



State of Palestine
Palestinian Central Bureau of Statistics



**National Strategy for the Development
of Official Statistics (NSDS)**



2018 - 2022

PCBS

December 2017



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Palestinian Central Bureau of Statistics

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Suggested Citation:

Palestinian Central Bureau of Statistics, 2017. National Strategy for the Development of Official Statistics (NSDS) 2018-2022. Ramallah - Palestine.

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Reference ID: 2366



Acknowledgments

The Palestinian Central Bureau of Statistics (PCBS) extends its deep appreciation to the head and members of the Advisory Council for Official Statistics and to all ministries, government institutions, private sector and civil society organizations for their contribution to the preparation of the National Strategy for the Development of Official Statistics (NSDS) 2018-2022.

The NSDS 2018-2022 was prepared with joint funding from the State of Palestine and the Core Funding Group (CFG) for 2017, represented by the Representative Office of Norway to the State of Palestine and the Swiss Development and Cooperation Agency (SDC). The technical advisory mission on the preparation and development of the strategy was implemented with the funding of the Partnership in Statistics for Development in the 21st Century (PARIS 21).

PCBS is very grateful to the Core Funding Group (CFG) and PARIS 21 for their valuable contribution to the funding of the NSDS 2018-2022.

Abbreviations

CFG	Core Funding Group
EFQM	European Foundation for Quality Management
ESCWA	Economic and Social Commission for Western Asia
IMF	International Monetary Fund
IT	Information Technology
MAS	Palestine Economic Policy Research Institute
MoU	Memorandum of Understanding
NGO	Non-Government Organization
NQAF	National Quality Assurance Framework
NSDS	National Strategy for the Development of Official Statistics
NSS	National Statistical System
PARIS 21	Partnership in Statistics for Development in the 21 st Century
PCBS	Palestinian Central Bureau of Statistics
PLO	Palestine Liberation Organization
PMA	Palestine Monetary Authority
SDC	Swiss Development and Cooperation Agency
SWOT	Strengths, Weaknesses, Opportunities and Threats
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNRWA	United Nations Relief and Works Agency
UNSD	United Nations Statistics Division

Table of Contents

Subject	Page
Acknowledgments	
Abbreviations	
Foreword	
1. Introduction	12
2. Methodology for the Preparation of the NSDS	17
2.1 Assessment of NSDS 2014-2018 Achievement	18
2.2 Diagnosis and Analysis of the National Statistical System	18
2.3 Mechanism of Articulating the Strategic Objectives	22
3. Basic Fundamentals	24
3.1 Vision	27
3.2 Mission	27
4. Strategic Objectives and Sub-Objectives 2018-2022	28
Overall Strategic Objective: To consolidate the statistical infrastructure necessary for monitoring the Sustainable Development Goals (SDGs) as part of the National Policy Agenda 2017-2022.	30
The First Strategic Objective: To improve the use of statistics in policy, development, decision making and in monitoring the SDGs	31
Sub-objective 1.1: Increased awareness and reliance on statistics	32
Sub-objective 1.2: Increased availability and accessibility of statistics	32
Sub-objective 1.3: Increased trust in statistics by users	33
The Second Strategic Objective: To strengthen partnerships for achieving the SDGs	34
Sub-objective 2.1: Strengthened coordination within the NSS	34
Sub-objective 2.2: Modernized and up-to-date NSS	34
Sub-objective 2.3: Maximized utilization of administrative records for statistical purposes and the monitoring of the SDGs	35
Sub-objective 2.4: Strengthened partnership between the NSS and the regional and international actors	35
The Third Strategic Objective: To enhance quality of statistics	37
Sub-objective 3.1: Improved work environment	37
Sub-objective 3.2: Approved and Implemented National Quality Assurance Framework (NQAF)	38
Sub-objective 3.3: Developed dissemination policies and tools	38
5. Work Plan	39
5.1 Action Plan	40
5.2 Estimated Budget	65
6. Monitoring and Evaluation	68
6.1 Determinants of the Monitoring and Evaluation System	70
6.2 The Implementation Mechanism and Performance Indicators	71
6.3 Measuring Impact of Performance	71
References	72
Annexes	73
Annex 01: Team of preparation of the National Strategy for the Development of Official Statistics 2018-2022	74
Annex 02: Participating Institutions in the Workshops on Preparing the National Strategy for the Development of the Official Statistics 2018-2022	75
Annex 03: Diagnosis and Analysis of the National Statistical System using SWOT Analysis	77
Annex 04: Problem Tree Analysis	86
Annex 05: Logical framework approach (objectives, outputs, activities, indicators and means of verification)	88
Annex 06: PCBS Core Statistical Program (Activities / Projects)	136



Foreword

The Palestinian General Statistics Law No. 4 of 2000 identified the primary rationale for the establishment of the Palestinian Central Bureau of Statistics (PCBS) as: To develop and strengthen the Palestinian official statistical system based on a legal basis that governs the collection and use of data for statistical purposes with the main function of PCBS being to establish a national, comprehensive and unified statistical system to serve as a tool at

the disposal of Palestinian ministries and institutions, to guide and diagnose problems and to evaluate the progress made.

