Survey** was conducted in order to cater for the weights of house rents in the new consumer price basket of 2007-08 (40,000 households for 2007-08 base) and to prepare continuous observation of house rents for compiling the CPI (about 6,300 households regularly on quarterly basis).

The **Census of Manufacturing Industries (CMI)** is a joint venture of PBS and the Provincial Bureaus and Provincial Industry Departments. It covers all large scale manufacturing industrial establishments employing more than 10 workers. In previous censuses the frame has been provided by the Provincial Labour Departments. The field work for the Census 2010-11 is completed. For the first time the frame has been provided by the statistical **Business Register** which has been launched in former FBS in 2008. The field work of CMI is conducted by the staff of the Provincial Directorate of Industries while the methodology, questionnaire as well as data compilation, tabulation and report preparation is with PBS. Pakistan Standard Industrial Classification (PSIC) is applied for sub-classifying the results of the CMI. The main variables to be collected through the CMI are employment, value of production, industrial costs and other inputs, taxes and subsidies on production, value added and capital formation.

The sole short-term business statistics of PBS is the **Quantum Index of Manufacturing Industries (QIM)**. It is based on 112 selected commodities covering roughly 70% of the value added of large scale manufacturing. Selection of the commodities and determination of the weights is regularly updated with the latest CMI. Basically the QIM is a monthly production index, formed to measure growth in industrial output. As the name indicates it is confined to the quantity dimension. Data is collected through the Oil Companies Advisory Committee OCAC (11 commodities), Ministry of Industries (36 commodities) and the Provincial Bureaus of Statistics (65 commodities). Being a pure volume index using Laspeyres formula the weights of the base year are kept constant. The empirical work suffers from under-reporting or late reporting by establishments and lack of capacity and lack of resources of data collecting agencies particularly with the Provincial Bureaus.

PBS compiles **external trade statistics** showing monthly import and export of commodities (merchandise trade). Provisional data are issued on the tenth of the following month while its breakdown

in different categories is released with a 45 days gap. The data is based on Goods Declaration Forms submitted to the Federal Board of Revenues at customs exit and entry points of commodities by the importers and exporters. The data on external trade in services is released with two months gap based on data compiled by the State Bank of Pakistan from the banks.

The “real” **National Accounts** of Pakistan are compiled by PBS while the flow of funds accounts, the balance of payments and related aggregates are calculated by the State Bank of Pakistan, both on the basis of the internationally agreed “System of National Accounts”. Main aggregates calculated by PBS are the Gross Domestic Product (GDP), Gross National Income (GNI), value added and capital formation of the various industries (“sectors”). GDP is calculated from the production side while GDP from the expenditure side is confined to capital formation, government consumption, exports minus imports and changes in stocks. Private consumption is calculated residually. National Accounts is an accounting framework which makes use of various data sources in the country. Recently the base of national accounts has been revised during 2013 with the new base year 2005-06. The envisaged new time-series will start in 1999-2000. The first time ever launching of Quarterly National Accounts for Pakistan will be done subsequently. Supply - Use tables for the base year are also envisaged. Institutional sector accounts are underway. The gaps in the household consumption expenditures will be identified. New change of base exercise is being planned.

Like National Accounts the **National Health Accounts** are an accounting framework making use of various sources. NHA aims at showing the production of health care services in the country, its consumption and its financing in a reconciled system of monetary dimension. The results of the first round (2005-06) have been released, the results of the next rounds (2007-08 and 2009-10) have been released. The compilation work for 2011—12 is in progress and planned to be released in the current year.

In the project of rebasing of National Accounts, PBS has conducted various census, surveys and studies. For the rebasing of National Accounts 2005-06 there were more than 20 of them, the most important ones being the **Survey on Small and Households Manufacturing Industries (SHMI), Wholesale and Retail Trade Survey, Construction survey, Survey on Non-Governmental Organizations (NGOs), rent survey etc.**

Other surveys conducted on one-time basis are:

- National Education Census of Pakistan, conducted in 2005 in collaboration with the Academy of Educational Planning and Management, Ministry of Education and support from UNESCO,
- Time Use survey, carried out in 2007 in a sample of 19,600 households on the initiative and support of the World Bank in order to account for the 24 hours’ time in terms of the full spectrum of activities carried out during this time span.
- Report on ICT-Indicators, reflecting structure and growth in the Information and Communication Technology sector, published in 2007 in collaboration with GIZ and a private sector firm.
- Compendium on Gender Statistics in Pakistan in 2004 and 2009, based on secondary data and on surveys conducted by former FBS.
- Compendium of Environmental Statistics in Pakistan 2005 and 2010, reflecting data on environment in historic perspective from 1947 onward.

PBS has its own printing facilities, though outdated, at Karachi and Islamabad office. It provides services for printing the survey questionnaires, reports, news letters etc.

PBS is maintaining **sampling frames** for conducting surveys. It provides the services to all ministries, departments, agencies, national as well as international, provincial bureaus, crop reporting services, etc. for conducting the surveys on scientific bases. Sample design directorate is the custodian of frames. Frames consist of "List and Area frames". Area frame has two components, i.e., urban and rural areas frames, which have been developed separately. Urban areas frame have been further divided in to "large cities and other urban areas" where large cities have been further stratified in to "Low, Middle and High income" strata. The urban areas have been delineated in to enumeration blocks with identifiable boundaries, consisting of 200 - 250 households. Mouza/ deh/ village etc., according to the revenue system, have been adopted as building blocks for "Rural frame". This is according to the population census record.

Further, the coding schemes have been standardized for all statistical purposes. Election Commission of Pakistan and registration department are linked up with this scheme. Now onward the urban and rural frames will be same throughout the country. The updation of urban frame is complete. Google earth maps with geo referred boundaries are the building blocks called enumeration blocks. Well defined boundry descriptions referring on the ground features are the source of location of enumeration blocks. It eliminates the duplication and overlapping issues. The updation of rural frame based on revenue records is the next target of updation, during.2013-14.

The core task of agricultural statistics in former ACO is the **National Agricultural Census**. Notwithstanding its name it is a decennial sample survey conducted through the field staff of the Provincial Agriculture Departments. The last Census was carried out in 2010 and completed by **May** 2013. The survey reports cover number, area and tenure of farms, fragmentation and size of farms, land utilization by size of farms, irrigation status land use and cropping intensities, crops use of manures, fertilizers and insecticides, use of hired labour and family workers, indebtedness and investment for agricultural purpose, use and ownership of agricultural machines, livestock, education, source of income and type of houses and land ownership categorization. For the sample frame the country was divided into three distinct parts:

- (i) rural settled areas of KP, Punjab and Sindh with a three stage weighted and stratified sample.
- (ii) rural settled areas of Balochistan and Azad Kashmir with a single weighted sample.
- (iii) rest of the country with a single stage systematic sample.

In view of the importance of agricultural mechanization in boosting farm output in the agrarian economy PBS conducts the **Pakistan Agricultural Machinery Census**. The census was first conducted in 1968 and has since then been held regularly after every decade but five years after the Agricultural Census. The census was confined to all public and private tractors/bulldozers/combine harvesters used for agricultural purposes, farm implements pulled by or motivated with tractors and in possession of tractor owners, public and private tube wells/wells with pump/lift pumps/submersible pumps used for irrigation purposes and all private modern irrigation systems installed for agricultural purposes.

Information on public sector owned agro-machinery was collected from Government agencies by correspondence while data on privately owned agro-machinery was collected in two stages by field survey.

Former ACO has been conducting **Livestock Census** on decennial basis since 1976. Objectives of the census was to provide current estimates of commercially important livestock and poultry birds by age, sex and breed, to provide estimates of vaccinated animals with results thereof, to ascertain the number of work animals by type of work and to estimate milk production and number of animals slaughtered. All the mouzas/dehs of the country were enumerated on sample basis except Tharparkar district of Sindh and Cholistan area of Punjab where Census was conducted on hundred percent basis. Sample for former category was drawn in two stages. In the 1st stage 13% of the sample areas were drawn (16% from the rural villages/dehs and 6% from urban blocks) through weighted systematic random sampling technique by adopting the principle of probability proportional to the no of households in each mouza /deh. From the selected mouzas/dehs/blocks of rural settled and small/medium urban areas all the listed Mouza Certainty Holdings (livestock holdings of a specific number) were enumerated on 100% basis and from the remaining household a systematic sample was selected for enumeration. In the case of unsettled rural areas and big urban areas, all the households of the selected villages/blocks were enumerated on 100%basis. Of the total listed households at the national level 26% sample households were selected of which Sindh Province had selected sample fraction of 43%. Total 1.0 Million households were selected out of 8661 selected mouzas/villages and 1586 urban blocks.

A **Survey of Milk Processing Industry** was conducted during 2006 enumerating output, costs, capacity utilization, and efficiency and price trends.

The **Mouza Census** caters for data on socio-economic infrastructure in a mouza/deh which has reflection on their overall as well as on agricultural development. Mouza or Deh is the lowest tier of administrative structure in the rural areas of Pakistan. Former ACO has been conducting Mouza Census after every five years since 1971. The field work is conducted through the Provincial Departments of Revenue.

The decennial **Population and Housing Census** has been conducted regularly since 1951. The PBS conducted House Listing Operation as a precursor to the Population Census in March/April 2011 and the Population and Housing Census was supposed to be conducted in August/September 2011 but postponed due to various reasons. Apart from giving broad based socio-economic data and updating the frames for drawing all kinds of samples the census provides basis for political representation in the national and provincial legislatures, distribution of funds to provinces by the national finance commission and determining quota of provinces to all civil posts in the federal government. For complete coverage and effective field supervision, the country has been delimited on a four tier system i.e. census districts, census charges, census circles and census blocks. Maps of each census charge, circle and block have been prepared and updated, verified through satellite images and given to supervisors and enumerators. Each census charge comprises of 5 to 7 circles, each census circle comprises of 5 to 7 blocks while each census block comprises of 200 to 250 houses. In all there are 138 administrative districts, 424 census districts, 3202 census charges, 20,107 census circles and 146,289 census blocks. A field force of 182,000 will be

required to conduct the census. Topics to be covered in the census include demographic, social, economic, educational and geographical/ migration characteristics, fertility/mortality, nature and type of disability, housing characteristics. Effective supervision mechanism has been planned which include setting up of vigilance teams and control rooms at district level to monitor census operation while a census evaluation survey will be undertaken by an independent agency. Effective training for enumerating staff has been arranged. For early tabulation modern ICR system has been installed under assistance from donors along with machine readable forms.

PBS has developed the **Geographical Information System (GIS)** which includes mapping software and its application with remote sensing, land surveying, geography and tools that can be implemented with GIS software. The system captures, stores, analyses, manages and presents data that is linked to location. Functions of GIS include provision of data input through GPS Survey and scanning of maps, data manipulation by Raster to Vector conversion and merging polygons with common attributes and data analysis and data presentation. GIS system can be utilized effectively by both public and private sectors while the statistical agencies can use it for standardized presentation of survey reports/data. GIS will help decision makers, researchers for spatial categorical analysis.

1.2.3 Links to other national frameworks

The Medium Term Budgetary Framework (MTBF) aims at aligning budgetary resources with strategic priorities. It shows the links between resources allocated through the federal budget and the results to be achieved in terms of service delivery (outputs) and impact (outcomes). It integrates policy-making, planning and budgeting within a medium-term framework under custodianship of the Ministry of Finance. So far, 35 ministries and divisions adopted MTBF. Since 2009 Statistics Division is also part of it.²

Poverty Reduction Strategies (PRSPs) are prepared to improve the impact of Government policies on poverty reduction which are assessed jointly by the Government and development partners through the core tool of Performance Assessment Framework (PAF). The PAF provides a concise and verifiable set of indicators that are revised in line with progress. Commonly used indicators for PRSPs are:

- economic statistics (macroeconomic monitoring): two key national income aggregates i.e. GNI and GDP; CPI (inflation monitoring); public finance statistics (budget balance); balance of payment;
- demographic statistics, enumeration of population, its geographical distribution, its distribution of by age and sex, mortality (especially infant mortality) by age and sex and birth rates;
- statistics on household living conditions: income and expenditure, consumption, household equipment, employment;
- statistics on education: population of school age, school attendance, adult literacy, teachers, diplomas delivered and schools and their equipment;

²See MTBF <http://www.mtbfpakistan.gov.pk/aboutus-overview.htm>.

- statistics on health: population morbidity, access to health-care, staff and health infrastructure.

Although PRSPs base their indicators on existing data sources where possible, there is explicit recognition that PRS implementation requires improvement in statistical quality and/or range of available statistics at national level. Pakistan has published background studies for its PRSP II³ and the development of its national statistical system has to be in accordance with the above given set of indicators as far as possible.

1.2.4 Involvement of users and stakeholders

Under the old statistics law there was a Statistical Council comprising of representatives of different stakeholders to advise on statistical plans and programs suiting users' requirements. The new Statistical Law provides for revamping the Statistical Council into a more broad-based Users' Council at the Federal Level in addition to constitution of Users Council in all the Provinces. A broad-based Advisory Group comprising of representatives from all segments of stakeholders is being constituted to advise on and review the forthcoming decennial census.

On technical issues there are various experts groups and steering committees involving experts and users of other parts of the governments or of private sector companies. The most important ones are the National Accounts Committee and the Expert Group on Price Statistics.

1.2.5 Donors commitment

Donors support has been forthcoming to support strengthening and development of National Statistical System. GIZ has provided technical assistance amounting to Euros 4.3 Million in a two phased programme spread over the period 2005 to 2013. The project has contributed to provision of experts mainly for upgrading Pakistan's National Accounts and other statistical methodologies, provision of training faculty and modernizing IT structure. The second phase of the project is emphasized on rebasing of National Accounts, launching of Quarterly National Accounts, setting up a Business Register and launching of National Health Accounts and increasing the capacity of former FBS by means of training, modernizing IT and communication. DFID of UK has also committed technical support amounting to 5 Million Pounds in a two phased project titled 'Strengthening National Statistics in Pakistan'. The first phase of the project from November 2009 till April 2011 was implemented by Adam Smith International on behalf of DFID. The objectives of the SNS project target at organizing and delivering in three broad areas i.e. structural change and support for reform, work process changes and training and human resource development. UNFPA, UNDP and GIZ, DFID and other donors have provided technical assistance amounting to US\$ 2.208 Million in terms of experts and equipment including a modern ICR system for the forthcoming decennial National Census. Future donors support will be channelized to implement the programs and plans in accordance with NSDS.

³ See „Background Study for PRSP-II“ http://www.finance.gov.pk/prsp_background.html

1.2.6 Government decisions (federal) showing commitment to develop NSS

New legislation: In 2006 the Federal cabinet had approved in principle to create an autonomous Pakistan Bureau of Statistics by merging the three federal statistical offices, the Federal Bureau of Statistics, the Agricultural Census Organization and the Population Census Organization along with the technical wing of Statistics Division. A draft bill prepared in consultation with stakeholders was approved by the Federal Cabinet in 2009 to provide legal cover to the merger, creation of the autonomous PBS and a reformed user-friendly statistical regime by setting up of Users Councils at both the Federal level and in each Provincial Government. The bill has passed in the Parliament and has been notified in the Gazette on May 31 as “General Statistics (Reorganization) Act, 2011”. The PBS has formally been established and notified on 23rd December 2011. The new law provides the functional autonomy to PBS with a Governing Council comprising of majority representation from private sector and a professional Chief Statistician and Members to be appointed on an assured tenure basis. The law also mandates the PBS to have a Statistical Fund mainly for capturing financial assistance from donors.

Training Wing and new Institute at Lahore: The Training Wing of former FBS has undertaken intensive training programmes for capacity building of statisticians from data producing and data users’ organizations. Training has aimed at imparting skills of modern statistical techniques and methodologies in addition to latest statistical computer software programs. Training has also been given to improve awareness and skills in data dissemination and publication of data. Last not least, substantial training portfolio has been dedicated to improve the context knowledge needed for the performance of official statistics. With growing demand for additional and up to date knowledge there is a need to expand and modernize the training facility into an internationally recognized training cum research institute. For this purpose the Government has decided to build a new Training and Research Institute at Lahore. The funds for that have been allocated, already, and design of construction work has been finalised. A committee under the chairmanship of chief statistician to finalise the training schedule and contents of the courses is in progress.

Office building: A new office building equipped with modern infra-structure is operative in Islamabad where former ACO, former PCO and former FBS and the training wing– scattered around in different locations and premises – have been accommodated under one roof with a modern conducive for work environment. The work to build the remaining two stories is in progress. Additionally, the offices at Lahore and Karachi have been modernized with IT-infrastructure. With merger the field offices will also be merged thereby promoting efficiency and economy.

Modernisation of IT-equipment: During the last five years the IT infrastructure of former FBS, former PCO and former ACO has been relatively modernized. Mainframe technique and batch-oriented performance has been replaced by client-server applications and dialogue-based software. Ditto standard software has been installed in order to foster flexible data analysis on the basis of micro data and in order to reduce costly, inflexible and time consuming production of pre-specified tabulations per batch routines. Modernization of IT also focused on introducing modern ways of communication and information. This started in 2006 with installing local area networks in selected parts of the former FBS premises such as the National Accounts Wing. These networks meanwhile provide internet access, access to mail services,

access to servers and sharing of IT-facilities such as printers and fax machines. Former FBS undertook a plan for decentralising and speeding up its data entry of price statistics by modernizing its IT structure. Procurements of motorcycles helped to increase productivity of data collectors as they could quickly move from one market to the other. At the same time all 35 field offices were equipped with personal computers. They now edit all price data for CPI, WPI and SPI in the field and submit the data to the compilation office in electronic format. The data entry software was produced in MS ACCESS. PBS also replaced the out-dated and inflexible software tools for CPI, WPI and SPI at the Price Statistics Section by modern ones like VB.net etc.

Business register: To overcome a major obstacle regarding setting up of a frame of establishments essential for credible economic statistics GIZ funded in 2008 setting up a Business Register (BR) in former FBS for having a comprehensive and continuously updated directory or register. The BR in its first phase is working on preparation of frame of manufacturing establishments and in due course will take up raising frames in energy and mining, construction and later on establishments from the services sector. Computer software has been prepared and international classification for categorization has been adopted for the frame.

National Health Accounts: To extend the scope and coverage of official statistics carried out by former FBS there had been attempts to enrich the statistical program. In 2007 the former FBS on urge of World Health Organization (WHO) and with the consent of Health Division undertook compilation of National Health Accounts (NHA). NHA is a macro-economic framework based on the System of Health Accounts as developed mainly by OECD and WHO. With support from the GIZ-project former FBS presented first results of it in May 2008. Now PBS has a special section for NHA. **The second and third round (FY 2007-08 and 2009-10) has been released, the work on 2011-12 is under compilation .**

Expansion in Labour Force Survey: On the recommendation of the ILO the Labour Force Survey (LFS) was enhanced in terms of periodicity and space by conducting it on quarterly basis and in a way that significant data could be provided not only for provinces but for selected districts, also.

Expansion of the statistical programme: Former FBS has carried out a Time Use Survey as one time exercise which was funded by World Bank. In 2008 former FBS also carried out a survey on indicators of information and communication technology based on various secondary data. In 2007 former FBS in collaboration with Heartfile, a health policy NGO, compiled a report on Health Indicators of Pakistan. However, the main survey activities involving 23 surveys and studies have been dedicated to the rebasing of National Accounts with 2005-06 as a base year. Similar activities are under planning for the change of base in near future.

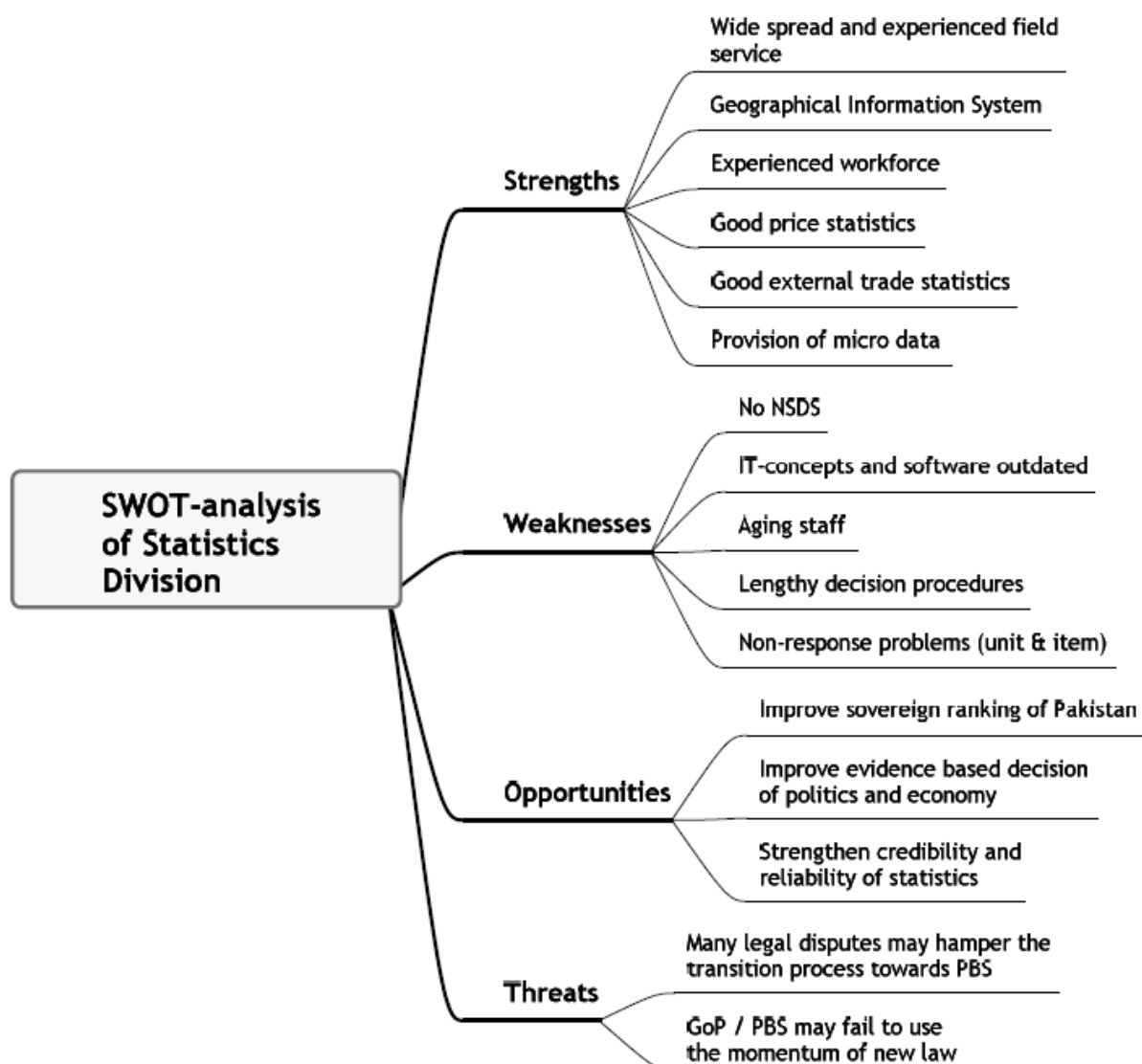
Custodianship for GDDS: Pakistan has subscribed to the General Data Dissemination Standard (GDDS) of the IMF. The IMF requests its subscribers to nominate an institution or a person to be the exclusive focal point of contacts with them in all matters of GDDS. So far, this focal point was with the MoF but in August 2011 the GoP nominated the Director General of former FBS to carry out this function. The variables covered by the GDDS are mostly in the realm of former FBS, they also comprise indicators to be delivered by the State Bank of Pakistan and by the MoF itself.