Since its establishment in 1993, PCBS adopted strategic planning as one of the most significant factors in promoting and guiding official statistical efforts, PCBS prepared master plans for official statistics until 2010. Subsequently, PCBS prepared the National Strategy for the Development of Official Statistics (NSDS) 2009-2013. Then PCBS prepared the National Strategy for the Development of Official Statistics (NSDS) 2014-2018. Lastly and by end of 2016, PCBS started preparation of the National Strategy for the Development of Official Statistics (NSDS) 2018-2022, where it was finalized by end of 2017.

In order to keep up with the commitment of Palestine toward the requirements of the Sustainable Development Goals (SDGs) 2030 and in line with the National Policy Agenda 2017-2022 "Citizen First", the main objective of Strategy 2018-2022 has been identified to contribute to the consolidation of the statistical infrastructure needed to monitor sustainable development goals of the National Policy Agenda 2017-2022. Strategic objectives have been formulated to assist in providing the necessary data to monitor progress in achieving sustainable development goals. Participation of all partners in the National Statistical System (NSS) to cover the sectoral dimensions of sustainable development through cooperation and partnership between NSS

partners is crucial in strengthening the NSS and ensuring the proper flow of data, the use of statistics in policies, development and decision-making, enhancing data quality as well as tools and mechanisms of data dissemination.

Preparation of the National Strategy for the Development of Official Statistics (NSDS) 2018-2022 in all stages was in coordination, cooperation and partnership between the components of the national statistical system and partners represented by PCBS and ministries and government institutions, universities and research institutions. Several workshops and meetings with different data user groups were held to ensure the alignment of the NSDS with the national needs and priorities, as well as regional and international obligations of the State of Palestine.

We do hope that this strategy will contribute to the transfer of the official Palestinian statistical system to an advanced stage, comparable to the best statistical systems in the world, and contribute to the provision of modern statistics of high quality in various fields that are mainly linked to the indicators of sustainable development goals that contribute to support the building of the state.

December, 2017

A handwritten signature in blue ink that reads "Ola Awad". The signature is fluid and cursive.

Ola Awad
President of PCBS



Introduction

**Methodology for the
Preparation of the
NSDS**

1. Introduction

The Palestinian Central Bureau of Statistics (PCBS) was established in 1993 by virtue of a decree by the President of the Palestine Liberation Organization (PLO). PCBS assumed the task of establishing a National Statistical System (NSS)¹ in Palestine and established its first statistical master plan in 1995 for the period 1995-2000, where it focused on the creation of a statistical institution and included the main directions in terms of producing and disseminating official statistics. The General Statistics Law No. 4 was issued in 2000, and it defined the primary rationale for the establishment of PCBS; that is to provide official statistics on demographic, social, economic and environmental conditions with credibility, impartiality and complete independence in accordance with the latest international recommendations and standards to serve both citizens and different institutions.

To complement the strategic planning approach in statistical work, in 2000 the second master plan for 2001-2010 identified the outlines of the general policy to establish a national statistical system as well as the dimensions of the statistical program of the post establishment stage. After finalizing the establishment of the statistical program, PCBS started the preparation for the National Strategy for the Development of Official Statistics (NSDS) 2009-2013, which focused on supporting and consolidating the National Statistical System. And then, the National Strategy for the Development of Official Statistics (NSDS) 2014-2018 was prepared to focus on the development of an integrated, sustainable and effective national statistical system.

By end of 2016 and in line with the Cabinet's adoption of the priorities and policy interventions for the years (2017-2022) and the National Policy Agenda 2017-2022 "Citizen First", that mainly stressed on Palestine's commitment towards requirements of the Sustainable Development Goals (SDGs) 2030, where statistics represents the main pillar for achieving them. In response to that, PCBS started preparing the National Strategy for the Development of Official Statistics (NSDS) 2018-2022 aligning with the national policy agenda to ensure NSDS harmony with the government sectoral strategies starting from 2018. It is worth noting that the preparation of this NSDS was based on the results achieved by the past NSDS.