18th constitutional amendment and devolution: As a consequence of the 18th constitutional amendment during summer 2011 several federal ministries fell obsolete. Some of their functions, however, had to remain with the federal government and were distributed among several other ministries including Statistics Division. The former Federal Bureau of Statistics was additionally charged with statistical tasks which formerly had been assigned to the Ministry of Population and Welfare, the Ministry of Food, Agriculture and Livestock, the Ministry of Labour and the Ministry of Health.

Synergies with Population Census: Area sampling is the principle foundation method on which Pakistan's household surveys are based on. For this purpose it is very important to have results of the next Population and Housing Census soon. An updation of the primary sampling units based on homogeneous coding scheme is in progress. Synergies of activities of the sampling sections and field services with the Geographic Information System have been in operation for the updation work.

1.2.7 SWOT-Analysis of PBS

A general analysis of strengths, weaknesses, opportunities and threats (SWOT) of the statistics of Statistics Division and the former federal statistical agencies, FBS, ACO and PCO, is given in the figure below, most of them pertaining to former FBS while the threats refer to the transition of these three organizations towards the PBS. FBS had a wide spread field service with 34 regional or field offices all over the country. The officers of field service are very experienced with enumeration of several types of census and surveys and allow for coverage also on district or even Mouzah level. The price statistics of Pakistan, as far as data collection, periodicity, coverage and performance of SPI and CPI are concerned, are according to international standards. Since a few years former FBS has not only published finalised tables and reports, but also provided micro data of household surveys, which if institutionalized can be very valuable for the government, research and also private sector.



In contrast to that the former FBS has weaknesses of a general nature: it lacked a medium and strategic planning, since most decisions are made on ad hoc basis or are even donor driven. Another severe problem for official statistics in Pakistan is low response rates in industry census. This problem will be partly healed with the installation of a business register, which allows for applying cost and response saving sampling techniques instead of full censuses. Another weakness is need for experienced and qualified middle and senior level officers retiring due next few years with inadequate replacements. Information Technology shows weaknesses in using outdated programming languages and related concepts and partly also in old infrastructure though a lot has been done already to modernize the IT-equipment and related performance.

Opportunities for PBS would be the strengthening of the credibility and the reliability of official statistics and a better perception of it in the public brought about by the new autonomous and professional structure of PBS under the new statistics law. New building will provide a productive working

environment. If quality of data improves then hopefully decisions of politics and the private economy will much more often be based on statistical evidence and thus will improve. This might to some extent help in improving Pakistan's international sovereign and competitiveness ranking which would encourage private foreign investment.

Threats include possible post-merger disputes due to legal clarifications of employment and career conditions sought by the employees. The issue of promotion versus direct appointments debated in the current setup, already. It would take time to solve all issues of employment and careers and could delay important steps of progress. In general former FBS suffered from lengthy decision procedures due to lack of delegation of responsibilities and non- utilization of electronic file transmission. The other listed threat is that the GoP might fail to use the positive momentum of the new law and the installation of the PBS because there might be delays in recruiting the top management, in securing the financial basis, in organizing its new set-up or simply in underperforming and thus not meeting high expectations.

1.3 Provincial Bureaus of Statistics

1.3.1 Common characteristics and products and overview of resources

Provincial Governments have Provincial Bureaus of Statistics. These Bureaus in their present set-up and status are Directorates attached to the Planning & Development Departments of the provinces. They have headquarters in the provincial capitals at Lahore, Karachi, Peshawar and Quetta. All of them have affiliates: Punjab has 8 Field Offices and 7 District Offices, Sindh has 41 offices other than the Head Office, Khyber Pukhtunkhwa has 2 camp offices.

The Provincial Bureaus collect statistical data on various socio-economic aspects mainly through institutional sources but also through some censuses and surveys. Their statistical data include Census of Manufacturing Industries (CMI), Monthly Survey of Industrial Production & Employment, Directory of Registered Factories, data of Educational Institutions, Health Statistics and ad hoc surveys assigned by the Government such as District-Based Multiple Indicator Cluster Survey (MICS) conducted in Punjab. Now the other provinces are also conducting the MICS Survey or consider doing it.

MICS is widely funded by UNICEF. The provinces are aware that funding in general is volatile over the years and not homogeneous among the Provinces. There are proposals that the statistical offices of the Provinces become Departments of their own and that then they should be the custodians of the GIS applications practiced in their Province.

All provinces are conducting a School Census every year, thus contributing to the Provincial Education Management Information Systems. They also collect data on behalf of the Provincial Health Management Information Systems.

Human resource development specialized for statistics is mainly based on participation in the trainings imparted by the Training Wing of PBS at Islamabad. Provincial Agriculture Departments also have a Directorate of Crop Reporting Service for conducting crop surveys and estimates of field crops. Crop Acreage and crop output Censuses is a special feature of provincial statistics due to the importance of agriculture.

An overview of the staff situation of the Provincial Bureaus is given in the table below. It should be noted that a lot of the sanctioned posts are lying vacant. The comparison is hampered as there is no standardized or harmonized nomenclature of functions and occupations.

Sanctioned posts of Provincial Bureaus of Statistics FY 2010-11 by function

Function / Title of staff	Punjab	Sindh	KP	Balo-chistan
DG / Director / Add. Directors	3	4	1	2
Deputy Directors	18	9	1	3
Assistant Directors	26	13	6	16
Statistical Officers	51	79	3	-
Statistical Assistants	79	52	3	-
Statistical Investigators	-	-	10	1
Enumerators, readers etc	-	33		-
Compositors, Stenos , draftsmen etc	35	-	5	17
PAs, Assistants, clerks etc.	10		9	6
Librarian	1	-	-	1
Key punch operators	-	8	-	-
Superintendent	3	5	1	2
Senior System Analyst	1	1	-	-
System Analysts / programmers	3	6	1	2
Statistical Computer Specialists	-	-	12	3
Data Processing Officers	2	2	1	-
Data Processing Assistants	-	2	-	-
Operators, key punchers etc	50	12	1	3
Accounts and Admin. Officers	-	2	-	2
Other supportive staff < BS 07	158	259	18	8
Total	440	487	72	64

Selected budget figures of Provincial Bureaus of Statistics in million Rs

	Punjab	Sindh	KP	Balo-chistan
Budget 2009-10				
Non-Development budget allocated	71.5	90.2	16.3	25.7
Non-Development budget utilized	66.5	75.7	15.4	
Development budget allocated	36.1	137.9	15.0	nil
Development budget utilized	28.8	87.7	0.1	nil
Budget 2010-11				
Non-Development budget allocated	82.0	123.9	23.4	29.0
Non-Development budget utilized	81.4		19.4	
Development budget allocated	22.3	103.4	14.9	nil
Development budget utilized	21.1		3.5	nil
Budget 2011-12				
Non-Development budget allocated	115.7		24.8	
Development budget allocated	106.0		8.0	

The Provincial Statistical Councils did not meet during the last years.

Azad Jammu & Kashmir Government does not have a specific department or bureau for statistics but there is a small cell for statistics in the Planning and Development Department. Gilgit-Baltistan which is a newly created administrative unit has also not set up a statistical cell as yet but it plans to do so with support from UNICEF. For the time being the endeavours in AJK and GB are of minor relevance for the statistical system in the country. Thus they are not further tackled here.

1.3.2 Censuses and surveys and specific characteristics by Province

1.3.2.1 Punjab Bureau of Statistics

Like the other provinces Punjab conducts the **Census of Manufacturing Industries (CMI)** under a joint programme with PBS and the Provincial Directorate of Industries. It covers all industrial establishments employing more than 10 persons and registered under section 2(j) of Factories Act 1934. The Census has periodicity of five years and is presently under field work for FY 2010-11. The bureau also collects and provides monthly production data for 65 items to PBS for its monthly **Quantum Index of Manufacturing** (see "QIM" in section 1.2.3).

The already mentioned **Multiple Indicator Cluster Survey (MICS)** was launched in Punjab in 2003-04 in 2190 randomly selected sites with 30932 households providing data on 44 socio-economic indicators. For MICS 2007-08 the Bureau enhanced the scope from district to tehsil level requiring a sample size of 6368 PSUs (Clusters) and 91260 households. The survey provided 70 indicators for the province, for 9 divisions, for 35 districts and for 144 tehsils/towns. It was conducted with technical

collaboration of UNICEF. PBS provided the sampling services. Punjab Government has decided to conduct MICS Punjab 2011 by adopting the MICS4 Methodology which will provide results at tehsil/town level.

Other statistics and products of the Punjab Bureau of Statistics are:

- a directory of industrial establishments with data on fixed assets and employment size based on the industries registered under the Factories Act 1934 by the Labour department,
- a monthly survey of 2000 factories belonging to 47 important large scale industries and 99 manufacturing items contributing 80% of total value added of the manufacturing, released at provincial level.
- a monthly survey of 800 units of Cotton Ginning and Pressing Industry during the cotton ginning season at the provincial level on expected bales,
- annual Statistics of Colleges, covering colleges, technical and vocational institutes, teachers training institutes and universities,
- a survey on daily retail prices of 63 essential commodities (“kitchen items”) collected from 8 big cities,
- a fortnightly retail prices report to be sent to concerned offices of the Provincial Government,
- Health statistics regarding 600 health institutions, their bed strength and patients treated, based on data provided through the EDO (health) of each district.
- A census of mouza-wise basic infrastructure for district management and district planning, conducted in 1995 and updated in 1997 and 1999.

The Bureau has also conducted or at least participated in following **other surveys in coordination with international donors and national agencies:-**

- Survey of katchi abadis in Punjab
- ILO sponsored survey of Return Migrants
- Monitoring and Evaluation of non-salary expenditure related investments in the SAP sector in collaboration with Multi-Donor Support Unit,
- DFID sponsored Pakistan Participatory Poverty assessment Survey,
- Survey in selected tehsils on determinants of primary Enrolment sponsored by the World Bank,
- 3rd Party monitoring of MNCH Programme by conducting a household survey in selected districts,
- Price and wage setting behaviour surveys in formal and informal manufacturing sectors in collaboration with the State Bank of Pakistan,
- Nutrition Survey of Flood Affected Areas in Punjab by using Personal Data Assistant (PDA) in coordination with UNICEF and other UN agencies,
- Rapid Assessment Survey of the Flood Affected Areas in Punjab by using PDA in coordination with UNICEF and other UN agencies,
- Cousin Marriage Survey of Lahore School of Economics in 2010.

The bureau has a Data Processing Division for data entry on Personal Computers. It has acquired 60 computers/laptops with licensed windows SPSS and basic software, a server and a heavy duty printer.

It is now developing an official website and arranging data management training for its IT personnel with UNDP support.

For capacity building of staff training opportunities are provided by PBS training Wing and international training courses offered by donor agencies as and when available. There is coordination with the Statistics Division through representation on the National Statistical Council and the different technical panels. However there is no institutional mechanism for coordination with bureaus of other provinces. The Bureau heavily depends on secondary data generated by different functional departments of the Provincial Government. Data requirements of the users are assessed through meetings with key policy makers and academia though there is no institutional framework like a users' council for regular consultation.

1.3.2.2 Sindh Bureau of Statistics

Like the other provinces Sindh conducts the Census of Manufacturing Industries (CMI) under a joint programme with PBS and the Provincial Directorate of Industries. It covers all industrial establishments employing more than 10 persons and registered under section 2(j) of Factories Act 1934. The Census has periodicity of five years and is presently under field work for FY 2010-11. The bureau also collects and provides monthly production data for 65 items to PBS for its monthly Quantum Index of Manufacturing (see "QIM" in section 1.2.3).

The Bureau has not conducted any primary survey during last three financial years. Work on MICS was started with technical support of UNICEF (grant amounting to Rs 40 million) and in collaboration with a private consulting firm during 2010-11. The survey is district based sample survey covering 26648 households in all 23 districts of the Province including 18 towns of Karachi. Major indicators to be covered include mortality, nutrition, child health, environment, reproductive health, child development, literacy and education, child protection and HIV/AIDS and orphans.

The Bureau compiles monthly report through primary data on production and employment of manufacturing units while it resorts to secondary data from functional departments to compile reports on Agriculture, Education, Health, Electricity, Gas and Mining, Public Finance, Transport and Communication.

The Bureau is not able to avail training facilities offered by PBS Training Wing due to paucity of funds. Against its 487 sanctioned posts 182 posts are vacant. There is currently no specific program for capacity building of staff.

The development budget (Rs 88 million) was allocated and utilized during 2009-10 for MICS while for FY 2010-11 allocation was made amounting to Rs 3.4 million for MICS and Rs 100 million for the establishment of Sindh Data Centre in the Bureau.

The Bureau has been made focal agency for establishment of GIS data centre /bank and preparation of digital mapping of all districts in Sindh with 24 hours relay connection and net working with

all administrative departments and district offices which is mostly based on IT. DevInfo software⁴ is being introduced.

The bureau is coordinating with PBS through its technical groups. It avails the sampling services of PBS for obtaining sample frame for its surveys.

1.3.2.3 Khyber Pukhtunkhwa Bureau of Statistics

The Bureau depends on the collection of secondary data generated in the provincial and district level line departments. Primary data is only collected of prices of goods from retail shops in three districts on weekly basis and monthly industrial production data from the functional industries of the province (see CMI and QIM). Data is released in both the cases through monthly reports.

The only field survey conducted was MICS in 2001 in collaboration with the Provincial Planning and Development department and UNICEF. UNICEF had provided financial and technical support while PBS provided the sample. The survey aimed at creating a base line for key social indicators like infant mortality rate, nutrition status, water and sanitation coverage, child birth registration and ante-natal care etc. The 2nd round of MICS containing district-wise data on some very important indicators was conducted in 2008 and a third round of it is planned in 2012-13. MICS is a sample survey.

The Bureau of Statistics releases four annual publications:

- The Development Statistics Khyber Pakhtunkhwa contains data for the last 3 years. The data is acquired from official record of Department and is shaped formatted and analyzed by Bureau of Statistics.
- The district-wise Socio-Economic Indicators of Khyber Pakhtunkhwa contain data of the last year (for one year).
- District Development Briefs of Khyber Pakhtunkhwa for policy maker.
- “Khyber Pakhtunkhwa in Figure” is a Brochure which is released annually containing data on important aspect of the Province.

Adhoc Publications which were released once and not updated:

- i. Half Decade Review 2000
- ii. PSDP at a Glance 2001
- iii. Gross Domestic Product of Khyber Pakhtunkhwa
- iv. Agency-wise Socio-Economic Profiles of Kurram Agency.
- v. Census of Government Employees.
- vi. Analysis of Selected Economic Indicators of Khyber Pakhtunkhwa
- vii. Poverty in Khyber Pakhtunkhwa
- viii. Census of Rural Human Settlements 1988 for which a door to door visit was paid to all households of the Province (16 districts) comprising 34 books released.
- ix. Post Enumeration Survey of Census of Rural Human Settlements.
- x. Field verification of data and evaluation of feasibility studies of Integrated Area conducted by a consultant of Planning & Development Department.

⁴ DevInfo is a data base system endorsed by the UN Development Group for monitoring human development.

- xi. Resource Distribution in District of Khyber Pakhtunkhwa July 2001.
- xii. Khyber Pakhtunkhwa Flood Assessment Report for 2010 in collaboration with Provincial Disaster Management Authority.
- xiii. The Bureau of Statistics Khyber Pakhtunkhwa has been involved in many field surveys with National/International Organization such as Gender Gap in Primary Education with CIET (international NGO) and CARE Survey on topic of Health Statistics with CIET.
- xiv. The Bureau of Statistics was involved in determining the impact of Social Action Program (survey conducted by Multi donor).
- xv. DIFD sponsored Pak Participatory Poverty Assessment Survey.

The bureau has an official website on which data reports are placed in addition to release of hard copies to policy makers and users of data. To improve the present limited IT capability of the bureau a scheme has been approved in the Provincial Annual Development Programme for the establishment of Management Information System in the bureau. Staff and consultancy services have been procured while programming phase is in progress.

The bureau coordinates with PBS by participating in its technical groups in addition to using its survey reports for updating of provincial indicators. For sample surveys (presently there is none) the sample would be determined and provided by PBS. There is no mechanism to coordinate with other Provincial Bureaus and the only interaction is in meetings convened by PBS. There is also no institutional mechanism for consultations with the data users to assess their requirements.

1.3.2.4 Balochistan Bureau of Statistics

The low allocation of budgetary funds badly curtails effective operation by the Bureau in the field. In the non-development budget for 2010-11 only 1.6 million Rs (5%) is allocated for operational expenses. No allocation in the development budget was made.

The bureau relies on secondary data from line departments of the Provincial Governments in compiling its annual publications titled "Development Statistics of Balochstan" and "Balochstan at a Glance." Frequency of conducting of surveys is restricted by the security situation in the Province and limited technical capacity of staff of the Bureau. CMI and QIM data in the Province is collected and provided to PBS like other Provincial Bureaus. A survey of Industrial Establishments in the Province was conducted recently.

The Bureau is planning to launch its own website while software is being developed with the assistance of UNICEF. Linkage with Federal Statistical Agencies and counterparts in other provinces is through exchange of reports and publications. UNDP is assisting the Bureau in its strengthening and a consultant is being appointed to review the current organization and its technical capability and make recommendations for its restructuring.

1.3.3 SWOT-Analysis of Provincial Bureaus

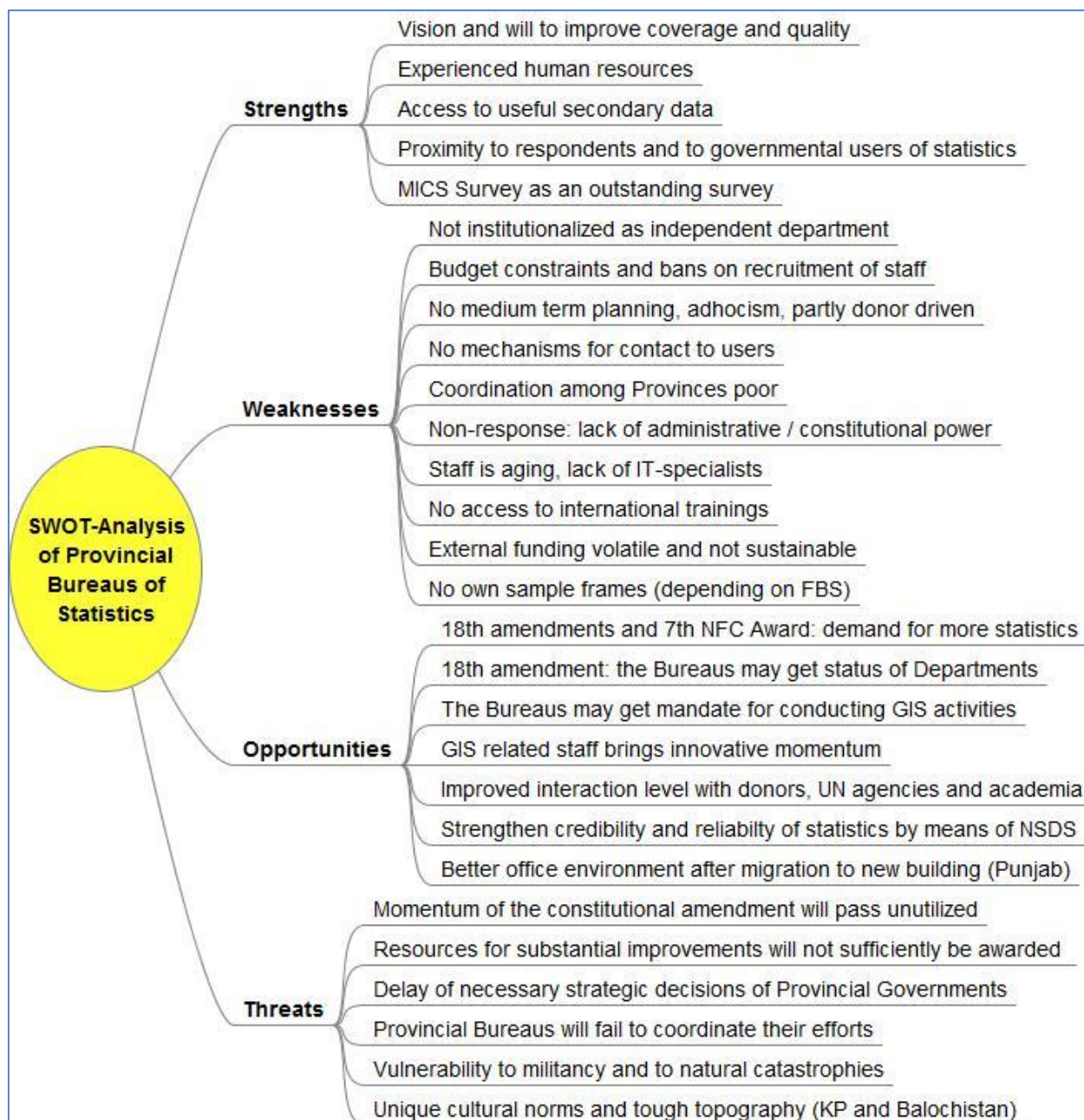
Analysis for the provincial statistical offices depicts weaknesses like low response rate on surveys and adhocism in decision making. There is no coordination/reconciliation between the provinces and only

little coordination with departments within the province on data compiled. One reason for that is that the Provincial Bureaus do not have the status of a separate department. The Provincial Bureaus lack infrastructure and resources which limit their capacity to deliver in the wake of additional demand caused by the 18th Constitutional amendment. The capacities of the Bureaus vary province-wise. The age structure of the staff shows uneven distribution and high share of higher vintages. The staff shows lack of specialised work force such as experts on IT and networking.

The strengths of the Provincial Bureaus lie in proximity to their governmental users and access to a lot of secondary data generated by the Provincial Departments. Moreover, the MICS Survey is an example for very good data produced totally by them. The MICS Survey is a positive example for good coordination among the provinces as this survey now will be carried out by all of them with same questionnaire and method. However, the threat cannot be ruled out that lack of coordination among the provinces will prevail and will hamper improvements of statistics at the provincial level. Other threats are that the Provinces lack the political will and commitment to strengthen their statistics and that external funds do not sustain or are volatile over time.

With the 18th Constitution Amendment the Concurrent Federal Legislative List of subjects has been dropped from Federal Legislation and transferred to Provinces. Subject 47 of the list "Inquiries and statistics for the purpose of any of the matters in this part" which include social sectors like education, health, family planning and local Government etc. has fallen into jurisdiction of the Provinces. Hence Provincial Bureaus will have to generate more provincial/regional statistics to meet requirements of governance. This provides an opportunity to them to develop their system. At the same time the recent NFC award has provided them resources to undertake more development projects which would need more data for planning, monitoring and evaluation. The local Government institutions have also provided a tier for collecting and compiling data at sub-regional levels. However the federal statistical agencies will have to keep their portfolio of statistics. At the end of the day the national statistical system will expand and diversify.

The scheme below gives a visualized summary of the strengths, weaknesses and opportunities of the Provincial Bureaus and of the threats they are facing.



1.4 Other important producers of official statistics

1.4.1 State Bank of Pakistan

1.4.1.1 Task and set-up

The State Bank of Pakistan (SBP) is the central bank of the country with the mission “to promote monetary and financial stability and foster a sound and dynamic financial system, so as to achieve

sustained and equitable economic growth and prosperity in Pakistan.”⁵ Like a Central Bank in any developing country, State Bank of Pakistan performs both the traditional and developmental functions to achieve macro-economic goals. The traditional functions may be classified into two groups: (a) the primary functions including issue of notes, regulation and supervision of the financial system, bankers’ bank, lender of the last resort, banker to Government, and conduct of monetary policy, and (b) the secondary functions including the agency functions like management of public debt, management of foreign exchange, etc., and other functions like advising the government on policy matters and maintaining close relationships with international financial institutions. The non-traditional or promotional functions, performed by the State Bank include development of financial framework, institutionalization of savings and investment, provision of training facilities to bankers, and provision of credit to priority sectors. The State Bank also plays an active part in the process of islamization of the economy. By its very nature it is an important user as well as producer of official statistics.

SBP has an Economic Advisory Group headed by Chief Economic Advisor (Policy Development) and Chief Economic Advisor (Monetary Policy & Research). Chief Economic Advisor (Policy Development) has Department of Research and Department of Economic Policy Review to assist him while Chief Economic Advisor (Monetary Policy & Research) is assisted by Monetary Policy Department and Statistics and Data Warehouse Department (DW) reporting to him. The Statistics and DW Department is headed by a Director.

The Statistics and Data Warehouse Directorate is responsible for compilation and dissemination of timely and reliable statistics on economic, financial and monetary aspects pertinent to the core functions of the central bank. The statistics are also used by the government for formulation and monitoring of different policies and by researchers, academic institutions and international agencies for undertaking detailed analysis of Pakistan’s economy. Data on money and banking, international trade, monetary accounts, balance of payments, exchange rates, foreign exchange reserves, foreign direct investment and private external debt, domestic debt, flow of funds accounts, etc. is communicated through its website as well as periodic publications on weekly, monthly and annual basis.

Most of the data are collected electronically and processed using specially designed software under Data Warehouse of SBP. With the adoption of the state-of-the-art systems of Data Warehouse (still under development), the desired statistics are now produced more efficiently with significant improvements both in terms of quality as well as timeliness. All the important statistics are compiled and disseminated according to the standard procedures recommended in the relevant manuals prepared by the international organizations and fulfill the requirements of both GDDS and SDDS. Some of the important variables are also provided as seasonally adjusted data.

It is worth mentioning that the State Bank already has adopted strategic planning as an instrument of management. At the level of top management strategic goals are defined and then cascaded down the hierarchy. Out of this action / activity Plans are developed. Action/Activity Plans then are the basis of operational plans and development projects. Aligned with the mission and vision of the State Bank, the

⁵Source: website SBP, <http://www.sbp.org.pk/ecodata/index2.asp>

objectives and future goals of the Statistics and DW Department are embedded in the following mission and vision statements.

Mission: "Our mission is to ensure timely dissemination of high quality statistics for the monetary and macro-economic policies leading to the prosperity of Pakistan"

Vision: "The Statistics & DWH Department aspires to set and maintain the highest standards of excellence in the compilation and dissemination of efficient statistics."

1.4.1.2 Balance of Payments Statistics

Pakistan's Balance of payments statistics are compiled on monthly, quarterly and annual basis. This includes foreign currency reserves of SBP. Major part of the data is collected from the scheduled banks through the International Transactions Reporting System (ITRS). Data on all cash transactions, inward and outward remittances, inter-bank sales and purchases, sales to and/ or purchases from State Bank, and conversion of currencies in exchange of other currencies are captured through ITRS. Data on income & expenditure from domestic and foreign airlines/shipping companies operating in Pakistan and Pakistan's Diplomatic Missions abroad are collected through regular surveys. Data relating to imports of personal baggage and sale of goods by the Duty Free Shops, Foreign Currency Accounts and Outstanding Export Bills are also collected from relevant sources for use in BOP. The BOP statement provides details of the current account (exports, imports of goods and services, current transfers including workers remittances), capital and financial accounts (investments, loans, etc.).

Format, compilation concepts and methodology of BOP presentation follow the guidelines and recommendations of Balance of Payment Manual (BPM) 5 of United Nations. The SBP publishes the annual BOP with a detailed presentation on a fiscal year basis as well as on calendar basis (for publication in International Finance Statistics and Balance of Payments Statistical Yearbook of IMF).

Exports and imports recorded in the Balance of Payment are based on foreign exchange records received from banking channels, brought in line with the BOP methodology. BOP imports are on fob basis whereas PBS releases data on cif basis. Merchandise under Balance of Payments Manual 4 was comparable with the imports released by PBS (see section 1.2.3). However, due to increasing requirements of data on trade in services had to adopt definition and classification of the 5th Manual of balance of Payments (BPM5) of IMF which, beside others, aimed at including imports of goods for processing, repair and purchase of goods at ports. The figures on merchandise trade of State Bank and of PBS differ in coverage, timing, valuation and classification of exchange record as they stem from different kinds of sources: international flows of goods (PBS) and of money (State Bank). This needs constant endeavors of reconciliation and of explanation to the users.

Since introduction of BPM 5 external trade statistics of SBP also cover statistics on trade in services, showing month wise figures on export and import of trade in services of transportation, travel, communication, construction, insurance, banking, computer and information and other businesses. Included are also government services and personal, cultural and recreational services.

The SBP also compiles and disseminates Real & Nominal Effective Exchange Rates⁶ and Relative Price Index⁷ on monthly basis.

1.4.1.3 International Investment Position (IIP) of Pakistan

The International Investment Position (IIP) statement shows the position of foreign assets and liabilities of Pakistan at a specific point of time, whereas its composition provides details of changes between two positions. Functional classification of IIP statement includes Foreign Direct Investment (FDI), Foreign Portfolio Investment (FPI), Financial Derivatives and Other Investment both for assets and liabilities sides while Reserve Assets are included on assets sides only. Statistics on flows of foreign direct investment and foreign portfolio investment are compiled and disseminated on monthly basis for investment in Pakistan and investment abroad. External debt comprises of all types of foreign loans including official, private, inter-company debt, central bank deposits, SBP foreign loans and foreign economic assistance. The data on external debt and its servicing both for official and private loans are compiled and disseminated on quarterly basis.

Stocks of foreign investment in / outside Pakistan are estimated by conducting annual foreign investment, coordinated portfolio investment and coordinated direct investment surveys. The IIP statement is compiled and disseminated on quarterly and annual basis. Another survey is also conducted to compile statement showing ownership classification of government debt.

1.4.1.4 Banking Statistics

Banking statistics include branch- wise data on liabilities & assets, deposits, advances, bills, investments of scheduled and cooperative banks on biannual basis. Statistics on weighted average lending and deposits rates of scheduled banks and classification of advances by securities/borrowers of scheduled banks are compiled on monthly basis. Regional data on advances & deposits and loan to textile sector by scheduled banks and Development Financing Institutions are compiled and disseminated on half yearly basis. Fixed industrial investment to private sector by scheduled banks and Development Financing Institutions is also compiled on quarterly basis. Detailed data on banking statistics is disseminated through a biannual publication titled "Statistics on Scheduled Banks in Pakistan". Part of the data is also published in Monthly Statistical Bulletin" and annual publication of "Banking Statistics of Pakistan".

⁶ An index of the price of a basket of goods in one country relative to the price of the same basket in that country's major trading partners. The prices of these baskets should be expressed in the same currency using the nominal exchange rate with each trading partner. The price of each trading partner's basket is weighted by its share in imports, exports, or total foreign trade.

⁷ An index of the price of a basket of goods in one country relative to the price of the same basket in that country's major trading partners. The price of each trading partner's basket is weighted by its share in imports, exports, or total foreign trade.

1.4.1.5 Monetary Statistics

SBP compiles and disseminates monetary statistics of Pakistan on monthly as well as weekly basis according to the guidelines of the IMF's Monetary & Financial Statistics Manual (MFSM) 2000. The monthly monetary statistics comprises of the sectoral balance sheets of SBP, Other Depository Corporations including Scheduled Banks, Developmental Financial Institutions, Microfinance Institutions and other Financial Corporations including Non-Bank Financial Companies, insurance & exchange companies. As per the requirements of GDDS, monetary statistics relating to the State Bank, Scheduled Banks and NBFIs are compiled on monthly basis, whereas data related to insurance & exchange companies are compiled on quarterly basis.

Depositors and borrowers in the private sector are categorized in accordance with ISIC classification of United Nations Statistics Division. Depositors and borrowers are classified as foreign and domestic constituents which are cascaded down to Government, non-financial public sector enterprises, non-bank finance companies, private sector (business), trust fund and non-profit institutions, personal and others.

The sectoral balance sheets are used for preparation of various output reports in the form of Depository Corporation Survey, Central Bank Survey, Other Depository Corporation Survey on monthly basis and Other Financial Corporation Survey & Financial Corporation Survey on quarterly basis. Data of these surveys are reported to IMF through standardized report forms for publication in International Financial Statistics of the IMF.

The weekly monetary statistics include Government Budgetary Borrowings from SBP (accrual and cash) on daily basis, Net Foreign Asset and Net Domestic Asset of SBP along with Reserve Money on daily basis. Monetary Aggregates - Broad Money (M2) & Reserve Money (RM) based on weekly data and other monetary data are used for formulation of monetary policy statement.

The department compiles monthly and quarterly data on domestic debt & liabilities. The government domestic debt in Pakistan consists of permanent debt, floating debt, unfunded debt and foreign currency loans.

1.4.1.6 Flow of Funds Accounts of Pakistan

The Flow of funds account highlights statistical relationship of financial activities of all sectors of Pakistan's economy with one another and with the rest of the world. These accounts provide extensive sectoral and transactional coverage of financial developments in the economy, i.e., saving & investment, borrowing and lending. The accounts are prepared under concepts and definitions outlined in United Nations System of National Accounts, 1993(SNA-93).

The sectors of flow of funds accounts include Non-financial corporations, Financial corporations, General government, Households, Non-profit institutions serving households (NPISH) and Rest of the world. Statistics include items related to assets and liabilities of all sectors of the economy. Transactions in currency & deposits, securities, loans, shares & equity, insurance, financial derivatives and other assets

/ liabilities are recorded. The data of each sector is classified into opening balance (termed as opening stock), transactions, valuation changes, other volume changes and closing balance (termed as closing stock). Separate tables of flows and stocks are compiled for each sector and published annually.

1.4.1.7 Statistics of Corporate Sector

The SBP analyzes the financial statements of financial and non-financial sectors and the results are published in two publications, one for each sector, on annual basis. Financial statements analysis is carried out on the basis of information extracted from audited annual reports of the companies and institutions in the sectors. The non-financial sector consists of all joint stock companies listed at the Karachi Stock Exchange, whereas financial sector includes all financial sector companies (both listed and non-listed companies). The analysis provides indicators for assessing the health of the corporate sector including all sub-sectors.

1.4.2 Ministry of Finance

1.4.2.1 Government Finance Statistics

For internationally agreed macro-economic statistics United Nations, IMF, World Bank, OECD and others have developed some core frameworks manuals which meanwhile are reconciled with each other. The most important ones are the System of National Accounts, the Balance of Payments Manual, the Monetary and Financial Statistics Manual and the Government Finance Statistics Manual. Reporting to the international bodies like UN and IMF is based on these manuals. In Pakistan Government Finance Statistics are in the responsibility of the Ministry of Finance (MoF). In this capacity but also in its function as the country's custodian of federal government's expenditure and revenues the MoF is providing publications on Government Finance Statistics like fiscal policy, public debt, PRSP and Finance Division yearbook. Moreover, the Fiscal Responsibility and Debt Limitation Act 2005 require dissemination of the medium term budgetary statement, the fiscal policy statement and the debt policy statement. The MOF compiles monthly, quarterly and annual fiscal data for the Federal Government and releases its publications on its website.

1.4.2.2 AGPR, PIFRA and the links to National Accounts

For these publications but also for budget management and internal reporting purposes the MoF (Budget Wing as well as AGPR⁸ employs a lot of staff which mainly works on collecting data including data entry and data classification and feeding the accounting framework. The statistics then are delineated from the budget and from the underlying accounts. Presently the GoP is modernizing its accounting framework. The Project to Improve Financial Reporting and Auditing (PIFRA) is a huge task and has its own realm of strategic planning. For more details see <http://www.pifra.gov.pk>. The NSDS refrains from any

⁸The Accountant General Pakistan Revenues (AGPR) is responsible for the centralised accounting and reporting of federal transactions and for the consolidation of summarised financial information prepared by federal self-accounting entities. The Controller General of Accounts is the administrative head of the AGPR. For more details see <http://www.agpr.gov.pk>.

proposal or advice in this regard. However, for the development of the national statistical system it is important to know that PIFRA and the related modernization will be committed to all the requirements of the Government Finance Statistical Manual of 2001. Moreover, it will be a big leap ahead for National Accounts if the compilation of value added, intermediate consumption, output and government's collective consumption can fully make use of electronic access to the PIFRA system. For the time being the figures of the "pink book", the hardcopy of the budget figures released by MoF, are still the main data source for incorporating GFS in National Accounts.

1.4.2.3 Foreign economic assistance

The Economic Affairs Division of MoF maintains data on foreign economic assistance related to the Government of Pakistan and its constituent units from foreign Governments and multilateral agencies. The issues regarding external debt management and matters relating to technical assistance to foreign countries, credit to friendly countries on lending / re-lending of foreign loans and monitoring of aid utilization are being handled by this division. It publishes data on assistance by donor, type of aid, committed and disbursed and undisbursed amounts as "status report" on its website. The figures are used by SBP for compiling the Balance of Payment, also.

1.4.2.4 "Economic Survey": a popular publication

The Economic Advisory Wing of the MoF is not involved in the collection of data or the compilation of the budget but it publishes economic statistics in the Statistical Supplement of its annual publication called the "Pakistan Economic Survey"⁹. It is the country's most popular economic publication with a lot of figures, tables and charts. The term "survey" has a hybrid meaning. It can be an organized statistical inquiry falling under "statistics". But it can also be an expertise or an assessment of a situation of whatsoever kind. The "Pakistan Economic Survey" belongs to the latter category but because of its misleading title some journalists and users may not be aware that most of its figures stem from Statistics Division and from the State Bank, including especially those on National Accounts.

1.4.3 Federal Board of Revenues

The Federal Board of Revenue publishes statistics on its revenues and on sales and trade figures on imports and exports.¹⁰ The Directorate of Research and Statistics is the statistical organization of the board and is under Member Statistics & Planning, FBR. It is run by 20 officers and 48 staff members. It receives unit-wise, head-wise information pertaining to revenue receipts from three Large Tax Payers Units (LTUs) and 18 Regional Tax Payers Offices (RTOs) that deal in the Inland Revenue Receipts e.g. sales tax, federal excise duties and direct taxes. In addition these field formations produce statistical data ancillary to revenue receipts including classificatory variables such as kind of economic activity.

For the purpose of import and export data there are 13 Model Customs Collectorates that receive information from different sea ports, air ports and dry ports located all over the country. After receiving

⁹See publications of MOF <http://www.finance.gov.pk/publications.html>.

¹⁰ See <http://www.fbr.gov.pk/>.

information from all the field formations, the Directorate of Research and Statistics compiles and disseminates the information at national level. Nearly all the Custom entry and exit points/ports as well as the Model Customs Collectrates, LTUs and RTOs are computerized and interlinked through IT. For this purpose the directorate depends partially upon the automation done by the Pakistan Revenue Automation Limited (PRAL), a subsidiary entity of FBR, and the software developed by PRAL.

The trade figures of commodities are provided by FBR to PBS on monthly basis which are released by the PBS. These figures are based on commodities received and shipped from customs entry and exit points, on the basis of value of commodities declared by the importers/exporters in/on the Goods Declaration Forms. The State Bank of Pakistan also compiles trade data of export of commodities and services separately based on funds received/transferred through commercial banks. Both these figures vary for technical reasons. Thus, there is a need for conciliation between the two on regular basis.

FBR provides information on revenues from direct taxes, Sales Tax, custom duties and federal excise duties. This is done at national level only and provision of individual information (unit-wise) is strictly prohibited by law.

1.4.4 Crop reporting system of the Provinces

The crop reporting system of the provinces is outlined here for Punjab and Sindh. In both provinces Directorates were set up in pursuance of a decision of the Economic Coordination Committee of the Federal Cabinet in 2002 to replace a statistical office in the Agricultural Extension Wing of the Department of Agriculture to conduct crop surveys and crop estimates of all main crops for both kharif and rabi crops. Like the Bureaus of Statistics both units are organised as Directorates of the Planning and Development Departments. In KP and in Balochistan there is a similar crop reporting system which, however, is not organised as a full-fledged Directorate.

The **Directorate of Agricultural Crop Reporting Service Punjab** is headed by a Director who is assisted by 11 Statisticians, 45 Assistant Directors, 156 Statistical Officers, 166 Statistical Assistants, and 1038 crop reporters in addition to administrative and support staff. The total sanctioned strength of the directorate is 1610. The non-development budget allocated for the Directorate 2010-11 amounted to Rs 300 million. Directorate's annual work plan for kharif and rabi crops include 1st acreage survey, 2nd acreage and production survey, final area and production based on yield estimation survey, special Girdawari of sugarcane crop (only for kharif crop), survey on harvest prices and Grower's Opinion survey. In addition Land Use statistics are compiled regularly through secondary sources regularly, data on cost of production both through primary and secondary sources and Rains/Flood Damage Survey through primary sources as and when required. Furthermore the Directorate conducts Agricultural Machinery Survey and collects agricultural input data.

Punjab's Crop Acreage Statistics for rabi and kharif crops are conducted during each season through revenue patwaris who submit crop acreage returns from 26000 mouzas with 43 million acres of land. Parallel to this the crop reporting service of Agriculture Department conducts yield estimation surveys for major crops (see also section 1.4.4).

The annual Land Utilization Statistics include total reported area, cultivable area, uncultivable land area and cropped area. Reports are sent in this regard by the revenue patwaris to the Bureau through tehsildars. Results are provided at tehsil level, also.

The crop estimation is conducted through 1240 overlapping sample villages for coverage of all major and minor crops including fruits and vegetables which is 5% of total number of villages in the Province. Three sample fields are selected randomly from each sample village to control the variations within the villages. Two experimental plots of 20x15 square feet are randomly located and demarcated according to set instructions to control variations within field on maturity of crop. Actual harvesting estimate is done by the staff in association of the growers. Average yield /acre is worked out on the basis of actual produce from the experimental plots after deducting 7% drilage, border effect, etc. The final estimate is released after clearance by Punjab Agricultural Statistics Coordination Board.

The Directorate has established a Nuclear Laboratory and has collaboration with SUPARCO, the national space agency. It releases crop estimates through its website, a year book and a publication titled Punjab Agricultural Statistics which includes 3 years data. It coordinates with PBS for development of area sample frame, sharing data with it and availing training courses conducted by training wing of PBS. It does not coordinate with other Provinces as its work is specific to crops of the Punjab Province.