¹ National Statistical System (NSS): The ensemble of all data producers and providers within the country that jointly collect, process and disseminate official statistics on behalf of the national government, including PCBS and statistical units in the ministries and government institutions.

The NSDS was prepared to ensure national development priorities and in line with international recommendations. It was finalized in late 2017, where its main objective focuses on consolidating the statistical infrastructure needed to monitor sustainable development goals as a part of the national policy agenda 2017-2022.

The NSDS 2018-2022 aims to produce and provide high quality data to meet needs of the different data user groups (public sector, private sector, general public ... etc) covering the economic, demographic, social and environmental aspects that have to do with the indicators of the SDGs.

The NSDS 2018-2022 will provide an integrated framework for developing the capacities of the whole national statistical system, a vision on what the national statistical system would be after five years and how to fulfill it, a comprehensive framework for a continuous assessment of the statistical needs and priorities in addition to the needed capacity building for meeting the requirements in a systematic and efficient way, and a framework for resource mobilization and utilization (at the national and international levels) and benefiting from it in achieving the sought results for the national statistical system.

This strategy will help in sustaining and enhancing the utilization of statistical data for monitoring progress made in achieving sustainable development goals, measuring trends and responding to gender.

The implementation of this new NSDS - in cooperation with partners in the national statistical system - is expected to achieve progress in the following areas:

1. Enhancing the use of statistics in preparing development policies, decision making, monitoring the progress achieved in sustainable development goals and increasing awareness and reliance on statistics.
2. Developing and strengthening the national statistical monitoring system to cover the statistical monitoring indicators including the SDGs 2030.
3. Boosting cooperation, coordination and partnership between the NSS and regional and international institutions.
4. Increasing the trust of data users in official statistics.

5. Enhancing and improving the quality of data produced and disseminated by the national statistical system.
6. Developing and applying the national quality framework to ensure implementing quality requirements especially in the field of statistics.
7. Enhancing the utilization of administrative records for statistical purposes including monitoring the SDGs.
8. Developing and diversifying data dissemination methods to facilitate accessing data as well as increasing data utilization in all aspects, in addition to developing and strengthening dissemination mechanisms and policies toward promoting statistical data for the benefit of different data user groups.

2. Methodology for the Preparation of the NSDS

The National Strategy for the Development of Official Statistics (NSDS) 2018-2022 was prepared on the basis of a scientific and systematic methodology starting from reviewing and assessing the achieved progress on the previous NSDS 2014-2018, to benefit from the lessons learned while preparing for the new NSDS, in addition to abiding by the adopted national policy agenda 2017-2022 “Citizen First” by the Cabinet, which focuses on the commitment of Palestine toward the requirement of the SDGs 2030. This also led to focus more on developing the methodology for preparing the new NSDS including the integration on the SDGs indicators within the strategic objectives, sub-objectives, outputs and activities, in addition to benefiting from the policy priorities and interventions matrix for the years (2017-2022) and reviewing it. After that, a SWOT analysis for the national statistical system was carried out.

In light of the importance of widening the participation in preparing the NSDS, preparations began with formulating a technical team from PCBS (Annex No. 1) to take care of the following tasks:

- Reviewing the achievements of the NSDS 2014-2018.
- Developing the general framework for the strategic directions: vision, mission, strategic objectives and sub-objectives.
- Defining the challenges that are facing the national statistical system.
- Conducting workshops with PCBS staff as well as the main data users to help in carrying out the SWOT analysis of the national statistical system as well as defining the outputs and activities that would contribute to the implementation of the NSDS.
- Receiving an international technical assistance mission to help in reviewing and developing the draft of the NSDS, as well as reviewing the stages and mechanisms of its preparation.
- Preparing a detailed implementation plan of the NSDS at the level of the activity and year.
- Integrating the implementation plan of the NSDS with PCBS annual plan.
- Promoting and disseminating the NSDS.

The NSDS 2018-2022 was prepared in coordination with the Advisory Council for Official Statistics and the participation of the mains data users in the ministries, government institutions, universities, NGOs, research centers ... etc

(Annex No. 2 lists the institutions that participated in the workshops related to preparation of the new NSDS).

2.1 Assessment of NSDS 2014-2018 Achievement

The technical team accomplished its tasks and prepared a comprehensive report on the implementation of the NSDS 2014-2017, where the report showed that the overall achievement rate for the implementation the strategic activities reached 91%. The achievement at the level of the strategic objective up to the end of the fourth year was uneven; the achievement rate of the activities of the first strategic objective (Improve the use of statistics in decision making) was 89%, while the rate for the second strategic objective (Set-up better partnerships with users and producers of the NSS) reached 85%, the rate for the third strategic objective (Enhance the quality of statistics) reached 90% and as for the fourth strategic objective (Utilization of administrative records for statistics), the achievement rate reached 100%.