The **Directorate of Crop Reporting Service Centre of Sindh** is headed by a Director with staff strength of 335 post provided from Provincial budget and 184 district level posts funded by local Governments. The Centre had non-development budget of Rs 99 million for FY 2010-11.

Crop area estimates are collected through random sample from 600 dehs in kharif and Rabi. The data of area is collected of whole selected dehs but for yield estimation crop cutting experiments are conducted by randomly selecting and demarcating 6 subplots of 15x20 square feet in three selected fields of every selected deh. Estimates are to be approved from Statistical Coordination Board of the Sindh Government.

The centre also compiles data on land utilization, area cultivated by different sources, data of tube wells, data of inputs affecting the yield.

1.5 Characteristics qualifying Pakistan's official statistics as a "system"

The so-called National Statistical System has roughly been outlined in section 1.1 of this paper. From the preceding sections of this chapter it is evident that there is a huge variety of statistics and that even producers of statistics are many. The question may arise whether this is just the result of many historical and isolated ad-hoc decisions or whether – despite of the variety of actions and actors – there is some systematic and reconciled approach behind the development of the NSS.

If it is agreed that commitment to international standards, common use of classifications and standards, common links with academia and the users, common occupational standards and ethics and sharing of workload among federal and provincial government as well as among the provinces are indicators for it then definitely there is a "system" in Pakistan's official statistics though this statement does not mean that there were nothing to improve.

The following table indicates major statistical issues and activities and the involved relevant producers of official statistics. The activities are given in catchwords, only, as the issues have been tackled in the previous sections, already. The list is not exhaustive but shows that for all of them at least two producers share linkages and cooperation.

An important role plays international coordination. Meanwhile the main conceptual pillars of international statistics are reconciled with each other and the coercion of the countries into adopting the international classifications, concepts, methods and standards implies that also nationally there is reconciliation among the various fields of statistics.

Involvement of producers of statistics in Pakistan into selected statistical issues and activities

Statistical issues and activity		Commonly involved producers of statistics					
		Statistical offices		SBP	MoF	FBR	other
		federal	province				
International concepts, standards, methods, manuals, classifications	Country's contribution to it	x		x	x		
	National adaptations	x		x			
	Commitment to apply	x	x	x	x	x	
	International trainings	x		x			
	International conferences	x		x			
	Reporting	x		x	x		
Intern. Publication Standards (GDDS, SDDS)		x		x	x		
Provision of data for National Accounts		x	x	x	x	x	x
Reconciliation of National Accounts		x		x			
Balance of Payments				x	x		
Business Register		x	x			x	
National Health Accounts		x			x		
External trade statistics		x		x		x	
Crop reporting		x	x				x
Census Manufacturing Industries		x	x				
Production Index QIM		x	x				
Designing of sample frames		x	x				x
"Economic Survey" of MoF		x	x	x	x	x	x
Population Census		x	x				
National trainings		x	x	x	x	x	x

Common ethic standards, e.g. commitment to the "fundamental principles" of the United Nations (see annexure A), and common occupational standards, however, are still missing, at least explicit and public commitments to them. Links with the academia and the users are not so many. Some of them are joint efforts of PBS and State Bank, some others are initiated by the academia themselves, e.g. Punjab University's statistical conference in November 2010.

2. ASSESSMENT OF THE NATIONAL STATISTICAL SYSTEM

2.1 IMF Statistics Review 2009

During summer 2009 IMF reviewed progress made in development of NSS since last mission (ROSC Report of 2004 at Annexure A) by a mission titled “Multi-sector Statistics Remote Technical Assistance”. Implementation of recommendations of previous missions¹¹ was also examined. The report is not published on website. It is for official use, only. It was recommended that “timely enactment of the new General Statistics Act would demonstrate the authorities’ seriousness to improve the statistical system to the international standard, especially on transparency and independence of statistical compilation. PBS is to be an autonomous body in charge of compiling and dissemination of statistics. It was recommended that the National Statistics Council (renamed as the Users Council in the new Bill) could play a more active role in setting a broader national strategic plan for statistics as well as advocating public interest on statistics. Such roles, they viewed, as significant in changing the current poor perception of official statistics.

For elevation of the NSS to enrolment in SDDS from the current GDDS there is need for compiling and dissemination of quarterly data on national accounts with one quarter lag, quarterly data on wage earnings with one quarter lag, quarterly data on employment and unemployment with one quarter lag and monthly data on Federal Government operations with one month lag as well as dissemination of advance release calendar of important statistics to the public. Need for seeking support from donors in addition to GIZ and DFID was recommended. An elaborate analysis on methodologies of statistics in areas of National Accounts, Producer Price Indices, Balance of Payments and Business Register as well as Government Finance and Monetary Statistics was conducted. IMF also proposed to develop a detailed action plan.

For more details see Annexure C which replicates the executive summary of this IMF-report.

2.2 Users view of data

GIZ had conducted a User’s Survey in 2006 on the quality of data of national accounts. Average users satisfaction was computed in range of 1 – 10. As per the report importance of NA data for work scored 9.05, need for description of methods for work scored 9.06 while appropriateness of description of methods and being understandable scored 5.68 and 6.79, respectively. On Production side of GDP and GVA range of items satisfaction scored 6.75 while reliability of said data scored low 5.50. Overall scope of figures of NA got satisfaction score of 6.10. Timeliness of data scored a low 5.68. Overall contentment with NA data product was 6.40. Hence the survey showed low score on data reliability of 5.21 and 5.50, respectively.

A second Users Survey was conducted by GIZ during June to October 2010 covering provision of data by former FBS to its users in general as well as National Accounts, National Health Accounts and

¹¹ For the IMF ROSC Mission 2003 see annexure B.

Business Register. The study aimed at ascertaining development in time in the opinion of the users on quality, reliability and timeliness of information and data provided to its users. The study shows current and future need for statistics include provision of micro data and more and more disaggregation on regional and lower levels. Other main point of criticism was the timeliness and the quality of responses to user requests. Users also demanded the methodologies applied to be outlined in greater details.

Some of the questions of the User Survey 2006 had been put in almost same wording 2010, also. The table shows them with the averages of evaluation of both studies. For this purpose the assessments of 2010 have been transformed into the gliding scale which was applied 2010, viz 1 for “fully disagree” up to 10 for “fully agree”.

Question	Average assessment	
	2006	2010
National Accounts figures are essential for my work/organization	9.05	7.98
The overall scope of National Accounts figures provided by FBS is sufficient.	6.75	6.18
FBS National Accounts figures seem reliable to me	5.50	7.01
The figures are provided by FBS in adequate time.	5.68	6.40
I acknowledge that the National Accounts figures have to be revised from time to time	8.35	8.20
Overall: I am content with FBS on National Accounts	6.40	6.85

For most questions the results of 2006 and 2010 do not differ significantly. The reason for the difference in the first question (relevance) may accrue from the fact that 2006 was exclusively meant for National Accounts while 2010 some respondents may have answered to this section who are not that close to this topic. The only significant improvement is with the question about reliability. According to the surveys satisfaction with reliability has increased during the last four years.

Another study was conducted by GIZ to ascertain breakdown of users' requests by kind of client and by kind of data based on external e-mail requests during June 2009 to January 2010. Most of the requests came from researchers (57%), which included students (25%), universities and research institutions (22%) and PhD students (10%). Other users included companies (24%), NGOs(8%) and Government Departments(8%). Categories of data required and accommodated being:

Type of data	% of requests
HIES/PSLM.	24.6
LFS	12.3
National Accounts	10.5
Trade Statistics	7.0
Publication	5.3
Foreign Trade	5.3
Census	5.3
CPI	3.5
CMI	3.5
Other	22.8

2.3 Gap Analysis (Summary)

There has been a general perception of lack of confidence in the reliability of national statistical data with accusation of Government's interference to manipulate data to meet political objectives. Therefore the new statistical law provides the functional autonomy to PBS with a Governing Council comprising of majority representation from private sector and a professional Chief Statistician and Members to be appointed on an assured tenure basis. The PBS is also mandated to employ a Statistical Fund mainly for capturing financial assistance from donors.

The National Statistical System currently is responsive to needs articulated by donor agencies, especially when they indicate to fund the respective surveys. But the system is neither responsive nor relevant to expanding needs of policy makers and other stakeholders. There has been a lack of knowledge of these needs. Areas like labour productivity, Producer Price Index, QNA, Environment Accounting have still to be included in our system. Very little research is done on methodologies and issues to be covered in data collection and dissemination. This is due to lack of an effective linkage between the producers and the users of data. However the new statistics legislation has provided for revamping the current Statistics Council into a broad-based Users Council with well-defined TORs.

Timeliness of data is essential for an effective NSS. The reports of surveys conducted by the former FBS and former ACO have been delayed due to out-dated and uneconomical system of tabulation and compilation whereby paper questionnaires are filled by enumerators in the distant locations, brought to district offices and then sent to respective wing of former FBS/ACO headquarter for checking and then passed on to the computer wing for data entry. The data entry sheets are then exchanged between the relevant functional wing and the computer wing till the sheets are approved. While many of the statistical bodies in the world are using tablet or palmtop computers by their enumerators to collect data and convey it electronically for compilation our statistical bodies are still using paper questionnaires with a time-consuming compilation system. This would require a complete review and overhaul of the current IT structure, both hardware and software. A data security system needs to be put in place.

Need for strengthening the NSS to develop a coherent, coordinated and sustainable system of data collection, analysis and dissemination has been accentuated with the promulgation of the 18th Constitutional Amendment whereby the Concurrent List of state functions has now been devolved to the Provincial Governments which will need more elaborate Provincial/Regional statistics for effective Governance. The Provincial Bureaus may not be able to meet these requirements due to capacity constraints. For the PBS it will also be a challenge to extend its statistics by disaggregation of data at Provincial/ Regional/ District basis and also to provide leadership, guidance and coordination and support in establishing a system which would have chain linkages both vertical and horizontal which must meet the increasing needs of all levels of Government. The data generated at different levels need to be comparable both across time and space. Such a system of integration would require a coordinated action at various levels and organizations which form the NSS with SD as apex body.

The system will need to meet the requirements of internationally agreed standards, methodologies and principles not only for a coherent comparability and consistent aggregation but for meeting the requirements of international donors and foreign creditors and investors. In view of varying levels of technical and institutional capabilities and priority perceptions and low importance given to statistical function in different organizations and provincial tiers of the system it would be necessary not only to prescribe and articulate the methodologies and systems but also to provide guidance and technical support by the PBS.

Another necessary requirement is the harmonization of classifications as well as the IT applied since heterogeneous use of processing software, programming and file saving formats leads to inefficiency or loss of comparability at all. Coordination would be required within the federal level as well between federal and provincial level and among the provinces.

Statistical data is a national asset paid for by the tax payer and it is right of all stakeholders including researchers to have access to it within the framework of protection of privacy in a historic time series and in modern research languages without any hindrance. The new General Statistics Act (par. 26): "The Bureau shall ensure timely publication of data collected, to take reasonable steps to ensure public access to official statistics, to public information on what statistics are available and how that can be obtained by the users. "In our situation printed statistical reports are provided to Government departments and latest reports are available on website while time-series in electronic are not. Provision of meta data has to be part of the offer. This apart from technical work will require client-oriented dissemination of electronic data, possibly organised in the form of a data warehouse and a national data portal. This approach at the end of the day shall result in increased propensity of Governments, investors, analysts and researchers to make evidence based decisions.

Survey data are collected in AJK and GB and then transmitted to PBS Islamabad, but they are processed or published separately. In most statistics the capital territory Islamabad is added to Punjab without sufficiently mentioning this among the meta- data of these statistics. Similarly, the inclusion or exclusion of FATA, Gilgit-Baltistan or AJK in NA is not clearly and explicitly defined. The meta data of the respective surveys and censuses should be improved with regard to regional specification of the results.

The Federal Statistical System currently places more emphasis on surveys and censuses which are both expensive and time consuming and therefore carried out in multi-annual periodicity, only, or even on ad-hoc basis. In the case of enterprises/ establishments there is the additional problem of low response and an inadequate sample frame. The administrative records which should be the major source of data collection are neither automated nor updated in view of low priority accorded by the administrative ministries and departments to the statistical function. PBS has to coordinate with the relevant ministries in developing up to date IT based systems of administrative records with linkages to it through a regular reporting system. The Business Register established recently in former FBS under GIZ support could serve as a model for this purpose. For example, while imposing the Reformed GST the FBR should provide secondary data to PBS for conducting statistics out of it and there should be standardized classification of industrial activity. Such statistics would help to meet the dire need of short-term economic statistics for monitoring the business cycle and for launching Quarterly National Accounts.

Pakistan currently subscribes to the IMF's GDDS though the authorities are keen to elevate to participate in the IMF's SDDS. Both standards provide good data dissemination aspects regarding the institutional setup and legal provisions, statistical methodology and dissemination practices that the national statistical agencies can follow. Major outstanding issues for Pakistan to meet the SDDS requirements are quarterly data on national accounts with one quarter lag, quarterly data on wages/earnings with one quarter lag, quarterly data on employment and unemployment with one quarter lag, and monthly data on central government operations with one month lag as well as dissemination of advance release calendar of important statistics. There is a need to provide a more precise "Advance Release Calendar" with regard to various kinds of statistical series and data produced and disseminated by the statistical agencies.

Capability building, both in terms of infrastructure, both buildings and IT, as well as HRD are highly essential for creating an environment conducive for production of quality data, both in the head office of PBS as well in its field offices. While the new building in Islamabad will provide a modern working base it will require modern IT structure required of a modern statistical office. The field offices other than at Karachi are in a shabby condition needing replacement over a phased period. With the merger of FBS and PCO maintaining of separate field offices would be uneconomical and during the intervening period of two censuses even irrelevant. In the long run it should even be considered to abolish the parallel existence of field services at the provincial level and at the federal level.

Regarding HRD there is a need to have a more streamlined system for recruitment so that the organization does not have to wait for posts to be filled. There is also a need to formulate fresh service rules to attract quality talent in all relevant fields and cater to needs of career planning, rewards and training for performance-based management. There are possibilities of improving human resource without aggravating costs. There is a need to provide extensive training in technical and management levels. For the technical training it is necessary to impart training in methodologies, techniques and standards of official statistics both for the beginners and for existing work force. Training in statistics amongst other areas would cover training in modern computer software which is dialogue-oriented and can be applied to replace the present out-dated systems. Training in IT will also aim at reorienting work

in computer centres in favour of client-server applications and related support in networking and interactive work in real time. Research in applied statistics is currently missing which has affected development of techniques, methodologies and new areas of data collection. There is therefore a need to concentrate on training and research in applied statistics. In Pakistan the colleges and universities do not provide education in this area. As a result fresh graduates need additional training and work experience to be productive to statistical organizations. Universities may be encouraged to add courses in their academic programs at graduate and post-graduate levels. There is also a need to encourage research on National Statistical data through ensuring greater access to micro data to academia and researchers both from institutions or individuals as this will contribute to improving quality of data and expanding its demand.

There is a need to win public support for statistics through mass awareness. It is a good effort to hold press conference on price indices on regular basis since Nov 11, 2010 by PBS. Moreover, there is a need to follow an effective dissemination plan to create public awareness about statistics.

At the moment there is limited public private partnership in developing National Statistics. In some countries private sector has been involved in supplementing national statistics to overcome resource constraints with State institutions and in order to make the system more responsive to demand from stakeholders particularly the private sector. In our situation private organizations have recently been involved by donors in conducting surveys for Benazir Income Support Programme and floods loss assessment. Such institutions and academia could be utilized to contribute to strengthening national statistical system. However the data collection should be in conformity with the standards and methodologies prescribed by the PBS in order to enable the data to qualify to be designated as National Statistics.

Poverty estimates are prepared periodically conducted by the Poverty Centre under the Federal Planning Commission on the basis of data collected by the former FBS through household income and expenditure surveys. **This creates a synergy gap.**

3. THE VISION AND THE STRATEGIC OPTIONS

3.1 Introductory and explanatory remarks

While the previous chapters dealt with description and assessment of the present and were outlined in a narrative format the following paragraphs deal with the future and provide vision and strategy in an enumerative style which is quite common for this purpose. Having the gap-analysis in mind most statements are self-explanatory.

However, some of the consequences drawn from the description of the status quo and the gap-analysis need further remarks:

- The proposal to develop “Statistics Pakistan” as a brand (see vision statement) has been made for several reasons. First, it is the idea to bundle statistical surveys in Pakistan in the hands of the competent and mandated authorities and to certify this brand to their products, exclusively. Second, the producers of official statistics should adhere to quality standards to be developed for this brand. Third, branding “Statistics Pakistan” may create a culture of pride in work and institutional commitment with the statistical workforce. Fourth, such a brand should inculcate quality awareness with the users and the media and should help to make official statistics fashionable.
- Data collection in “the field” – to use the statisticians’ technical term – in a huge country with a lot of remote areas with partly tough topography and partly vulnerability to law and order situation and natural catastrophes is a huge challenge. Nevertheless, at least in the long run the parallel structure of regional and field offices of the federal as well as the provincial level has to be revisited. There seems to be an option for huge synergies though it is a sensitive issue. It is captured in a short statement under “organisation and management”. It should not be overlooked as it would be a crucial point of reforming the whole statistical apparatus.
- Strategic decisions on data processing have to ponder alternatives. For the organisation of data collections two philosophies are mutually exclusive. On the one side we may opt for decentralisation of data entry making use of modern equipment as close as possible to the point of interrogation in the field and making use of file transfers through modern communication. On the other side we have the philosophy of earning economies of scale by using mass data entry with specialised workforce (key punchers) or with highly efficient scanning machines. The strategy outlined here goes for a mixture of the first option and the second option (scanning machines), both supported by a modern IT-network. It aims at overcoming out-dated batch-oriented routines combined with centralised key-punching. The traditional taylorism in statistics should be replaced by modern performance in client-server applications where the statisticians are able to steer all steps of production by themselves with the help of personal computers and related software.

The strategy does not deal in very much detail with the development of the system of the censuses and the surveys and with technical improvements like the introduction of stratified sampling in

economic statistics with the help of the new business register. It is clear from the gap-analysis that Pakistan needs more economic statistics on annual basis providing data on the variables covered in the profit & loss accounts of the companies. But for the further development of Quarterly National Accounts sub-annual statistics are also necessary, e.g. in construction activity or in retail trade. The IMF has made proposals in this regard. But the development of the NSS in this direction has to be considered carefully in the light of budget constraints. It needs a more intensive dialogue with the users, as well. Moreover, it is considered that improvements of that technical kind have to be dealt with in the operational plans of the statistical agencies.

It is to be emphasized that the implementation and materialisation of the vision, the mission and the objectives, goals and strategic options is to be done at the level of the institutions of the NSS. Each institution, at least the statistical offices, should develop an operational plan being derived from the NSDS and taking into account the special circumstances of the institution, taking the strategy outlined in section 3.3 of this paper as a bridge.

3.2 Vision, values, mission, objectives and goals

Vision statement

- Develop identity of “Statistics Pakistan” to stand in for reliability, timeliness and transparency.

Values

- Subscribe to the UN Fundamental Principles of Official Statistics and European Statistics Code of Practice (placed at Annexure B).

Mission statement

- To design, produce and disseminate reliable, timely and transparent statistical data according to the internationally accepted standards and methodologies, for statistical evidence based decision making.
- To conduct research and training related to statistics and censuses and surveys.

Strategic objectives

- To improve efficiencies and timeliness of data collection, management and dissemination through introduction of modern technology and internationally recognized methodology.
- To inculcate a culture of sustainable innovation in production and delivery of statistical products and services.
- To have professionally competent workforce and a highly professional management.
- To have strong research and analytical capabilities.

- To become an important member of the international statistical community.

Goals

- To create an independent statistical apex body with a legal mandate of its own and to develop its organizational set-up.
- To create independent statistical agencies at provincial level, also and develop coordination with them and between them.
- To develop an effective producers-users joint mechanism to make statistical system user responsive.
- To broad base National Statistics by capturing adequately the role of newly emerging sectors in the economy and by providing data on upcoming relevant socio-economic issues.
- To have efficient, reliable and timely production of official statistics.
- To foster increased use of statistics among users and offer national official statistics through one window to the customer.
- To provide non-confidential micro data for research.
- To integrate with the international statistical community and to contribute to and benefit from international statistical bodies.

3.3 Strategy

3.3.1 Organization and Management

- i) Institutionalize Strategic Planning and Management in statistical organizations

Strategic Planning is an important policy instrument to prepare organizations to meet the changing techno-economic requirements of a modern society. This is particularly significant for statistical organizations in the developing world to meet increasing data demands. Strategic planning enables preparation of medium term goals and directions which are then converted into flexible annual operational /action plans and projects.

The present NSDS should be deemed as a beginning. The new formed PBS must create a Strategic Planning unit working under the Chief Statistician to plan transformation of the new body in accordance with the requirements of the new legislation and the UN Principles of Official statistics in an independent, professional and transparent manner.

The Provincial Bureaus should follow suit and should prepare their respective operational/action plans in accordance with their resources and capabilities. PBS needs to revise the NSDS on periodic basis in collaboration with all national stakeholders.

Strategic Planning needs skilled persons and training. Apart from this guidance may be provided to them in converting strategic plan to medium term and annual plans and projects. Such training facility should be replicated in all Provincial Bureaus.

ii) Adopt and institutionalize performance management in statistical organizations.