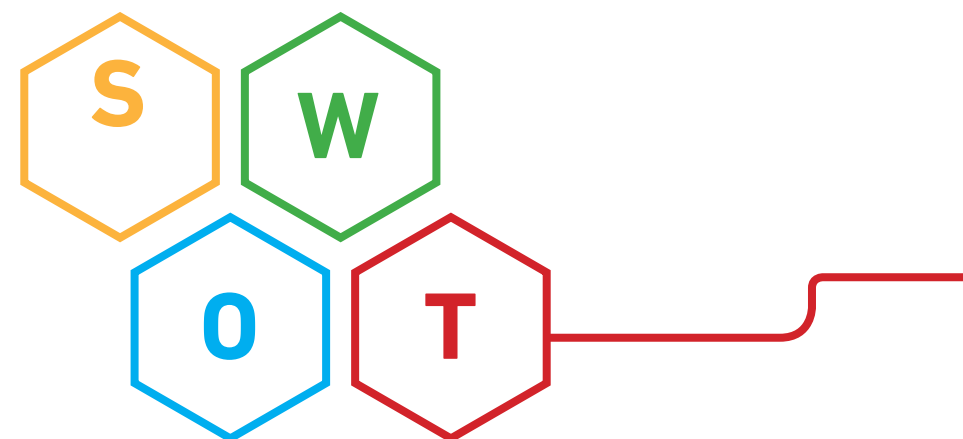
The report highlighted the contribution of the strategy toward activating the utilization of statistical data by users and partners, developing the information system at PCBS, developing the institutional building and utilizing new technology in data collection from the field. The report identified the challenges that are still facing the NSS, among of which: lack of commitment of some ministries and government institutions toward adopting the standard statistical definitions and classifications, absence of needed expertise for developing the utilization of the administrative records for statistical purposes in some ministries and government institutions. The report also highlighted some recommendations to be taken into consideration while preparing the NSDS 2018-2022, such as: increasing and improving the utilization of the administrative records for statistical purposes including monitoring the SDGs, strengthening capacity building, and boosting cooperation, coordination and partnership among the partners in the NSS.

2.2 Diagnosis and Analysis of the National Statistical System

The diagnosis and analysis of the national statistical system aimed to examine its current status, list the strengths available to build upon, identify weaknesses to find appropriate solutions, ascertain the opportunities that could be used to develop the system, and identify risks and threats expected in the next phase in order to develop scenarios to neutralize negative impacts on the system.

The diagnostic process was launched by preparing a study on the current status of the administrative records development for statistical purposes and an assessment of statistical units in ministries and government institutions. PCBS then started analyzing the national statistical system using SWOT analysis, which helps taking decisions on logical basis. Assessment took place by conducting a series of workshops with the staff of units of the NSS.

The analysis of the national statistical system included brainstorming sessions and discussions of outputs expected from amendments or additions. This aimed to ensure realism, objectivity and unbiased analysis of positive and negative impacts. Diagnostic and analytical assessment of the NSS is considered the base from which the main objectives of the NSDS 2018-2022 could be identified and formulated. (Annex No. 3 shows the detailed results of the diagnosis and analysis of the NSS).



The following are the strengths, weaknesses, opportunities and threats to the National Statistical System:

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Existence of a sound legal environment. 2. Highly qualified human resources at PCBS and at some statistical units in the NSS institutions. 3. Utilizing modern methods and technology in different stages of the statistical work including the data collection of the Population, Housing and Establishments Census 2017. 4. Existence of a distinct, effective and professionally independent statistical institution to support, promote and develop the NSS. 5. Existence of the Users-Producers Dialogue organized by PCBS. 6. Cooperation of the partners in the NSS in producing and disseminating statistical data. 7. Existence of statistical units in many ministries and government institutions. 8. Trust in the statistical figures (nationally, regionally and internationally). 9. Accessibility to statistical data through the available means of dissemination such as PCBS website, Department of Users Services...etc. 	<ol style="list-style-type: none"> 1. Low statistical awareness of the importance of the statistical figure in planning and decision taking in many of the statistical units. 2. The absence of statistical units in some partners in the NSS. 3. The variation in using the adopted standard manuals, concepts and classifications in statistical work among the partners in the NSS. 4. Unclear role and mandate in some statistical units, in addition to the lack in job stability and the administrative changes in some ministries and government institutions. 5. Lack of data coverage of the administrative records. 6. Weak material and human resources in most of the existing statistical units.