Performance management is a process or set of processes for helping organizations to achieve objectives. The aim is to establish a system in which individuals and groups within the organization take responsibility for continuous improvement of operational processes and of their skills and contributions. This would require the following:

- Mission statement and strategic objectives must be shared with all employees.
- Clear procedures and standards must be set and managers and staff must be trained on it.
- An appraisal system based on targets to be achieved must be set in place and purpose of the appraisal system must be clearly defined and explained to all.
- Annual targets may be laid down at each level of the organization with monitoring and appraisal of targets achieved.
- Individuals' contribution to achieving objectives and targets must be defined clearly and communicated.
- Employees need to have a prosperous career path. Induction at all levels should be merit based.

iii) Adopt modern financial management, cost controls and internal audit system to exercise economy in resources.

iv) The task of poverty estimation be assigned to PBS

Currently the task of poverty estimation is assigned to Poverty Centre under the Planning Division while data for its estimation is provided by PBS based on the PSLM and Income and Expenditure surveys. Since the methodology is in line with that of World Bank so PBS has all the capabilities and resources to estimate the figures of poverty.

v) In order to streamline the filed activities of PBS there is dire need to restructure the organizational set up of field offices of former PCO and FBS. A separate study needs to be carried out to study the combination of activities of former PCO and FBS in the field.

3.3.2 Human Resource Development and capacity building for PBS

i) Evolve and enforce human resource management policy.

The stated aim for the new PBS "is to make it more responsive to national requirements, with increased autonomy and credibility and ensure a proper statistical capacity building, career planning of professional staff, up gradation of their skill and above all economy in resources". The new legislation also empowers the Chief Statistician to "undertake human resource development and restructure and modernize personnel policy and review their performance from time to time, and in such a manner as may be prescribed in the regulations." A human

resource management policy comprising of demand forecasting based on future requirements of the organization, supply forecasting of persons available from within the organization, re-casting of service rules in accordance with new functional requirements and enforcement of new recruitment policy based strictly on merit and proper career planning need to be evolved and enforced.

- ii) Prepare and implement service rules that address the key functions required to achieve a modern and effective management of human resources based on specific principles, best practices and actions for their implementation to enable induction and retention of a broad spectrum of competencies of professionals in the statistical system.
- iii) Examine the current structure and service rules / qualifications. Prepare and implement a plan for training and research in statistics based on the principles and best practices for training and development. Conduct proper assessment of training needs, targeted to fulfill the requirements of a growing and diversifying statistical system.

The training system should be practice oriented along with a strict evaluation system followed by an assessment of impact of training. Training should be an element for career progression and should meet the requirements of statistical system.

An elaborated training program needs to be devised at three levels: basic introductory training for new entrants, more advanced courses for existing staff in one or two areas of statistics and specific training in highly specialized areas as, for example, Information Technology, modern programming languages and standard software for statistics. , Open and Distant Learning, short courses and long modular courses and study tours should be arranged. Training of full time trainers should be arranged abroad through donor funding. Bright employees should be nominated for post graduate courses abroad.

In view of the current situation of paucity of resources with Provincial Bureaus the PBS should assume leadership role in meeting their training needs.

- iv) Establish a modern Training, Research and Analysis Statistical Institute as envisaged in Section 42 of the Companies Act 1984 with an autonomous BOD. This institute should be independent in administrative and financial matters to cater national and regional requirements. It should remain under the umbrella of PBS and chairmanship of CS. Diploma courses on Official Statistics and National Accounts with collaboration of international forums and HEC be included in the agenda.

International donors need to provide technical assistance and a specialized international University/institute be approached for collaboration.

- v) offer trainings to the Provincial Bureaus and other stakeholders and users, also.
- vi) Coordinate with HEC to include courses on modern computer languages at post graduate and graduate levels in colleges and universities.

Currently the University education lacks emphasis on teaching modern statistical software which does not provide qualified graduates to meet the requirements of statistical bodies. There is a need to coordinate with the HEC to include these topics at post graduate and graduate levels in colleges and universities.

- vii) For training in areas of financial management, cost management and HR and strategic planning facilities at other Universities and Government institutions should be utilized.

3.3.3 Human Resource Development and capacity building for the Provincial Bureaus

- i) Review the institutional status of the Bureaus.

The Provincial Governments need to restructure their Bureaus in order to meet the requirements of data demands raised by devolution of powers/functions to the Provincial Governments by the 18th Constitutional Amendment. The existing bureaus of statistics need to be restructured on the lines of PBS. Statistics cells may also be created in AJK and Gilgit-Baltistan Governments.

The new General Statistics (Re-organization) Act mandates the Provincial Governments to also set up Provincial Users Councils to advise the statistical bodies on their portfolio of statistics. The Provinces should make use of this option.

- ii) Strengthen cooperation among Provinces and with PBS

In order to bring all the provincial statistical authorities at par a technical committee comprising of heads of Provincial Bureaus under the chairmanship of Chief Statistician, PBS should be constituted to monitor standardization of methodologies and promote coordination of procedures and products.

- iii) Modernization in the field of IT.

There is a need to modernize the IT-infrastructure of the Bureaus and link the secondary data line departments through IT. The software for common products like the Census of Manufacturing, the Quantum Index of Production or the MICS-Survey should be harmonized as far as possible. The workload to develop software for that should be shared. All Provincial Bureaus should have up to date websites which could be linked with website of PBS.

- iv) Revisit the field organisation

Presently Provincial Bureaus in Punjab, Sindh and KP are collecting primary data through field offices. In the long run the field forces of provinces and PBS should be working with mutual understanding.

- v) Prepare and implement service rules inline with those of PBS and harmonize the occupational structure with other Bureaus.

- vi)

3.3.4 Data dissemination

- i) Establish a communication and data dissemination unit in PBS and other statistical agencies with professional staff

A pre-requisite for a consistent and effective statistical agency is intensive communication both internally and externally. The communication and data dissemination unit should be responsible to develop and materialize a proactive policy to create confidence of the users in the transparency, timeliness, accuracy and reliability of data. External communication includes print dissemination, websites, electronic dissemination, client services, media interaction and monitoring and PR and publicity activities.

- ii) Establish coordination and linkage between different producers of data to avoid duplication, standardization of methodologies, adopting international best practices for data dissemination and to give one window opening for data users. Establish a data producers forum under the chairmanship of CS.
- iii) Develop and implement a data dissemination plan. Publish the plan as a release calendar on website.
- iv) Create effective communication lines with stakeholders, media personnel and other important users of data internally, nationally and abroad in form of seminars/workshops, briefings and updates on release of data.
- v) Conduct media campaigning before the inception of important events to educate the public at large about the exercise and to get their support.
- vi) Publish Guidelines for provision of meta and micro data to users and to set up a section to facilitate provision of data to data users.
- vii) Create a brand image of “Statistics Pakistan” as a user-focused organization by building awareness through media and harmonize structure of publications with appropriate logos for “Statistics Pakistan”. Create awareness on this matter among the staff.
- viii) Develop and harmonize standards and outlines for publications of “Statistics Pakistan”.
- ix) Develop a web portal for “Statistics Pakistan” which should have links to all producers of data.
- x) Reduce print publications to a minimum but post all publications on websites.
- xi) Make e-mail directories for most frequent and most important users and use it for marketing of statistics.
- xii) Specify modalities of payments for publications or data queries. Enable easy access and transfer of money via bank accounts.
- xiii) Be responsive to users’ needs and conduct surveys on regular basis to sound out their requirements and their degree of satisfaction. Communicate and discuss the results also with the Users Council.

- xiv) Establish a mechanism to regularly observe and analyze media feedback to “Statistics Pakistan”, prepare for producing timely rebuttals.
- xv) Highlight the importance of PBS restructuring and reorganization process by communicating it internally and through the media for external purposes.
- xvi) Complementary to the statistical reports, methodologies and classifications following communication tools should be effectively employed:
 - News releases to press
 - Pocket sized fact sheets and leaflets
 - Bulletins, year books and anthologies
 - Articles for journals.

3.3.5 Information Technology

- i) Adopt modern computer technology for collection, tabulation and compilation of data. In the short run consider data clearance and computerization of survey data through PCs at regional offices of PBS for onward transmission to computer centers and introduce tablets based enumeration on experimental basis to be adopted fully in the long run.
- ii) Install modern IT-network and make use of e-mail communications wherever possible.
- iii) Speed up production of statistics by using modern ways of electronic file transfer between the field and the headquarters and within the headquarters.
- iv) Replace outdated computer language by dialogue oriented ones and foster client-server applications.
- v) In the long run: support e-government by providing electronic access for respondents to transmit their data.
- vi) Develop measures to fight software pirating and illegal downloads to keep data virus free and ensure data integrity.
- vii) Develop and enforce mechanisms and procedures for data security.

3.3.6 Development of statistics

- i) GIS form basis for all data dissemination. Unify coding system and harmonize it at block level by all government departments. Develop digital maps and locate data on digital maps at various zoom level.
- ii) Revisit/update existing censuses, surveys, link/add census and survey data to digital map at various levels, their performance to avoid duplication and to gain synergies and to economize the resources.
- iii) Rebase statistical indices after every five years.
- iv) Develop short, medium and long term rolling plans for national statistics development.

- v) Identify relevant secondary sources of data from administrative records and develop linkages with PBS and Provincial Bureaus for production of statistics.
- vi) Revisit national standard classifications in accordance with international standard classifications to be used universally in all government departments.
- vii) Adopt international standards and methods for statistics in Pakistan which would serve as guideline for “Statistics Pakistan”.
- viii) Only data classified as “Statistics Pakistan” shall be valid to be included/ used in all official and international documents, papers and reports. All Federal Ministries and departments, Departments of Provincial Government, SBP, donors and other producers of data before conducting a survey, census or study will get sample frame, questionnaire, methodology and tabulation plan etc approved from a technical committee headed by the Chief Statistician, PBS.
- ix) Provincial/ regional accounts be prepared by the PBS on the basis of mutually agreed formulas and methodologies between the Provinces and PBS for province-wise break-up of variables that constitute GDP.
- x) Encourage development of statistics in the private sector by providing support and technical guidelines.

3.3.7 International cooperation

- i) Initiate Donors Group on statistics for gaining support for implementation of national statistics development plans both for PBS and Provincial Bureaus.
- ii) Actively participate in international activities and programs. Acquire participation in technical groups on statistical methodologies formulated by UNSD as well as other international forums for obtaining up-to-date knowledge on statistical systems. Encourage officers to write for international journals.

4. PERSPECTIVE OPERATIONAL PLAN FOR PBS

4.1 Introduction and overview

The NSDS is considered to be applicable to all participants and building blocks of the national statistical system. All statistical agencies should feel encouraged to develop their operational plans out of this strategy and in compliance with it. For Pakistan Bureau of Statistics following pages give an outline of operational plan. It still needs to be refined in more detail. That is why the word “perspective” is being used here. For practical implementation it has to be translated into annual work plans indicating the activities to be carried out in detail with remarks on time schedule, estimated cost, responsibilities and indicators for follow up measures.

Since PBS is still in the formation stage and a lot of work still needs to be done with focus on functional autonomy in state of foundation. A special section of the perspective operational plan will be dedicated to the conversion activities. The other parts follow the pattern of the strategy laid out in NSDS section 3.3.1. For convenient overview the actions are summarized in charts (mind maps). They are then outlined one by one in a short narrative, sorted according to the overview charts. The narrative is not yet exhaustive though every action is classified to its periodicity (short term, medium term and long term). The activities have to be outlined in more detail later on during implementation of this perspective operational plan. The top level hierarchy of the activities is as shown in the following diagram:

The operational plan.



4.2 Conversion activities



4. 2.1 Transparency

- i. Inform workforce (short term): Beside others the success of the new setup according to the General Statistics Act depends on motivation and ownership of the staff of the statistical agencies integrating into PBS. Indispensable prerequisite is that they know the motives, the philosophy and

the objectives of the merger and the restructuring of the agencies. The bottomline is that all steps and actions must be shared with all the stake holders and the interest of the employees must be safeguarded.

- ii. Announce starting point for PBS in the Gazette of Pakistan (short term): The notification of creation of PBS has already been announced publicly.

4.2.2 Fulfill legal obligations

- i. Recruit / nominate Governing Council(short term): According to the General Statistics Act the powers and functions of the Bureau and the general and overall direction, management control and superintendence of the affairs of PBS shall vest in the Governing Council and all actions, decisions, guidelines, directions, orders and policies made or issued by the Governing Council in the exercise of the said powers: and functions shall be sent to the Bureau for compliance and implementation. The Governing Council has been structured and its fifth meeting is in progress.
- ii. Recruit Chief Statistician and functional members (short term): According to the General Statistics Act the Chief Statistician of the Bureau shall be appointed by the Federal Government on such terms and conditions as may be determined by the Federal Government. At present the Chief Statistician and three functional members have been appointed and the recruitment of two members is under process.
- iii. Recruit / nominate Users Council (short term): According to the General Statistics Act the Governing Council may constitute a Users Council to be called the National Users Council consisting of such members with representation from private sector, including a Chairperson, as it may appoint. The new law puts a lot of emphasis on involving the users in the development of Pakistan's statistics.
- iv. Prepare for accounting according to Companies Act(short term): Fulfilling the requirement of the General Statistics Act and according to the Companies Act is a completely new task for the new statistical agency. PBS has to recruit / train / nominate appropriate staff. At its start it has to make inventory of all assets and liabilities, including IT-facilities, furniture, stationery and the like. The inventory will be part of an opening balance sheet which PBS has to compile. Moreover, PBS has to install bookkeeping according to the rules. It also has to train its managerial staff to feed the accounting. Special attention in this regard has to be given to operationalizing the Statistics Fund (paragraph 40 of the General Statistics Act) and to installation of a mechanism for annual reporting to National Assembly (paragraph 45 of the General Statistics Act).

4.2.3 Develop service rules

Develop service rules and standard contracts for experts and consultants under par.16 r of the new law (short term): One of the functions of the Chief Statistician is "to employ experts and consultants for the Bureau and lay down such terms and conditions of their employment in the regulations and to undertake human resource development and restructure and modernize personnel policy and review their performance from time to time, and in such manner as may be prescribed in the regulations." This

paragraph is an option to hire and to employ staff other than civil servants. This option is very useful to recruit under well defined circumstances specialists directly from the labour market. This is a sensitive issue for the entire workforce and needs well designed rules, contract templates and regulations. The work on these rules is already underway.

4.2.4 Adjust staff structure for PBS

- i. Allocate staff strength to units of the new PBS structure(short term): The merger and the restructuring will result in units with a surplus of employment as well as in units which are in need of more staff. This has to be balanced before the units get accustomed to their surplus personnel in their portfolio and are arguing to keep them.
- ii. Make need assessment for internal reshuffle(short term): The restructuring process will have an impact on the tasks and on the performance of the agency. Jobs will change or go obsolete while others are newly created. A lot of posts have to be redefined and rotation of personnel will be necessary to reallocate the resources. A need assessment defining the jobs in numbers as well as in terms of reference is a must.
- iii. Make office orders for allocation of existing staff to the units of PBS(short term): Once the reallocation of staff for a unit is decided this has to be made transparent in office orders.
- iv. Recruit staff according to PBS rules (par. 16 r of the new law): Once the service rules and standard contracts for that are finalized (see OP 1.3) the PBS should make use of this option in order to recruit professionals like IT-networkers, accountants and others which so far are not available within the agency's workforce.

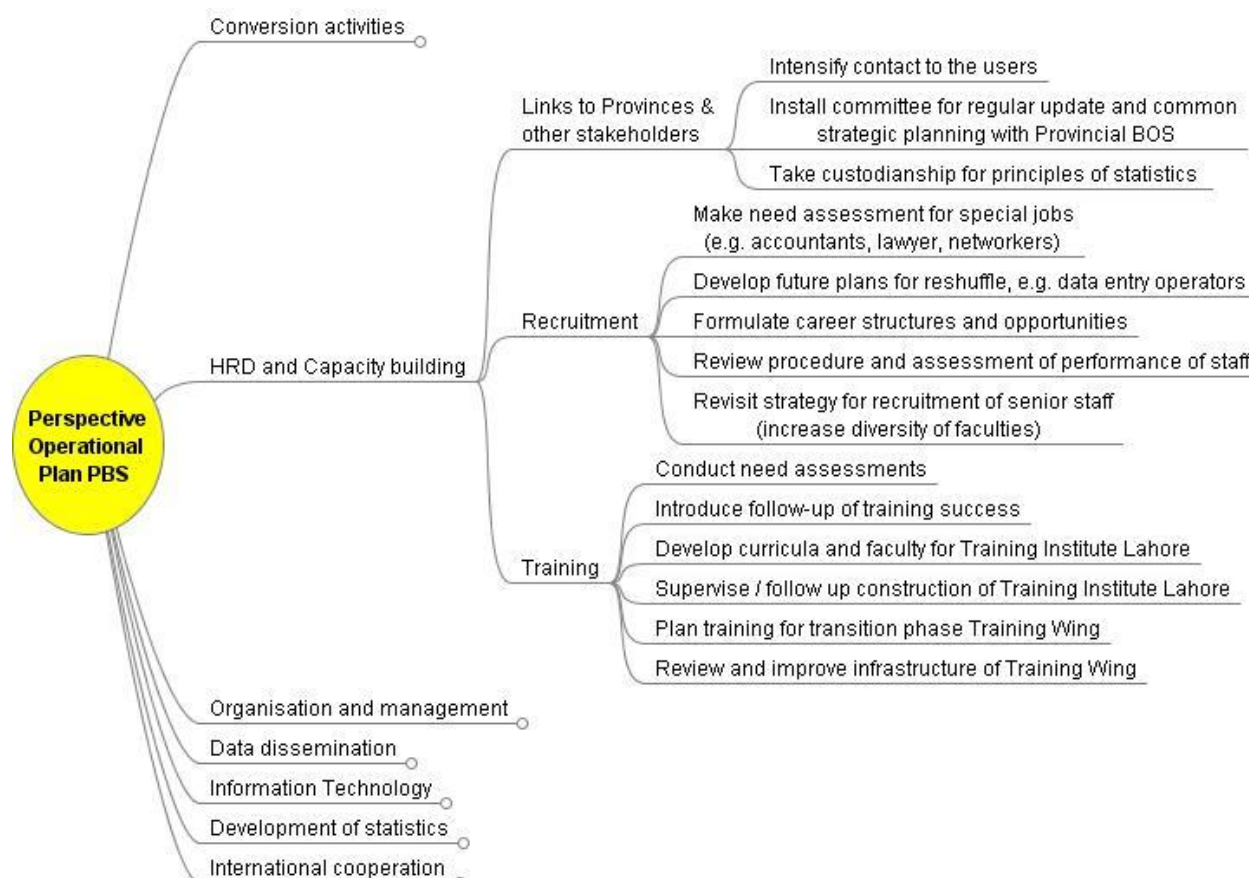
4.2.5 Administrative necessities

- i. Prepare new office letters, stamps etc(short term): This activity does not need further explanations.
- ii. Prepare replacement of name shields etc(short term): This activity does not need further explanations.
- iii. Review all existing contracts of ACO, PCO and FBS (short term): The merger of ACO, PCO and FBS aims at synergies. Beside others this relates to services of real estate (rent of buildings and premises), of other services like security, communication etc. All contracts have to be checked whether they fall obsolete or not.
- iv. Enter into necessary contracts (short term): The new organizational set-up and the new building will require entering into new contracts. This is not only true for utilities like energy, gas, water or communication. It may also be necessary for business services like accounting or designing of logos, office letters and the like. It might also be necessary to enter into contracts on special trainings (e.g. accounting software).

4.2.6 Merge external structures (FBS and PCO)

For the activities of the Population Census the process of merging premises of PCO and FBS has already started. This process has to be finalized. Moreover, the restructuring may give rise to assess for the 35 regional and field offices of FBS whether some of them could be merged in order to increase synergies.

4.3 HRD and Capacity Building



4.3.1 Links to Provinces & other stakeholders

- i. Intensify contact to the users (medium term): Statistics have to meet the requirements of the users. This presupposes that the statistical agencies sound out their needs and explain to them changes in methods and classifications which they may have to implement from time to time. The Users Council of PBS is the organ institutionalized for that purpose in the new law
- ii. Install committee for regular update and common strategic planning with Provincial BOS (medium term): PBS has to reconcile its activities with the provincial Bureaus in order to maintain the same character of the National Statistical System, in order to gain synergies and in order to avoid

duplication of work. This reconciliation should not be ad-hoc. It should be institutionalized by a committee comprising of the heads of the agencies and meeting twice a year at least.

- iii. Take custodianship for principles of statistics (medium term): The Chief Statistician of PBS should be declared the competent authority to define the principles of statistics which are country-specific, e.g. regional classifications and terms, access to official statistics and the presentation of meta data therein. Moreover, the custodianship should include the mandate to develop national classifications out of the internationally agreed ones and to declare them mandatory for all official statistics in the country.

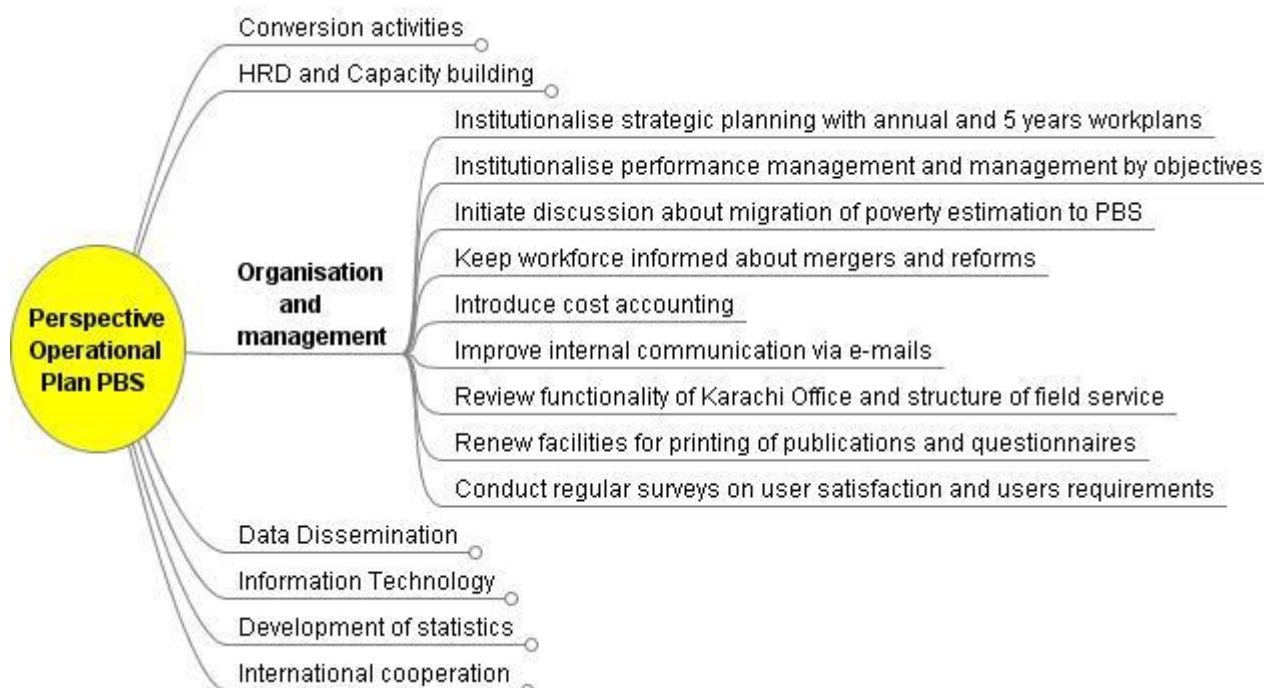
4.3.2 Recruitment

- i. Make need assessment for special jobs (e.g. accountants, lawyer, networkers), short term: The institutional set-up of PBS requires some skills which are not among those of the inherited workforce. A need assessment is necessary to identify these skills and to transform them into job descriptions and coordinated recruitment plans.
- ii. Develop future plans for reshuffle, e.g. data entry operators (short term): Due to modernized facilities, procedures and ways of performance some jobs fall obsolete while others are newly created. The reallocation of staff resources is a permanent job but for the first years following the installment of PBS it is even more important. PBS has to review critically the number and the necessity of staff, e.g., stenographers, data entry operators and supportive staff.
- iii. Formulate career structures and opportunities(short term): The recruitment of new staff along with rotation of existing staff has to go hand in hand with an update of career structures and career opportunities in order to stimulate propensity to change and to motivate also those who remain on their posts.
- iv. Review procedure and assessment of performance of staff(medium term): Regular assessment of the performance of the staff is an indispensable management tool. But it has to be ensured that underperforming staff gets a realistic feedback. Moreover, the assessment may include agreements on individual targets to be achieved which will be criteria for incentives to be given.
- v. Revisit strategy for recruitment of senior staff (increase diversity of faculties), medium term: The increasing diversity of the statistical programme and the increasing complexity of the technical jobs requires diversifying the educational background of the statistical officers and of the administrative staff. PBS should reduce the share of statisticians in favour of economists, demographers, sociologists and possibly engineers. The officers with a Master in statistics can utilize their special skills to some extent, only, while the knowledge about the economic and social context of the census and surveys they are working on has strenuously to be learnt by them on the job.

4.3.3 Training

- i. Conduct need assessments (short term): Training has to be targeted with regard to trainees and subjects. The timing of training has to be determined in a way that the trainees can participate without hampering too much their regular duties and – in case of IT-related trainings – in a way that the computer facilities (software and hardware) are available for the trainee to apply the knowledge learnt. Therefore, the various sections should carefully specify subject and timing of trainings they need, along with nomination of possible participants. Finally the need assessment should reflect concrete short and mid-term tasks of every section resulting in annual work plans and training plans. Administrative skills as well as soft skills (e.g. presentation, time management) should be included.
- ii. Introduce follow-up of training success (short term): Training is consuming precious time and resources. Some weeks after its finalization a follow-up should check whether the participant could utilize the skills they have learnt. Moreover, the follow-up should identify weaknesses and gaps in the trainings which had not been diagnosed during the course evaluation at the end of the training
- iii. Develop curricula and faculty for Training Institute Lahore (medium term): It has been decided that PBS will have a Training and Research Institute at Lahore which will be functional during 2014 as a model of excellence and as a central education facility for official and applied statistics. One of the leading ideas is to have a sustainable structure of repeatedly offered courses combined with trainings covering the ad hoc needs and with research activities. For the sustainable programme syllabi / curricula have to be developed alongwith recruitment of quality faculty.
- iv. Supervise / follow up construction of Training Institute Lahore (medium term): This activity needs no further clarification.
- v. Plan training for transition phase Training Wing (short term): As long as the Training and Research Institute Lahore is not functional the Training Wing of former FBS has to meet the training requirement within its given limits as comprehensive as possible. It might be considered to keep a small fraction of the Training Wing at Islamabad as an affiliate of the Lahore Institute for small scale and low profile trainings such as WORD, EXCEL etc.
- vi. Review and improve infrastructure of Training Wing (short term): After shifting to the new building of PBS the training facilities should be reviewed for modernization and improvement. This may mainly include mobile equipment which can later on be shifted to the Institute at Lahore.

4.4 Organisation and management

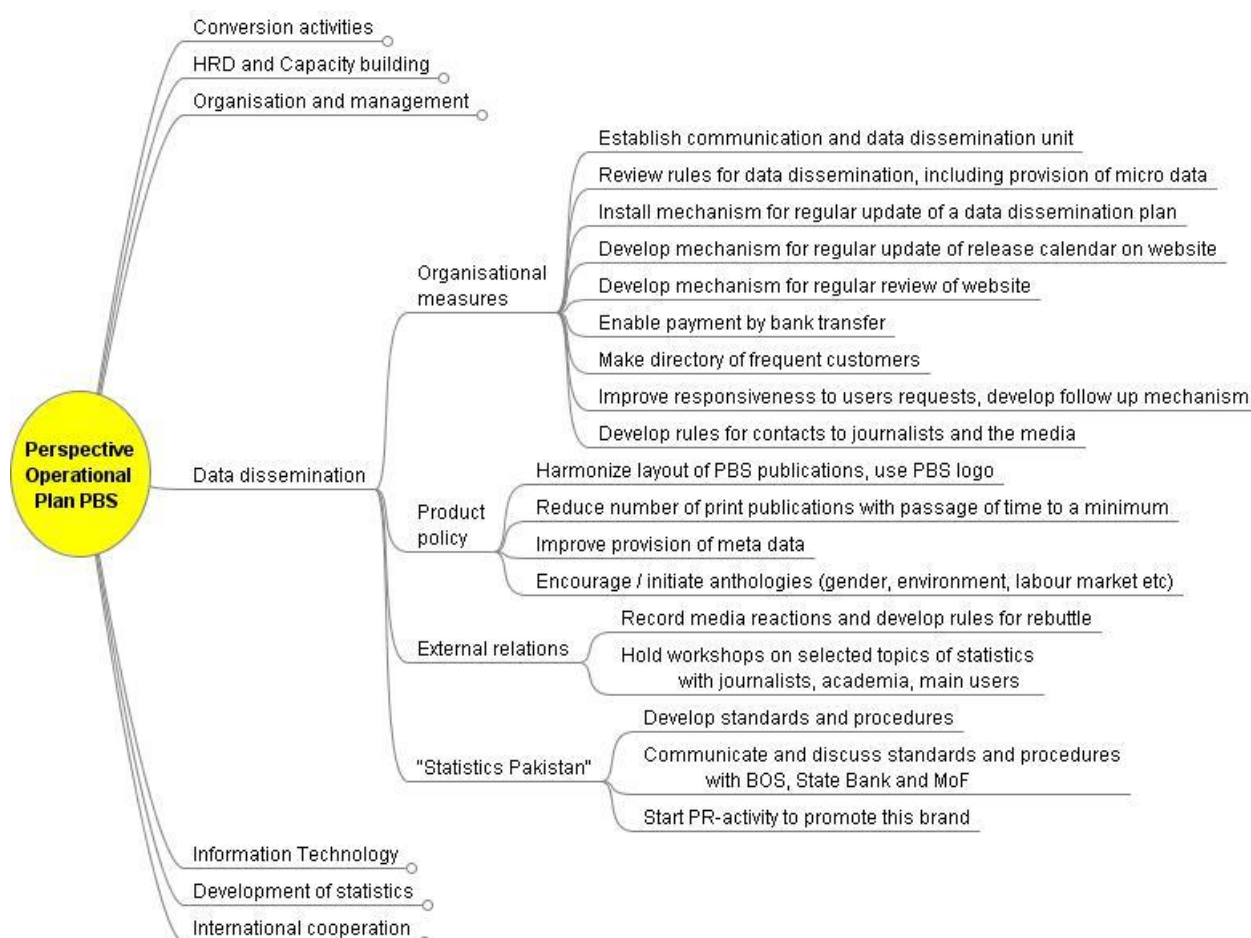


- 4.4.1 Institutionalise strategic planning with annual and 5 years work plans(short term): After the merger the PBS is a complex organization and needs effective steering and management. Moreover, the implementation of the NSDS, the updates of the operational plan and their transformation into action plans needs professional strategic planning organized as a separate unit within PBS. Annual and 5 years work plans are the instruments this unit has to manage and to provide.
- 4.4.2 Institutionalise performance management and management by objectives(medium term): Performance management includes activities that ensure that goals are consistently being met in an effective and efficient manner. Performance management can focus on the performance of an organization, a department, employee, or even the processes to build a product or service, as well as many other areas. For PBS it can be combined with devolving responsibility for funds dedicated in advance to certain objectives or tasks. See also OP 2.2.4 (assessment of performance of staff).
- 4.4.3 Initiate discussion about migration of poverty estimation to PBS(long term):Poverty estimates are widely based on household surveys on income and expenditures (PSLM / HIES). It should be discussed to house the calculation of poverty in PBS, also. Initial meetings in this regard have already started.
- 4.4.4 Keep workforce informed about mergers and reforms(short term): For the information of the workforce about PBS and the merger see OP 1.1. The workforce should be kept informed about

the important steps of restructuring later on also. This might be done in an internal newsletter or in meetings of the wings and sections.

- 4.4.5 Introduce cost accounting(medium term): For steering and managing the activities of PBS it is imperative to know the cost of its products (censuses and surveys) and its overhead cost. This implies that all expenditures and revenues are classified accordingly and that the staff gets trained to record the time dedicated to the various products and services.
- 4.4.6 Improve internal communication via e-mails(short term): With the shifting to the new building and the installation of a modern IT-network there the time is ripe to introduce e-mail communication at a larger scale. Almost every statistical officer will have a PC, access to the relevant servers and to the internet. Network administrators should facilitate the access to the net. The Training Wing should intensify its courses on computer utilization, MS-Outlook and the like.
- 4.4.7 Review functionality of Karachi Office and structure of field service(medium term): The new structure of PBS has to be planned in its spatial functionality. The number and structure of the regional and field offices do not follow natural law but may be reviewed on occasion of the restructuring. The same holds for the functions dedicated to the Karachi Office and their supervision.
- 4.4.8 Renew facilities for printing of publications and questionnaires(medium term):The printing facilities at Karachi are partly totally outdated. With the passage of time paper output for reports will decrease due to propensity to provide reports on the website only. The same may hold for the printing of questionnaires as it is the trend to use notebooks and tablet computers for conducting interviews. On the other hand the quality of print questionnaires has to increase if PBS will make use of the ICR-scanners to be inherited from the Population Census activity. In the light of these developments modernization of the printing facilities has to be considered.
- 4.4.9 Conduct regular surveys on user satisfaction and users requirements(medium term):Contact to the users is imperative as they should mainly determine scope and periodicity of statistics. In this regard see also OP 1.1.3 (User Council) and 2.2.1 (intensify contact to the users). From the management perspective it is necessary to make sure that the quality and the delivery of the product is satisfying. This may hold for responsiveness and friendliness of staff, mode and time span of delivery and the overall perception of PBS as a client oriented institution. For this randomly chosen data requests may be traced. Surveys on user satisfaction should also be conducted regularly.

4.5 Data dissemination



4.5.1 Organisational measures

- i. Establish communication and data dissemination unit(short term):An effective Customer Service Centre should be set up to handle users' requests, complaints and questions. The principle should be: "one face to the customer". The user should not be urged to contact various persons of PBS. He should be satisfied out of one hand. The staff of this unit should be handpicked as friendly, responsive, experienced and competent.
- ii. Review rules for data dissemination, including provision of micro data (medium term): The in house rules and guidelines for data dissemination should be reviewed. PBS has to create awareness on this matter. The existing rules should be reviewed in the light of the new law and the new option to pay via bank account (see below). This should include the pricing of publications and provision of data on individual basis.
- iii. Install mechanism for regular update of a data dissemination plan(short term): A data dissemination plan enables the data dissemination unit to respond to users who are waiting for

the release of figures. The input has to come from the subject matter sections. This plan is also useful for the leading staff of PBS and for the steering of print activities.

- iv. Develop mechanism for regular update of release calendar on website(short term):To provide a release calendar on the website is a service which is very much appreciated by customers who are waiting for results to be published. Release calendars are internationally common. They have also been recommended by the IMF. But the service is turned into malfunction when the calendar is not updated regularly. There is a risk of negligence. Therefore, a mechanism for regular update should be installed and supervised.
- v. Develop mechanism for regular review of website(short term): This activity does not need further explanation.
- vi. Enable payment by bank transfer(short term): This activity does not need further explanation.
- vii. Make directory of frequent customers(medium term): For learning about the relevance of the users and the products they are asking for a directory of frequent customers is useful. It may also be used for conducting surveys on user satisfaction or for advertising and propagating new statistical products and for any other contact to important users.
- viii. Improve responsiveness to users' requests, develop follow up mechanism(short term): User requests should be served in short time. The requests have to be recorded and there should be a central and rigid follow-up of the activities. Wherever possible the requests should be met by the data dissemination unit. The subject matter sections should be involved when the response goes beyond the provision of already published figures.
- ix. Develop rules for contacts to journalists and the media(medium term): For the staff it should be clear who in PBS is mandated to respond to requests from journalists, especially when it goes beyond the provision of already published figures. There should be rules how to channel requests from journalists to those who are in charge to deal with them.

4.5.2 Product policy

- i. Harmonize layout of PBS publications, use PBS logo (medium term):Logo and layout should be harmonized throughout PBS and should be kept constant over years in order to create corporate identity/brand image. Memorization with the users can additionally be increased through effective PR.
- ii. Reduce number of print publications with passage of time to a minimum (long run):Strengthen web appearance as the main publication portal and reduce print publications. Develop "printing on demand" at full recovery of marginal cost for those customers who insist on purchasing the printed form.
- iii. Improve provision of meta data (medium term): Each report should give all details of universe, sample design, definition of variables, source of classification, methods of data collection,

information on raising procedures and on treatment of non-response and the like. This is international standard and an indispensable support for professional users.

- iv. Encourage / initiate anthologies (gender, environment, labour market etc), long run: PBS should go beyond producing just statistical figures. It should extend its provision of descriptive analysis. It would be a step forward in this direction if it would provide more anthologies shedding light on a special topic from different angles of perspective with possibly different sources of data. The character of these anthologies may be similar to a study on a special topic.

4.5.3 External relations

- i. Record media reactions and develop rules for rebuttal(short term): The system of recording media reactions should be reviewed. There should be criteria for picking discrediting or false media reports which should be brought to the notice of the Chief Statistician for his decision to launch a rebuttal or not.
- ii. Hold workshops on selected topics of statistics with journalists, academia, main users (medium term): Statistics should be made fashionable. Its methods and its result should be digestible. However, some statistics or some results like those of National Accounts, labour market or price statistics are not easy to understand. Methods and results should be discussed with relevant users in a friendly and conducive environment, preferably organized as workshops where they can actively participate.

4.5.4 “Statistics Pakistan”

- i. Develop standards and procedures (medium term):Layout and structure of publications for branding ‘STATISTICS PAKISTAN’ has to be developed, including a special logo for it.
- ii. Communicate and discuss standards and procedures with BOS, State Bank and MoF (medium term):As “Statistics Pakistan” as a brand should be owned jointly by PBS, Provincial Bureaus, State Bank and Ministry of Finance it is imperative to share and to discuss its standards and procedures.
- iii. Start PR-activity to promote this brand (medium term): Possible target groups for promoting “Statistics Pakistan” are the research institutes, the universities, the media, the donor organisations and the main users within the government.

4.5.5 Current Status of Data dissemination

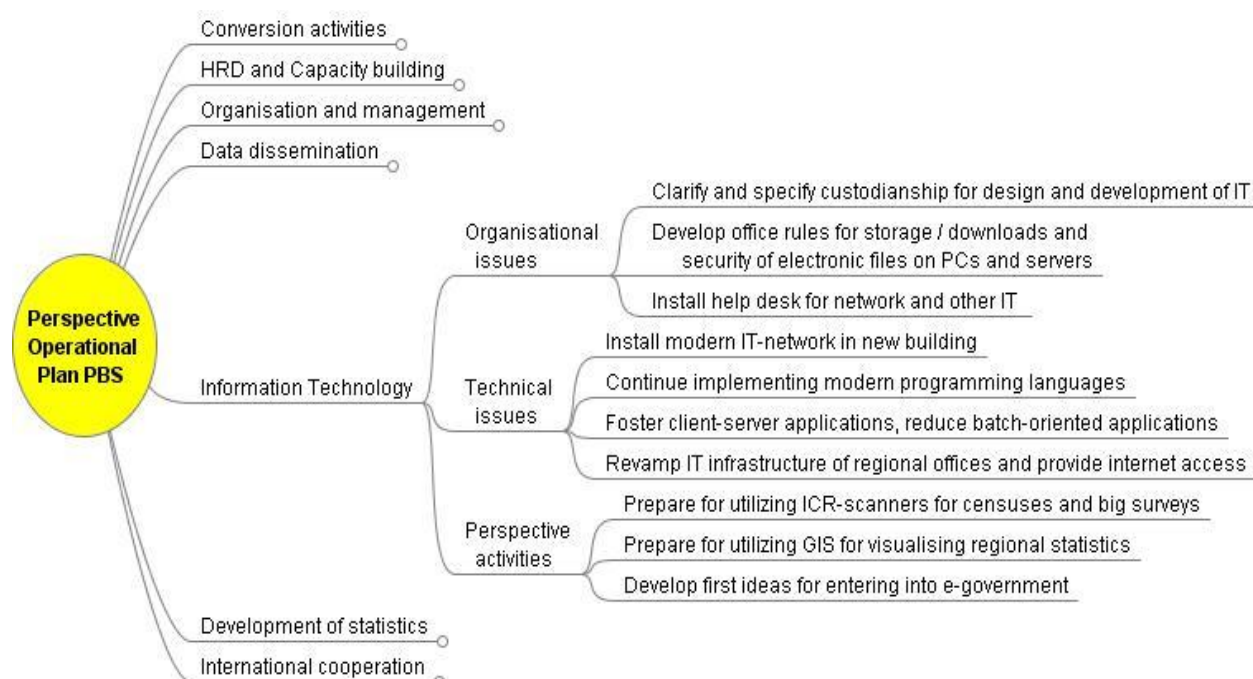
Activities are as under:

S. No	Current Activities	level	Current Status	Completion Target
OP 4.1 Organizational measures				
i.	Establish communication and data dissemination unit	Short term	The Data Dissemination Unit does not exist; however, the Coordination Section is	

			currently dealing in all the matters relating to the subject.	
ii.	Review rules for data dissemination, including provision of micro data	Medium term	Review of draft data dissemination rules is under process	December, 2013
iii.	Install mechanism for regular update of a data dissemination plan	Short term	Under Process	
iv.	Develop mechanism for regular update of release calendar on website	Short term	Under Process	
v	Develop mechanism for regular review of website	Short term	Website of PBS has been developed using latest content management system technology and is being reviewed every month.	
vi	Enable payment by bank transfer	Short term	Under Process	June, 2014
vii	Make directory of frequent customers	Medium term	Under Process	Ongoing activity
viii	Improve responsiveness to users' requests, develop follow up mechanism	Short term	At present the user requests follow up mechanism is manual which will be improved as an automated system, henceforth.	June, 2014
ix	Develop rules for contacts to journalists and the media	Medium term	At present such rules do not exist. The process needs to be started.	-
OP 4.2 Product policy				
i.	Harmonize layout of PBS publications, use PBS logo	Medium term	Under Process	
ii.	Reduce number of print publications with passage of time to Improve provision of meta data	<u>Long term</u>	Most of the Publications are available on PBS website; moreover, the website updated on daily basis. This may lead to reduced number of print publications.	Ongoing Process

iii.	Encourage / initiate anthologies (gender, environment, labour market etc.)	Long term	thThe process has to be started.	
			OP 4.3 External relations	
i.	Record media reactions and develop rules for rebuttal	Short term	Such cell needs to be established and mandated with the relevant instructions/rules.	
ii.	Hold workshops on selected topics of statistics with journalists, academia, main users	<u>Medium term</u>	Few sections are already conducting such workshops while other are in process.	
			OP 4.4 "Statistics Pakistan"	
i.	Develop standards and procedures	<u>Medium term</u>	Yet to be initiated.	
ii.	Communicate and discuss standards and procedures with BOS, State Bank and MoF	<u>Medium term</u>	Yet to be initiated.	
iii.	Start PR-activity to promote this brand	<u>Medium term</u>	Yet to be initiated.	

4.6 Information Technology



4.6.1 Organizational issues

- i. Clarify and specify custodianship for design and development of IT (short term): In the PBS there should be a clear custodianship for all IT-related issues. The IT-philosophy and the development of related infrastructure have to be planned and implemented for PBS as a whole. This means that all wings, directorates and other units have to follow the rules and guidelines. .
- ii. Develop office rules for storage / downloads and security of electronic files on PCs and servers (short term): PBS is meanwhile equipped with a lot of servers and PCs. However their utilization has to be streamlined and to be made efficient and safe. At the end of the day all office files should be stored on servers and not on PCs. This would make sure that reorganization and storage of relevant files is secure and safe and well organized. For a statistical office it is imperative to have strict rules for that as the public expects it to protect its main products (statistics) against theft, abuse, fire and other catastrophes.
- iii. Install help desk for network and other IT (short term): The statistical officers and the administrative staff should get training for all IT-related work. Nevertheless, technical problems may arise which they cannot handle on their own. For that purpose there should be a help desk where they can address their problems to. The help desk should be available permanently during office hours with skilled and efficient staff. The realm of responsibilities of the helpers may be oriented at technical specialization rather than at institutional border lines.