Opportunities	Threats
<ol style="list-style-type: none"> 1. Government attention and support to the NSS. 2. The Government's adoption of the Sustainable Development Goals (SDGs). 3. Activation of memoranda of understanding with some partners in the NSS. 4. The existence of the Advisory Council for Official Statistics. 5. Local, regional and international network. 6. Dependence of policy makers and decision makers on the statistical figure in drafting development policies and plans. 7. Use of modern technologies and interactive data dissemination. 8. The existence of the e-government project (zinnar). 9. National committees for statistical registers and advisory committees for a number of the statistical programs. 10. National statistical monitoring system. 	<ol style="list-style-type: none"> 1. Israeli occupation. 2. Political and economic instability. 3. Failure to ensure the sustainability of financial resources for statistical work.

2.3 Mechanism of Articulating the Strategic Objectives

The problem tree analysis method was used as an essential tool for articulating and drafting the strategic objectives and sub-objectives through listing problems and challenges facing the NSS (cause and effect). The articulation of strategic objectives resulted from the findings of the held SWOT analysis workshops on the NSS in addition to the work with an international expert who was recruited for this purpose. The articulation of the strategic objectives was as follows:

- Listing problems and challenges facing the NSS:
 - Absence of needed statistical infrastructure for monitoring SDGs as part of the National Policy Agenda 2017-2022.
 - Poor utilization of statistics in policy making, development, decision making and monitoring response to SDGs.
 - Poor partnerships among the partners in the NSS toward achieving the requirements of the SDGs.
 - Data quality varies among the partners in the NSS.
 - Poor awareness of statistics on both the public and official levels.
 - Absence of some data with the required level of details by some users.
 - Poor trust of some data users in some statistical fields.
 - Absence of an integrated NSS that responds to the SDGs requirements.
 - Poor coordination among the partners in the NSS.
 - Absence of data from administrative records used in the production of official statistics and monitoring the SDGs with the needed level of details.
 - Poor statistical planning in the ministries and government institutions.
 - Poor partnership between the partners in the NSS and the regional and international actors.
 - Variation in commitment of the partners in the NSS toward the international standards and recommendations for statistical work.
 - The need to develop work environment and strengthen capacities in the different aspects including technological development.
 - Absence of an adopted and applied national quality assurance framework.
 - The need to keep up with the most recent technological and professional developments for producing and disseminating

- statistics and making it accessible to all data users.
- Absence of financial sustainability of the statistical program.
- The measures of the Israeli occupation against the Palestinian people.
- Tabulation and classification of problems by cause, effect and outcome.
- Design of problem Tree (Annex No. 4).
- Derivation of objectives: the overall objective, strategic objectives, sub-objectives and expected outputs of each objective, in addition to measurement indicators and means of verification, risks and assumptions, where discussions were carried out among the partners in the NSS during the stage of preparing the strategy through drafting a comprehensive and clear log frame and the international recommendations were abided by to guarantee the consistency and quality of the results (Annex No. 5: Log Frame Matrix), the objectives are as follows:
 - Overall objective: To consolidate the statistical infrastructure necessary for monitoring the Sustainable Development Goals (SDGs) as part of the National Policy Agenda 2017-2022.
 - Strategic objective 1: To improve the use of statistics in policy, development, decision making and in monitoring the SDGs.
 - Strategic objective 2: To strengthen partnerships for achieving the SDGs.
 - Strategic objective 3: To enhance quality of statistics.
- Comparison of weaknesses resulted from diagnosis and analysis of the national statistical system with the objectives that have been articulated, ensuring that the said objectives mostly address weaknesses and adopt appropriate solutions.



Basic Fundamentals

3. Basic Fundamentals

It is essential that these fundamental principles (vision and mission of the NSS) be based on the strategic objectives and sub-objectives of the national statistical system and expected outputs. In short, the basic fundamentals are short instant messages addressed to the NSS and partners.