4.6.2 Technical issues

- i. Install modern IT-network in new building (short term): In its new building PBS will have a modern IT-network sponsored by GIZ. This network will connect all servers and all PCs of PBS. It will have a modern surveillance system, also. Moreover, it will have the capacity to give access to all spatially dislocated entities of PBS. During the first year the vendor of the network will provide technical support. But in the medium and long term PBS must have enough in-house capacity to make use of this modern network.
- ii. Continue implementing modern programming languages (long term): A lot of computer programs in PBS are still based on COBOL language which is an outdated one. The process of bringing in modern languages such as VB.net has to continue as they are much more appropriate for dialogue oriented and net-based solutions. Moreover, for skilled users the utilization of standard software such as SPSS or STATA is quite common. And these standard packages should also be used in-house in order to produce rarely used special tables on individual demand rather than on unsecure prediction of demand by the subject matter sections. This would reduce the cost of software production a lot.
- iii. Foster client-server applications, reduce batch-oriented applications (long term): A lot of applications in PBS are still batch-oriented which means to go iteratively through routines until the data are clean and the tables are free of errors. The modern way to produce statistics is to do it holistically through PCs of statistical officers and assistants. The PC should be linked to a server. For bigger surveys with more than one person to work on it the client-server connection is already the norm.
- iv. Revamp IT infrastructure of regional offices and provide internet access (short term): PBS has started already with the regional office Lahore to revamp the IT-capacity of the regional and field offices. This process has to go on. The aim should be that transmission of data and communication between PBS and its affiliates is fully done via internet. Revamping has to include training of the local staff in the basics of using computers, printers and the internet.

4.6.3 Perspective activities

- i. Prepare for utilizing ICR-scanners for censuses and big surveys (medium term): The Population Census employs powerful scanners based on Intelligent Character Recognition. They are very efficient presupposed the number of scanned documents is high. For lower portions the cost of programming and operating them is too high. The same holds for frequent changes in the format of the documents (questionnaire). Therefore it would be useful to develop readable formats of questionnaire up to a high level of maturity and to get them printed in the necessary paper quality. For the big censuses and for the medium size surveys with annual or quarterly repetition (PSLM and LFS) it would make sense to use this technology unless other forms of data entry (laptops) are preferred.
- ii. Prepare for utilizing GIS for visualising regional statistics (short term): For the Population Census a Geographical Information System has already been developed. This tool should be utilized for

other variables of regional relevance, as well. This means to develop the software for that but also to enable data collection and data entry of the geo-references of schools, clinics, mosques, production sites etc. as well. Some data with geo reference are already with the provinces. These data should also be incorporated though their ownership has to be clarified first.

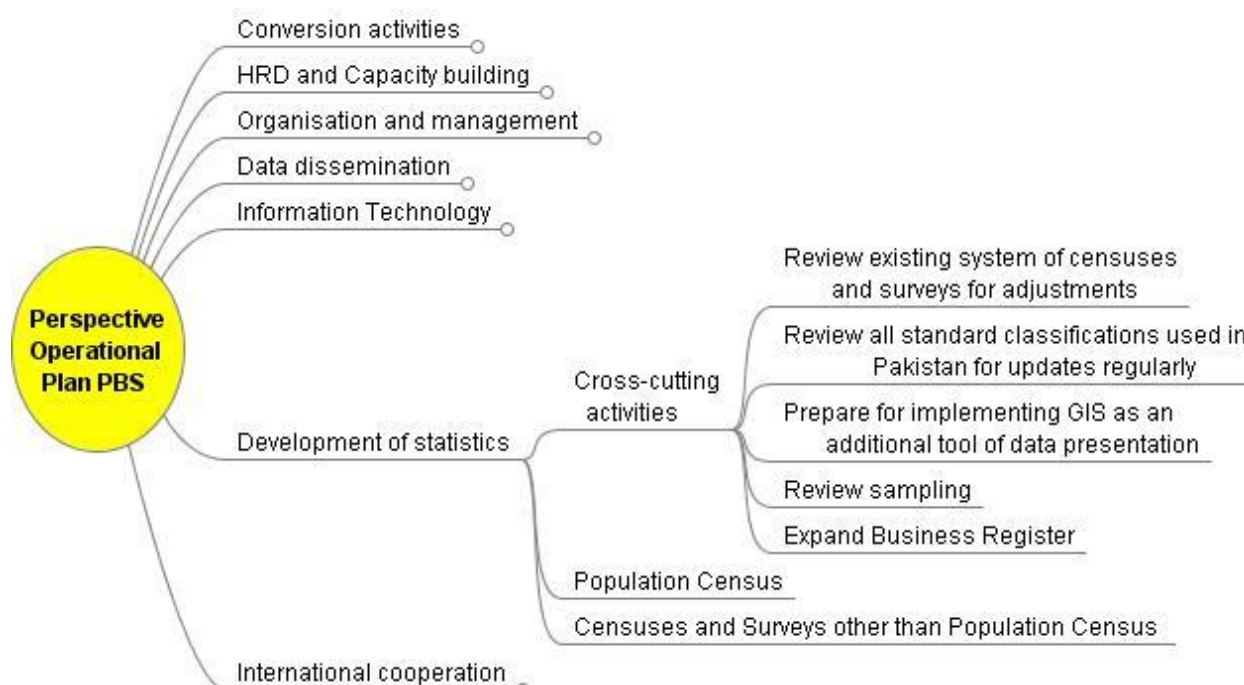
- iii. Develop first ideas for entering into e-government (long term): Electronic government is a challenge for all public administrations which have a face to the public. For statistics it means to provide interfaces and platforms where respondents can transmit their data and users can submit their requests and can receive the outcome of it. In special cases the public may be granted access to special directories in order to update their personal data, e.g. selected variables in the business register. Activities in this regard have to be planned under the umbrella of e-government of the GoP. But PBS may play a proactive role in this.

4.6.4 Current status of OP-Information Technology

S#	CURRENT ACTIVITIES	Level	CURRENT STATUS	COMPLETION TARGET
OP 5.1 Organizational measures				
i.	Custodianship of design and development of IT	<u>Short term</u>	The Operation Section of DP Centre is custodian of Network, Data Center, Data Entry Lab, Terminal Hall and other related IT equipment.	On-going process
			JCC(DP) is the custodian of Census Lab, ICR Scanners, Census Servers and other related IT equipment.	-do-
			GIS Head is responsible for GIS Lab, GIS Data Center and other related equipment.	-do-
			Each Section has the responsibility to be the custodian of IT equipment under their jurisdiction.	-do-
ii.	Development of office rules for storage / downloads and security of electronic files on PCs and Server	<u>short term</u>	The evolvement of draft Internet, Intranet and IT equipment usage policy for statistics house is under process and review.	In pipeline
iii.	Establishment of help desk for network and other IT	<u>short term</u>	Support Services Wing has established help desk service by the name of 109-Service for Network and other IT support in Statistics House.	Completed

iv.	IT Security Policy	<u>Medium term</u>	The draft IT Security Policy is under review and updation process.	December, 2013
v.	Business Continuity and Disaster Recovery Plan	<u>short term</u>	The draft IT Security Policy is under review and updation process.	December, 2013
OP 5.2 Product policy				
i.	Installation of Modern I-T Network in new building		PBS has successfully completed the installation of Modern IT network infrastructure in its new building in collaboration with GIZ and UNFPA.	Completed (Phase-I)
ii.	Continue implementing modern programming languages		90% of work has already been shifted from COBOL to VB.Net and other latest technologies by former FBS while rest of 10% of work is in the process.	On-going process
iii.	Foster Client-Server applications, reduce batch-oriented applications		The pilot project is in pipeline	December, 2014
iv.	Revamping of IT infrastructure of regional office and provide internet access.		Most of the Regional offices already equipped with IT Infrastructure and Interned Access.	Completed
			Rests of the Regional offices are in the process of being equipped with IT Infrastructure and Internet Access.	December, 2014
OP 5.3 External relations				
i.	Prepare for utilizing ICR-Scanners for census and big surveys		The utilization of powerful scanners is in pipeline for future surveys and censuses.	
ii.	Prepared for utilizing GIS for visualizing regional statistics		The digitization of urban areas has already been completed.	December,2013
			The digitization of rural areas has to be started.	December,2016
iii.	Development of first ideas for entering into e-government.		The process regarding implementation of e-government is yet to be started.	-

4.7 Development of statistics



4.7.1 Cross-cutting activities

- i. Review existing system of censuses and surveys (medium term): One of the consequences of devolution according to the 18th amendment of the constitution is that the landscape of official statistics has to be reviewed, anyway. As a general rule it is imperative to make use of secondary data wherever they are available rather than conducting costly primary statistics (censuses and surveys). In the review of the statistical program special attention should be given to the following proposals:
 - a. Compile a Producer Price Index while phasing out WPI. Recommendations of the IMF Multi Sector Remote Technical Assistance Mission (2009) and of the missions of IMF-expert 2010 and 2011 may be considered for implementation.
 - b. Compile and publish a monthly Mining Index based on output of three major products (coal, gas, oil) as per reports from Provincial Mining Departments and use it for extrapolations of mining industry within the context of National Accounts.
 - c. Use results of CMI 2010-11 to update the Business Register. Use BR for stratified sampling of economic surveys.
 - d. Drop Agricultural Machinery Census. Make Interim Livestock Census after 5 years.
 - e. Initiate a survey on wage rates. Start with an index for government employees which can also serve for purpose of deflating respective figures of National Accounts.

- f. Move forward with National Accounts: implement rebasing and then start with Quarterly National Accounts and institutional sector accounts, make Supply and Use Table for 2005-06.
 - g. Finalize National Health Accounts for 2007-08 and 2009-10. Prepare for next round (2011-12) and prepare for implementing revision of the System of Health Accounts (SHA revision II).
 - h. Conduct annual Demographic Survey in years following the operational phase of Population Census.
 - i. Conduct next PSLM survey on the basis of sample used for the last PSLM survey for comparability.
 - j. Develop a system of short term economic statistics (mainly in manufacturing and retail trade) that improve the annual National Accounts and enable PBS to come up with reliable quarterly National Accounts.
 - k. Develop environment statistics.
 - l. Adopt the software package "CountryStat" of FAO for agricultural statistics.
- ii. Review all standard classifications used in Pakistan for updates regularly (medium term): Official statistics have to use internationally agreed standard classifications. These classifications are revised and updated from time to time. United Nations as the custodian of these classifications encourages its member countries to adopt their national versions of it in order to capture and to cater for national needs to go deeper in sub-classification as internationally agreed. The custodianship for adopting the international classifications should be responsibility of PBS.
 - iii. Review sampling (medium term): Cluster sampling techniques of PBS use outdated software. It should be considered to replace it by modern software. Moreover it should be considered to confine the update of primary sampling units to a randomly selected "master sample" of less than one third of the overall realm of the country. This would be sufficient for the period until the next Population Census. The cost of maintaining a basis for cluster / area sampling could drastically be reduced. As often the raising results of the sample surveys are critically observed it would be useful to develop a technique of post-survey sampling for quality improvement.
 - iv. Expand Business register (medium term):The results of CMI 2010-11 will be used to update the Business Register. The Business Register can then be used for stratified sampling of economic surveys as far as the scope is confined to manufacturing. The register should further be developed to cover other segments of the industrial classification, also.

4.7.2 Population Census

Activities are as under:

S.N	Current Activities	Current Status	Completion Target
1.	<u>Operational Plan</u>	<p>House listing operation conducted in 2011 has been discarded, because more than two years have been passed and so many changes have been taken place. If approved by the Council of Common Interests the census will be conducted in single step. One step entails house listing for three days followed immediately by Population count which will spread over 15 days. Prior concurrence of provincial governments is also an important element as most of the staff deputed on census duty is drawn from the provincial governments, so their commitment is very essential.</p> <p>Most of the preparations were completed at the time of House Listing Operation 2011.</p>	
2.	<u>PRE CENSUS ACTIVITIES</u>	<p>Following pre Census activities will be carried out after the approval of census date by the Council of Common Interests.</p> <ul style="list-style-type: none"> ▪ Preparation of Sample Design and Estimation procedure for Population and Housing Census (completed) ▪ Preparation of Tabulation Plan for Population and Housing Census (completed) ▪ Procurement of Logistics / Equipment ▪ Distribution of material to Provincial/Regional offices up to Census District Officers ▪ Preparation of list of sensitive areas of the country ▪ Security arrangements in the sensitive areas ▪ Meetings with the law enforcement agencies on security issues ▪ Meetings as Divisional headquarters level with the Divisional/District/ Tehsil management for sensitization of the government functionaries ▪ Meetings with vigilance and coordination teams to sensitize the census related functionaries ▪ Up-dation of Publicity Material ▪ Sensitization Workshops and Orientation of Prov./ Dist. Officers ▪ Printing of House Listing Questionnaires and other Forms ▪ Appointment of Field Staff (Supervisors, Enumerators) ▪ Training of Master Trainers / Trainers ▪ Establishment Control Rooms ▪ Training of Field Staff (Enumerators & Supervisors) 	

		<ul style="list-style-type: none"> ▪ Monitoring of Training of Field Staff (Enumerators & Supervisors) ▪ HLO & Census Enumeration ▪ Retrieval of Summary Sheets ▪ Preliminary Reports from Summary Sheets 	
3.	<u>POST CENSUS ACTIVITIES</u>	<p>Following post Census activities will be carried out after the field operations of the Census.</p> <ul style="list-style-type: none"> ▪ Allocation of space for storage of census material in the new building ▪ Retrieval and Storage of Census Documents ▪ Census Evaluation Survey (CES) by Independent Agency ▪ Editing and Coding of Long Form ▪ Data Entry / Scanning of Long Form ▪ Advance Tabulation from Long Form ▪ Collection of Material from Districts for Census Reports ▪ Editing and Scanning from Short Form ▪ Processing and Tabulation ▪ Preparation of Maps for Census Reports ▪ Report writing and Publications ▪ Dissemination of Data Analysis of Data and Report Writing. 	
4.	<u>Planning and Coordination</u>	<ul style="list-style-type: none"> ▪ Supply of data as and when requested by the National and International Agencies. ▪ Preparation of UNFPA-GoP (Statistics Division) Annual Work Plan is under process. ▪ Regular submission of weekly/monthly progress reports to the Statistics Division. ▪ Regular submission of material for monthly newsletters of PBS. ▪ Processing of cases regarding foreign / local trainings / Seminars / Workshops / Conferences. ▪ Conducting of on-the-job training of staff posted at Headquarters, Provincial/Regional Census Offices as well as at the districts/tehsils offices. 	
5.	<u>Benazir Income Support Programme</u>	<ul style="list-style-type: none"> ▪ As a result of the MoU signed with BISP, door to door survey was carried out in May, 2010 in 22 out of 27 districts of Balochistan whereas it could not be carried out in 05 districts namely Khuzdar, Kalat, Panjgur, Awaran and Mastung due to law and order problems. 	

		<ul style="list-style-type: none"> ▪ Filled-in BISP forms of 21 districts of Balochistan were retrieved and, after checking their completeness at PCO's Karachi, Islamabad, Peshawar and RCO, Sukkur, were handed-over to the office of NADRA, Islamabad for data processing as desired by the BISP, Islamabad. 	
6.	<p><u>Geography and GIS</u></p> <p>Maps of Pakistan, four provinces, AJK & Gilgit Baltistan showing Administrative Districts, Tehsils, Census Districts along with Geo-code, urban areas and infrastructure network i.e. road, motorways, street, railway etc. are completed.</p>	<ul style="list-style-type: none"> ▪ All 538 Tehsil/taluka maps of Punjab, Khyber-Pakhtoonkhwa, Sindh and Balochistan provinces (including 48 sub-tehsils); AJK, Gilgit Baltistan, FATA and Islamabad showing mouza boundaries have been digitized. ▪ Digitization of Tehsil/Taluka/Census District maps (including Cantonments), AJK, Gilgit Baltistan, FATA and Islamabad showing ground features i.e. roads, railway, canal etc. and patwar circle boundaries is in progress. ▪ The digitization work of all 550 urban area maps has been completed. However, GPS verification is remaining. ▪ District maps showing union council boundaries of 86 out of 143 districts have been completed. Remaining 57 districts are under process. ▪ Flood affected areas: The digitization work of flood affected areas (union council boundaries) of 69 districts (province wise) has been completed in GIS Lab. ▪ Collection of geo-located spatial data: The field exercise with the help of GPS has completed in 181 out of 550 urban areas. Remaining 369 urban areas are under process. ▪ Demarcation of Census boundary: charge/circle/block boundary of all 550 urban areas has been completed. ▪ Verification of block boundaries and updating of new Administrative units is completed. ▪ Eight GIS Labs have been established which are functional in PBS, Islamabad, Peshawar, Lahore, Multan, Karachi, Quetta, Muzaffarabad and Gilgit. ▪ All Provincial/Regional GIS Labs servers have been connected with Islamabad Server through secure Virtual Private Network (VPN) connection. 	

4.7.3 Censuses and surveys other than Population Census

Activities are as under:

S. No	Current Activities	Current Status	Completion Target
1	Agricultural Census 2010	Completed and reports available on PBS website.	completed
2	Pilot survey for the proposed combined agriculture census.	In progress	
	Combined Agriculture censuses (The agriculture, live stock census and machinery census)	<ul style="list-style-type: none"> Proposed 	2015
3	PSLM Survey	<ul style="list-style-type: none"> District Level Survey 2012-13: Field work and data processing of PSLM 2012-13 (District level Survey) is in progress. Reports of PSLM round VII Social & HIES are finalized and submitted for approval Provincial Level Survey 2013-14 District Level Survey 2014-15 	<p>In progress</p> <p>In progress</p> <p>June-2015 July, 2015</p>
4	LFS 2012-13	completed	
5	LFS 2013-14	<p>Quarter –I (July-Sept 2013) Report</p> <p>Quarter-II (Oct-Dec 2013) Report</p> <p>Quarter-III (Jan-Mar 2013) Report</p> <p>Quarter-IV (Apr-Jun 2014) Report</p>	<p>Dec 2013</p> <p>March 2014</p> <p>June 2014</p> <p>Sep 2014</p>
6	Quantum Index of Manufacturing (QIM)	QIM is released on official website of the PBS up to 15 th of each month.	This monthly activity continues throughout the year. Completion is around 40-45 days after end of month.
7	Census of Manufacturing Industries (CMI) 2010-11	<ul style="list-style-type: none"> The field operation has been completed. 7780 manufacturing industries have been captured. The data is under process in respective departments of different provinces. The data of Islamabad, Baluchistan and FATA have been processed at PBS Head quarter. The census data is being examined for possible correction and quality. Sind province has captured only 11% industries due to security and law and order situation. This 	Due to low coverage in Sindh the Census has been stoped however its results will be used to update the BR Frame

		may hinder the report to be published at national level.	
8	Development of Business Register	<ul style="list-style-type: none"> LSMI frame has been developed and under updating phase. The same frame is being used for Census of Manufacturing Industries 2010-11. The scope of BR has been extended to other non-manufacturing activities also. Record from other sources like EOBI, NEPRA, SNGC, SSGC etc. is being incorporated after proper procedures. 	Continuous activity
9.	Pakistan Central Product Classification	Draft report prepared	2013
10	Social statistics	Collection of data from secondary sources on population welfare programme, traffic accidents, crime statistics, telecommunication statistics, immunization programme, health statistics, press statistics, newspapers statistics, appeal and petitions statistics, cinema statistics, zoo statistics, sports statistics, education statistics etc.	Continuous activity
11	Collection of Data on mineral production	Regular activity on monthly basis	Continuous activity
12	Computation of monthly indices of mineral production	Regular activity on monthly basis	Continuous activity
13	Electricity Generation data	Data from electricity generating establishments is collected on monthly basis	Continuous activity
14	Rabi / Kharif Crop Estimates at National level	Regular activity	Continuous activity
15	Sensitive Price Indicator	Computed on weekly basis	Each Thursday
16	Consumer Price Index	Computed on monthly basis	1-4th of current month for CPI of previous month
17	Wholesale Price Index	Computed on monthly basis	1-4th of current month for WPI of previous month

18	Data for PBS Publications	Data for PBS Publications is being regularly collected from secondary sources on monthly / annual basis	Regular activity which continues through out the year.
19	Collection and supply of data to national accounts section	Regular activity	Regular activity which continues through out the year.
20	Pakistan Demographic Survey 2013	PDS 2013 is proposed if census is not conducted.	In pipeline
21	External trade statistics on monthly/quarterly and annual basis	Regular activity	Advance Release on monthly basis on or before 20 th of each month. Other data are compiled and issued on quarterly/ annual basis.
22	Annual National Accounts	Annual compilation/ preparation of estimates of GDP and Gross Fixed Capital Formation	During month of May of reference year
23	Rebasing of National Accounts from 1999-2000 to 2005-06	Complete and report is available on PBS's website.	completed
24	Quarterly National Accounts	Initial work on compilation of Quarterly National Accounts has already started	In pipeline
25	Supply and Use tables (National Accounts)	To be initiated	In pipeline
26	National Health Accounts	Third round (2009-10) is completed. Fourth round 2011-12 is under preparation	
27	Rebasing of National account from 2005-06 to 2014-15	Proposed	
28	SNA 2008	Adoption of SNA 2008 is under process.	
29	Institutional sector accounts	Initiated	In pipeline

30	National Accounts Surveys and studies	<ul style="list-style-type: none"> • Small Scale & Household , Manufacturing Industries • Construction Survey • Rent Survey • Family Budget Survey • WRT/Repair of Motor Vehicles and Motorcycles • Professional and Technical Activities • Administrative & support services • Art, Entertainment and recreation activities • Other Service activities survey • Agricultural and live stock survey. <p>Studies :</p> <ul style="list-style-type: none"> • Hotel and restaurants, • Forestry • Warehousing and storage. 	
31	Contraceptive performance report	Collection, compilation & dissemination of Population Welfare Statistics, mainly focused on contraceptive performance data. Contraceptive performance report is being released on quarterly basis.	Quarterly and regular basis.