Vision provides a description of what the NSS aims to achieve in the future, one of the most important aspects that must be taken into account when developing a vision of the national statistical system is that it should not use technical terms that are difficult for the majority of the public to understand; it should be directed and aimed at a wider category of the public and be simple and concise. The message should reflect the main task of the NSS and can be considered as the constitution and basic guide for all efforts and decisions in the NSS, which depends on innovation and excellence. It is also based on the law, regulations and documents that define the legal environment for data collection and ensuring data flow from the ministries and government institutions as well as disseminating them; among of which the General Statistics Law No. 4 of 2000 and the Fundamental Principles of Official Statistics adopted by the United Nations in 2013, the Palestinian Code of Practice for Official Statistics adopted by the Cabinet in 2006 in addition to the Statistics Code of Practice for the European Neighbourhood South Countries. The NSDS 2018-2022 was prepared and developed in full cooperation, coordination and partnership with the NSS and other partners to ensure reflecting priorities and requirements of the data users and producers in the ministries, government institutions and other partners as well as guaranteeing the consistency of the strategy with the regional and international commitments of the State of Palestine.

The vision of the NSS future depends on the national efforts, especially those of the government to build strong and effective public institutions. This system provides the necessary data for setting standards and monitoring progress made in various fields, in addition to providing data to all members of society and institutions as a feedback tool for discussion and dialogue among the partners in the NSS and ensuring that statistical work be carried out using the available resources efficiently.

The overall objective of the NSDS 2018-2022 is “to consolidate the statistical infrastructure necessary for monitoring the Sustainable Development Goals

(SDGs) as part of the National Policy Agenda 2017-2022”, enabling the NSS to provide quality data in the various economic, demographic, social and environmental aspects that have to do with monitoring the SDGs, improving policy-making and decision-making based on statistics. This strategy will also help to ensure that statistical data are reliable, consistent and effective in monitoring changes and responds to gender.


3.1 Vision

An accessible and efficient statistical national information system for state building.

3.2 Mission

To produce and disseminate coherent, objective, high quality and timely official statistics to meet user needs nationally and internationally.





**Strategic Objectives
and Sub-Objectives
2018-2022**

4. Strategic Objectives and Sub-Objectives 2018-2022:

Overall Strategic Objective: To consolidate the statistical infrastructure necessary for monitoring the Sustainable Development Goals (SDGs) as part of the National Policy Agenda 2017-2022.

The National Policy Agenda 2017-2022 adopted and supported the commitment of Palestine towards the 2030 Agenda of SDGs, which was approved by the United Nation, as a core component in the sectoral strategies and its annual action plans. This requires a strong coordination and collaboration among the partners in the NSS that enables a comprehensive reporting of high-quality data for Palestine that monitors the achieved progress on the indicators of the SDGs; the consolidation of the statistical infrastructure in terms of capacity building of NSS staff, who produce and use statistics, strengthening partnership through enhancing the utilization of the available data sources as well as developing work to fulfil producing all needed data towards effective monitoring of the progress made in SDGs. The close collaboration between the partners in the NSS and the decision and policy makers is essential to meet the reporting requirements of the 2030 Agenda in accordance with national priorities highlighted in the national policy agenda 2017-2022. And the development of the environment for the NSS is also crucial to support building databases for monitoring progress made towards achieving the SDGs.

The NSDS 2018-2022 is based on the overall objective “**To consolidate the statistical infrastructure necessary for monitoring the Sustainable Development Goals (SDGs) as part of the National Policy Agenda 2017-2022**”, where it will be achieved through three strategic objectives and ten sub-objectives:

Strategic Objective 1: To improve the use of statistics in policy, development, decision making and in monitoring the SDGs:

- Sub-objective 1.1: Increased awareness and reliance on statistics.
- Sub-objective 1.2: Increased availability and accessibility of statistics.
- Sub-objective 1.3: Increased trust in statistics by users.

Strategic Objective 2: To strengthen partnerships for achieving the SDGs:

- Sub-objective 2.1: Strengthened coordination within the NSS.

- Sub-objective 2.2: Modernized and up-to-date NSS.
- Sub-objective 2.3: Maximized utilization of administrative records for statistical purposes and the monitoring of the SDGs.
- Sub-objective 2.4: Strengthened partnership between the NSS and the regional and international actors.

Strategic Objective 3: To enhance quality of statistics:

- Sub-objective 3.1: Improved work environment.
- Sub-objective 3.2: Approved and Implemented National Quality Assurance Framework (NQAF).
- Sub-objective 3.3: Developed dissemination policies and tools.

The First Strategic Objective: To improve the use of statistics in policy, development, decision making and in monitoring the SDGs

The importance of promoting the use of statistics lies in the ability to draw up policies, prepare or update development plans, make decisions and identify interventions based on scientific grounds and evidences.

To achieve improvements in the use of statistics for evidence-based decision making, it is crucial to innovate and develop procedures to raise awareness of users on the benefits of accessing quality statistics. All this will in turn lead to increase the trust of users in official statistics. The NSS has to consolidate its production of statistics, toward ensuring answering the needs of users. The cooperation of PCBS with its partners in the NSS will contribute to the activation and improvement of data dissemination process through the utilization of modern techniques, such as social media and web-based tools (Interactive Dissemination), in order to reach users in a way that better corresponds to their priorities. This will help in strengthening data users' trust and awareness.

The use of statistics in policy, development, decision making and in monitoring the SDGs facilitates the tasks of policy makers in the public, private and NGOs sectors to define their specific goals and target groups, modify existing intervention programs and permit the monitoring and evaluation of programs and plans. A series of activities was identified to be carried out by the partners in the NSS to achieve and improve the use of statistics in policy, development, decision making and in monitoring the SDGs. This strategic objective will be achieved through the following three sub-objectives:

Sub-objective 1.1: Increased awareness and reliance on statistics

To promote the use of official statistics in decision making, increased awareness of statistics should be consolidated among all categories of the Palestinian society. A series of activities was identified to be carried out to achieve fundamental role in consolidating statistical awareness and those activities can support the NSS. PCBS will implement a study to measure the impact of the use of statistics in policy making. Workshops and training courses play a fundamental role in increasing statistical awareness and those activities can support the NSS to expand the target groups (decision makers, civil society organizations, media, students ...etc) and producing awareness materials that would meet the needs of the specific target groups and contribute to the development of PCBS dissemination policy including expanding the use of social media. PCBS, in collaboration with the partners in the NSS, will also design the web portal in order to facilitate users' access to statistics produced by the NSS.

Expected outputs / results:

- 1.1.1. A study to measure the impact of the use of statistics in policy making.
- 1.1.2. Awareness workshops, on the importance of statistics and the provision of statistical data to policy makers, are implemented.
- 1.1.3. Awareness and advocacy materials are produced and widely disseminated
- 1.1.4. A gateway for the NSS is set up.
- 1.1.5. The PCBS advocacy materials are available on social media.

Sub-objective 1.2: Increased availability and accessibility of statistics

The limitation of the financial resources is a characteristic of the statistical work and the implementation of statistical programs and projects, and such implementation depends on the basis of the available of human resources and infrastructure of information technology of the partners in the NSS, where effective investment in these resources is essential. PCBS, in collaboration with the partners in the NSS, will conduct a series of activities to enhance and build the capacity of the said partners in technical and administrative aspects, including the development of data collection using web-based applications. PCBS will continue to implement the main statistical program including population, social, economic and area statistics; e.g. Labor Force Survey, Economic Series Surveys and Cultural Household Survey (Annex No. 6 includes the activities and projects of the statistical program carried out by PCBS).

The monitoring statistical system is a tool for monitoring, documenting and following up the assessment and evaluation of the social, economic and environmental issues of the Palestinian society. The process of developing and updating the statistical monitoring system database of the NSS contributes to expanding the database of indicators to include more indicators of the SDGs and thus standardizing statistical standards and classifications among the partners in the NSS for development, since building the monitoring system to launch its database is only the first phase of a continuous process to ensure sustainability. PCBS may provide support and advice to the other partners in the NSS to develop their statistical databases toward improving quality.

Expected outputs / results:

- 1.2.1. The index (Catalogue) of statistical outputs for the NSS is updated.
- 1.2.2. Statistical databases for the NSS are modernized including SDGs.
- 1.2.3. Geospatial Statistical databases are available to be utilized.

Sub-objective 1.3: Increased trust in statistics by users

The results of user satisfaction surveys in all its rounds helped in highlighting the problems and difficulties that are facing the users as well as defining their needs of official statistics. Producers of statistics, particularly PCBS, have therefore to resolve those problems and meet the evolving needs of users; this leads to increased trust in statistics, and also the implementation of the response burden survey will measure the burden on respondents, which is one of the quality indicators, so that the indicator is observed to find ways to reduce the burden on respondents in order to obtain high quality of statistical data.

Expected outputs / results:

- 1.3.1. Report on user satisfaction.
- 1.3.2. Higher response rates to the users requests.
- 1.3.3. Higher response rates to PCBS surveys including those serve SDGs.
- 1.3.4. Report on response burden in economic surveys.