4.8 International Cooperation



- 4.8.1 Initiate donors group on statistics (medium term): The donor organisations should be involved in order to win their support. However, most of them are frequent and relevant users of statistics, also, and many of them enter into bilateral commitments with the statistical agencies for provision of samples or even for conduction of complete surveys. In the latter case sometimes they are providing generous funding and as a consequence are undesirably crowding out the ordinary jobs of the agencies. Therefore it is relevant to involve them in the development of statistics. The most efficient way would be to have a permanent workgroup which meets regularly and which is headed either by the Chief Statistician PBS or by one of the relevant donors.
- 4.8.2 Follow up initiatives with OIC and related organisations (medium term): Pakistan is an important member in the National Statistical Organisations of the Member Countries of the Organisation of the Islamic Conference (OIC-NSOs). Even more weight is given to Pakistan in its regional sub-committee. The membership is with PBS. It should contribute according to its weight. It should also keep the national stakeholders informed about development in these organisations.
- 4.8.3 Keep / establish contact to UNSD (medium term): United Nations Statistical Department is the most important statistical body for maintaining international relations. Participation in the annual meetings of the United Nations Statistical Commission is a must as it is the most powerful board in international statistics covering each member state of UN.
- 4.8.4 Keep contact with International Statistics Institute (long term): ISI is the worldwide network of statisticians in all statistical disciplines. It is a technically oriented membership organization and is a perfect stage for liaising with international scientists working in the field of statistics.

- 4.8.5 Keep contact with International Input Output Association (long term): Like ISI the IIOA is a worldwide network. Now it is dedicated to National Accounts in a broader sense. Formerly it was confined to a narrow part of it (input-output tables). The developing countries are underrepresented there. But Pakistan should keep its involvement which has been built up during the last years.
- 4.8.6 Encourage leading staff to participate in supra-regional networks (medium term): For statistics there are a lot of international and national networks. An example is the Pakistan Health Economics Network. These networks have their meetings and sometimes even their own newsletters or journals. It would give pride and self-confidence to the staff if they are proactive part in these networks by writing articles or by contributing presentations and papers.

List of abbreviations

ACO	Agricultural Census Organisation
AGPR	Accountant General Pakistan Revenues
AJK	Azad Jammu and Kashmir
BOD	Board of Directors
BOP	Balance of Payments
BOS	Bureau of Statistics
BPM	Balance of Payments Manual
BR	Business Register
cif	Cost, insurance, freight
CIM	Census of Manufacturing Industries
CSO	Chief Statistical Officer
CPI	Consumer Price Index
DDG	Deputy Director General
DFID	Department For International Development
ECO	Economic Cooperation Organization
EAD	Economic Affairs Division
EDO	Executive District Officer
FATA	Federally Administered Tribal Areas
FBR	Federal Board of Revenues
FBS	Federal Bureau of Statistics
Fob	Free on board
GB	Gilgit-Baltistan
GDSS	General Data Dissemination Standard
GDP	Gross Domestic Product
GFS	Government Finance Statistics
GIS	Geographical Information System
GIZ / GIC	German International Cooperation
GNI	Gross National Income
GoP	Government of Pakistan
GST	General Sales Tax
GVA	Gross Value Added
HEC	Higher Education Commission
HIES	Household Income and Expenditure Survey
HRD	Human Resource Development
ICR	Intelligent Character Recognition
ICT	Information and Communication Technology
IIP	International Investment Position

ILO	International Labour Organization
IMF	International Monetary Fund
ISI	International Statistical Institute
IT	Information Technology
KP	Khyber Pukhtunkhwa
LFS	Labour Force Survey
LTU	Large Tax Payers Units
MAPS	Marrakech Action Plan for Statistics
MDGs	Millennium Development Goals
MNCG	Maternal, New born and Child Health
MoF	Ministry of Finance
MoI	Ministry of Industries
MICS	Multi Indicators Cluster Survey
MTBF	Medium Term Budgetary Framework
NA	National Accounts
NAW	National Accounts Wing
NFC	National Finance Commission
NGO	Non-Government Organisation
NHA	National Health Accounts
NSDS	National Strategy for the Development of Statistics
NSP	National Strategic Plan
NSS	National Statistical System
OCAC	Oil Companies Association Committee
OECD	Organisation of Economic Cooperation and Development
OIC-NSO	National Statistical Organisations of the Member Countries of the Organisation of the Islamic Conference
PARIS21	Partnership in Statistics for development in the 21 st century
PBS	Pakistan Bureau of Statistics
PCO	Population Census Organisation
PDS	Pakistan Demographic Survey
PPI	Producer Price Index
PRAL	Pakistan Revenue Automation Limited
PRS	Poverty Reduction Strategy
PRSP	Poverty Reduction Strategy Paper
PSIC	Pakistan Standard International Classification
PSLM	Pakistan Social and Living Standards Measurement
PSU	Primary Sampling Unit
QIM	Quantum Index of Manufacturing Industries
QNA	Quarterly National Accounts

ROSC	Report of Observance of Standards and Codes of data
RTO	Regional Tax Payers Office
SAARC	South Asia Association for Regional Cooperation
SAP	Sustainable Agriculture Programme
SBP	State Bank of Pakistan
SD	Statistics Division
SDDS	Special Data Dissemination Standard
SHMI	Small and Household Manufacturing
SO	Statistical Officer
SPI	Sensitive Price indicator
SUPARCO	Pakistan Space and Upper Atmosphere Research Commission
SWOT	Strengths, Weaknesses, Opportunities, Threats
TORs	Terms of reference
UNICEF	United Nations International Childrens Emergency Fund
UNFPA	United Nations Fund for Population Activities
UNSD	United Nations Statistics Department
UNSC	United Nations Statistical Commission
WHO	World Health Organization
WPI	Wholesale Price Index

ANNEXURE

Annexure A: UN Fundamental Principles of Economic Statistics

- Principle 1. Official Statistics provide an indispensable element in the information system of a democratic society, serving the government, the economy and the public with data about the economic, demographic, social and environmental situation. To this end, official statistics that meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honour citizen's entitlement to public information.
- Principle 2. To retain trust in official statistics, the statistical agencies need to decide according to strictly professional considerations, including scientific principles and professional ethics, on the methods and procedures for the collection, processing, storage and presentation of statistical data.
- Principle 3. To facilitate a correct interpretation of the data, the statistical agencies are to present information according to scientific standards on the sources, methods and procedures of the statistics.
- Principle 4. The statistical agencies are entitled to comment on erroneous interpretation and misuse of statistics.
- Principle 5. Data for statistical purposes may be drawn from all types of sources, be they statistical surveys or administrative records. Statistical agencies are to choose the source with regard to quality, timeliness, costs and burden on respondents.
- Principle 6. Individual data collected by statistical agencies for statistical compilation, whether they refer to natural or legal persons, are to be strictly confidential and used exclusively for statistical purposes.
- Principle 7. The laws, regulations and measures under which the statistical system operates are to be made public.
- Principle 8. Coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system.
- Principle 9. The use by statistical agencies in each country of international concepts, classifications and methods promotes the consistency and efficiency of statistical systems at all official levels.
- Principle 10. Bilateral and multilateral cooperation in statistics contributes to the improvement of systems of official statistics in all countries.

Annexure B: IMF ROSC Mission 2003

Pakistan is member country of the International Monetary Fund (IMF). It has itself committed to the General Data Dissemination Standard (GDDS) of the IMF. Besides recommendations on data quality and timeliness, integrity of data and access by the public the GDDS provides a list of economic indicators the signatories should strive for to provide. The GDDS was established to guide countries in the provision to the public of comprehensive, timely, accessible and reliable economic, financial, social and demographic data. Pakistan fulfils these requirements with the exception of statistics on wages and earnings.

Pakistan also has itself committed to the Special Data Dissemination Standard (SDDS) of the IMF which requires more advanced statistical offices and statistics. The purpose of SDDS is to guide member countries (in particular those that have or that might seek access to international capital markets) in providing economic and financial data to the public and to enhance the availability of timely and comprehensive statistics, thereby facilitating countries' pursuit of sound macroeconomic policies and the improved functioning of financial markets. Pakistan widely also fulfils the criteria of SDDS but still has to come up with quarterly National Accounts, with a producer price index and with a wage rate index.

IMF has adopted the Data Quality Assessment Framework (DQAF). It is used for comprehensive assessment of countries' data quality and assesses institutional environment, statistical processes and characteristics of the statistical products. It covers five dimensions namely integrity, methodologies soundness, accuracy and reliability, serviceability and accessibility of data quality.

IMF expert teams visit member countries to review the statistical systems and render advice in reports called Reports on Observance of Standards and Codes of data (ROSC). Pakistan was visited in 2003. The respective IMF ROSC report¹² was published in 2004. It made following assessment (page 5 ff):

- **General Data Dissemination System (GDDS) participation and Special Data Dissemination Standard (SDDS) subscription:** Pakistan meets the recommendations for the coverage, periodicity, and timeliness of most GDDS data categories. The only exceptions are the timeliness of the GDP and the lack of annual data on wages/earnings. For subscription to the SDDS, Pakistan will need to disseminate: (i) biweekly data on the analytical accounts of the SBP (ii) monthly transaction data on central government operations; (iii) quarterly data on the GDP, employment, unemployment, and wages/earnings; (iv) more detailed breakdown of data on central government debt; (v) annual international investment position; and (vi) update and expand the metadata on compilation and dissemination practices. By developing and forcefully implementing an action plan, Pakistan should be able to meet the remaining requirements for SDDS subscription within a year.
- **Prerequisites of quality:** Even though Pakistani official statistical agencies have a broadly adequate legal and institutional framework that supports statistical quality, it will be further strengthened by the current initiative to provide more autonomy to the FBS. In general, institutions demonstrate an awareness of quality as the cornerstone of statistical work. However, additional resources and targeted training, as well as more formal coordination among the statistical agencies would be needed for the further development of all statistics, particularly if

¹²See <http://www.imf.org/external/pubs/ft/scr/2004/cr04398.pdf>

the country is to subscribe to the SDDS. Coordination among, and within, the institutions compiling related sets of statistics should also be strengthened to promote consistent data across statistical systems.

- **Integrity:** In general, all institutions demonstrate professionalism, pursue transparency in their statistical practices and policies, and provide ethical guidelines to their staff.
- **Methodological soundness:** The methodologies for price indices and balance of Payments statistics broadly follow international standards. However, there are significant Shortcomings in the methodological soundness of other macroeconomic statistics, in Particular regarding the scope of the national accounts and the classification and sectorization systems for government finance and monetary statistics.
- **Accuracy and reliability:** Price indices and fiscal statistics are broadly accurate. Nevertheless, there are important shortcomings in data sources for national accounts and monetary statistics. Weaknesses in statistical techniques also hinder the assessment and validation of national accounts. Studies of revisions are carried out for all datasets and used to inform the statistical processes, except for the balance of payments statistics.
- **Serviceability:** The disseminated data appear to broadly meet users' needs in terms of the level of detail but not with respect to the coverage. Ongoing consultation with users, in particular from the private sector, should be undertaken on a more formal and regular basis for Government finance, monetary, and balance of payments statistics. There is significant room for improving the intersectoral consistency of government finance, balance of payments, and monetary statistics. In general, the periodicity and timeliness of Pakistani statistics are satisfactory although the periodicity of GDP data and the timeliness of the analytical accounts of the SBP for the end of the fiscal year should be improved.
- **Accessibility:** There are opportunities for expanding the accessibility of all macroeconomic data and metadata for most datasets. In particular, official statistics should be made available to all users simultaneously.”

The report summarizes its general recommendations as follows (page 21 f.):

- Pursue the initiative to give more autonomy to the FBS and conduct public awareness exercises aimed at improving the public perception of the FBS.
- Undertake actions to improve response rates for surveys, for example, by amending the General Statistics Act to increase the fines for not providing information.
- Undertake a review of statistical policies and practices in consultation with users, addressing at least the following issues: (i) presentation of statistics (tables, text, charts, etc.); (ii) development of detailed metadata for all datasets; (iii) establishment of advanced release calendars; (iv) simultaneous release of data to all users; (v) publicizing the availability of unpublished data; (v) conducting revision studies; and (vii) assisting users of official statistics by providing more detailed contact information.
- Provide more training in statistical methodologies and modernize computer equipment.
- Strengthen coordination among institutions to enhance intersectoral consistency of data.
- Update and enhance regularly the GDDS metadata posted on the DSBB for all sectors.

National accounts

- Amend the role and functions of the NAC so that the final decision on the dissemination of the statistics rests with the FBS.

- Introduce a program of regular (annual) establishment surveys to improve the timeliness of source data. Broaden the economic activities covered by surveys.
- Improve the timeliness of the national accounts. Disseminate the estimates that are revised for government agencies six months after the end of the reference period.
- Implement procedures to estimate the non-observed economy. The procedures should target, in particular, informal activities that are significant in Pakistan.

Consumer and wholesale price indices

- Implement the planned introduction of the COICOP as soon as possible.
- Review the treatment of Housing in the CPI, preferably by replacing the technique for estimating rentals on the basis of construction costs with an index reflecting the cost of purchasing and maintaining dwellings.
- Consider expanding the scope of the CPI to cover all urban areas, and eventually cover all Pakistan by including information on rural areas.

Annexure C: Excerpt from IMF-Report “Multisector Statistics Remote Technical Assistance” 2009

Executive Summary

The IMF Statistics Department (STA) conducted multisector statistics remote technical assistance (TA) during June-August, 2009. The remote TA (“mission” hereafter) covered national accounts, Consumer Price Index (CPI) and Producer Price Index (PPI), government finance statistics (GFS), monetary and financial statistics (MFS), and external sector statistics. The mission (1) reviewed the status of implementation of the recommendations of the 2003 Data Module of the Report on the Observance of Standards and Codes (Data Module ROSC), the 2006 Data Module ROSC on MFS, and other STA missions, (2) assisted the authorities in improving the quality of the above sectoral statistics, with a focus on methodology and data accuracy and reliability, (3) assisted in improving the quality of national statistical system and developed IMF TA strategy taking into account statistics work programs supported by other donors/international organizations. (Appendix I provides detailed action plans.) A short staff visit (September 28-October 2) discussed the findings with the authorities and agreed on the implementation of this report’s recommendations.

On **the national statistical development**, the revised General Statistics Act should be enacted as soon as possible to strengthen a legal support for the statistical compilation. The mission welcomed the establishment of the Pakistan Bureau of Statistics (PBS) to enhance the transparent and independent culture of statistical compilation. The establishment of the taskforce under Ministry of Finance (MOF), including representatives of Statistics Division and donors, could play a major role in fastening the improvement of the statistical system. However, it should include broader representatives from other important data-producing agencies (such as State Bank of Pakistan (SBP)) and major data users. The National Statistical Council should play a more active role in setting national strategic plan for statistics. In the immediate-term, Federal Bureau of Statistics (FBS) should be given more qualified staff for the compilation of national accounts and price statistics in order to produce quarterly national accounts and PPI. High priority should be given to produce GFS and Other Financial Corporations Survey (OFCS), with important sub-sector aggregates, to better facilitate policy analysis.

The mission has identified and commenced preliminary discussions with possible strategic partners. In addition to U.K. Department for International Development (DFID) and Germany’s Society for Technical Co-operation (GTZ) that are already active in Pakistan, possible partners include PARIS21, the Data Group of the World Bank, U.S. Bureau of Labor Statistics and Bureau of Census, and Eurostat. STA will continue to provide TA support in its core areas of macroeconomic statistics and data dissemination. The Data Module ROSC and data dissemination standards (Special Data Dissemination Standard (SDDS) and General Data Dissemination System (GDDS)) have provided important input on the Pakistan’s statistical quality. The mission has already collaborated the TA effort closely with DFID and GTZ to ensure consistent strategy and recommendations.

Since the 2003 Data Module ROSC, some improvement has been made on the **national accounts**, but more is needed. As the highest priority, The National Accounts Wing (NAW) should complete the

rebasings and re-benchmarking exercise to the reference year 2005–06 as well as to establish and maintain a comprehensive Business Register. Currently, no progress has been made on developing an expanded range of accounts and tables, an independent measure of private final consumption expenditure (PFCE) and quarterly national accounts. The quality and scope of Pakistan’s national accounts statistics continue to be adversely affected by poor source data and reliance on outdated benchmark years. There are currently no economy wide collections of economic data from businesses. Particular improvements should be made to the estimates for the finance industry, the electricity, gas and water industry by fully identifying subsidies. Following the re-benchmarking exercise, quarterly national accounts should be developed as soon as possible. FBS should disseminate directly revised national account data, rather than through annual Economic Survey of MOF.

To produce improved CPI and develop regular PPI, the **Price Statistics** Section (PSS) need urgently an increase in personnel, computing equipment, and up to date software. The number of micro-computers is half that of staff members. Moreover, the **CPI** is compiled using a mainframe computer with outdated software. The need for resources becomes even more urgent considering the ongoing CPI project to expand the geographic coverage and improve methodology to include a rent component. With additional resources, the new CPI could be available around July 2010. Following the STA 2001 **PPI** mission, a preliminary PPI has been compiled for the period 1999-2000 to the present with weights being estimated using data from the 2000-2001 census of industrial manufacturing. However, PPI compilers have problems in obtaining cooperation from the manufacturing establishments in providing price data. The FBS needs to select a new sample of establishments from the results of the 2005–06 Census of Manufacturing Industries (CMI) and other industrial surveys and censuses. The mission gave recommendations for completing the PPI targeting by July 2011, assuming additional staff resources. Afterward, FBS should replace the WPI with the PPI and should compile the PPI both by industry (economic activity) and by product.

In the area of **GFS**, since the 2003 Data Module ROSC, a New Accounting Model (NAM) and a new Chart of Accounts (COA) have been established through the Project for Improvement of Financial Reporting and Auditing (PIFRA) with the support from the World Bank. Significant improvement is made in the accuracy and timeliness of fiscal data (on a cash basis) showing the operations of the budgetary federal and provincial governments. However, no progress has been made in the compilation and dissemination of GFS according the *Government Finance Statistics Manual of 2001 (GFSM 2001)*. Currently, the PIFRA is compiling monthly and quarterly data for 2008/2009 and have converted the budget data for 2008/2009 and 2009/2010 into the GFS presentation. However, the new COA has not yet been utilized for the compilation of financing data by the Budget Wing. The Budget Wing and PIFRA staffs need to complete the fiscal and GFS data reconciliation as soon as possible. The mission discovered that financing data from Economic Affairs Division and National Savings Schemes could be available with time lag of about a month. The Budget Wing and SBP need to follow-up with these agencies, so timeliness of GFS data for the Federal Government could be reduced to about 5 weeks. The PIFRA plans to disseminate soon the GFS monthly and quarterly data to the MOF for reconciliation with fiscal data. The mission recommended that summarized GFS data for budgetary central government be disseminated on the MOF

Website and reported to main users, including STA. The mission also supported more training and TA on GFS.

For **MFS**, since the Data Module ROSC missions, the SBP has made significant progress in the quality of the MFS broadly conforming to the *Monetary and Financial Statistics Manual (MFSM)*. Nevertheless, the mission identified some deviations from the *MFSM* methodology and made recommendations. On coverage issue, the SBP should include coins issued by the central government and deposits collected by the Post Office (PO) in the monetary aggregates, but should exclude all long-term securities from broad money liabilities and monetary aggregates. For the accounts of other depository corporations (ODCs) in liquidation, the SBP should make arrangements to collect data of these ODCs at least on a quarterly basis with a view to include these data in the ODC Survey (ODCS). On sectorization of institutional units, those units owned by households that qualify as nonfinancial quasi-corporations should be included under "Other nonfinancial corporations". The data validation procedures need enhancement, especially on positions between the SBP and the ODCs as well as among ODCs. On the Other Financial Corporations Survey (OFCS), mission recommended that in the short term the SBP focus on data collection from insurance companies to ensure near full coverage of these companies in OFCS. Hence, an OFC sectoral balance sheet, an OFCS, and a financial corporations survey (FCS) should be compiled and disseminated initially on a quarterly basis. The mission also assisted in the preparation of Standardized Report Forms (SRFs) for publication in the *IFS* in the next few months.

Most recommendations of the 2003 Data Module ROSC mission on **balance of payments (BOP)** and the 2007 **international investment position (IIP)** mission have been implemented. Nevertheless, data gaps remain for some components, such as, transactions and stocks on the accounts abroad and trade credit. The SBP should develop estimation methods for unrecorded trade, such as imports without commercial value, migrants' effects, and smuggling. Duplicate but not comparable international merchandise trade statistics are produced by the SBP (based on foreign exchange records) and FBS (on customs data). The SBP, Customs, and FBS should coordinate to use customs statistics as an input for BOP and national accounts statistics. Although an annual Survey of Pakistan's Foreign Liabilities and Assets has been modified with a view to receiving more accurate data, the coverage of the Survey still faces poor response rate from nonfinancial enterprises. Foreign Exchange Regulation Act should be modified to empower SBP to collect data from nonfinancial enterprises. The mission also recommended introducing a quarterly survey with a view to complete data on positions/transactions of Pakistani residents via accounts with banks abroad.

Annexure E: General Statistics (Reorganisation) Act 2011

Source: The Gazette of Pakistan, Registered No. M-302, L-7647