The Second Strategic Objective: To strengthen partnerships for achieving the SDGs

The National Policy Agenda 2017-2022 comes in line with SDGs 2030 which requires preparation of systematic progress reports on the availability of high-quality data from Palestine. PCBS in cooperation with the partners in the NSS are actively involved in the development of the national indicator frameworks in addition to the global indicators including SDGs ones. To ensure effective investment in building and strengthening national statistical capacities, it is crucial to develop different kinds of strategic partnerships in official statistics among all relevant parties from the public sector, NGOs and private sector by building on the existing mechanisms. It is important also to focus on capacity building, new methodologies, and mobilizing the resources for developing SDGs monitoring system. The official statistical community needs to show the openness to work with all stakeholders. This strategic objective will be achieved through the following four sub-objectives:

Sub-objective 2.1: Strengthened coordination within the NSS

PCBS leads the efforts to measure the indicators of the SDGs. This requires high and intensive systematic coordination among the partners in the NSS. Such coordination will help in establishing a joint and long-run program among the partners that help in unifying the vision of statistical work and particularly data provision. Close collaboration between the partners in the NSS and decision takers as well as policy makers is essential to meet the implementation requirements of the 2030 Agenda in accordance with national priorities that have been defined in the national policy agenda 2017-2022. To achieve such goal a series of statistical activities and projects of common interest are to be jointly implemented by the partners in the NSS.

Expected outputs / results:

- 2.1.1. A consolidated national work system that has to do with the production and dissemination of SDGs indicators.
- 2.1.2. A developed annual calendar of joint statistical activities with the partners in the NSS.

Sub-objective 2.2: Modernized and up-to-date NSS

Based on the lessons learned from the Millennium Development Goals (MDGs) 2000-2015 regarding the reporting mechanisms among different levels (national, regional and international) as well as the NSS partners including PCBS, there is a need to develop the said mechanisms to meet SDGs requirements.

SDGs indicators will rely on data revolution such as big data in addition to the traditional data sources. This change requires modernization of the NSS to ensure keeping up with the international innovations in statistical work. The harmonization of standards, classifications and methodologies used by the partners in the NSS and abiding by the international recommendations is critical to keeping pace with the development and sound monitoring of indicators of SDGs.

Expected outputs / results:

- 2.2.1. The standards and classifications for official statistics are harmonized.
- 2.2.2. The Guide for standards and procedures for documenting and processing administrative data is approved.

Sub-objective 2.3: Maximized utilization of administrative records for statistical purposes and the monitoring of the SDGs

Various statistical data are now being derived from administrative records and PCBS continues to expand using them for statistical purposes to reduce data collection costs and ensure the capacity building as well as the institutionalization of the data production and documentation system for the data sources. PCBS will intensify these efforts in the coming years in close coordination and cooperation with the partners in the NSS by providing technical support and training, particularly in the adopted standards and statistical classifications in addition to the capacity building of the national institutions toward developing the administrative records for statistical purposes. For securing SDGs indicators, there is a need to review and develop the planning process of the statistical activities within the NSS.

Expected outputs / results:

- 2.3.1. Updated version of indicators and statistical variables manual (with special focus on SDGs).
- 2.3.2. Updated version of computerized forms for administrative indicators.
- 2.3.3. Training programs on producing/processing statistical data from administrative records in the NSS are designed and delivered.

Sub-objective 2.4: Strengthened partnership between the NSS and the regional and international actors

Strengthening partnership among the partners in the NSS as well as with regional and international actors can be achieved mainly through

signing MoUs and cooperation agreements, where more participation and contribution of the Palestinian statisticians from the NSS in regional and international projects and initiatives are further enhanced and better organized, in addition to strengthening and implementing joint ventures with regional and international research institutes and other partners in selected sectors for the analysis of data from surveys and censuses. To achieve such sub-objective, a series of activities was identified to be carried out to strengthen partnerships nationally, regionally and internationally.

Expected outputs / results:

- 2.4.1. MoUs and cooperation agreements are signed between PCBS and regional and international partners.
- 2.4.2. Joint ventures with research institutes and other partners in selected sectors for the analysis of data from surveys and censuses implemented by PCBS.

The Third Strategic Objective: To enhance quality of statistics

Data quality refers to all areas in which statistics may meet the needs of users and is responsive to user expectations in terms of consistency, content, format and method of presentation. Efforts to improve the quality of data produced by the partners in the NSS require the establishment of a unified national quality framework that ensures having all data producers abiding by data quality standards toward promoting user trust in statistics. There is a need for establishing and implementing a general framework for metadata and it is also necessary to improve the statistics dissemination policy to make it more responsive to the users' needs, and improve the working environment depending on modern methods and tools. PCBS as the central actor of the NSS will be playing the main role in developing and disseminating quality guides in supporting the other partners in the NSS to disseminate harmonized and quality statistics. This strategic objective will be achieved through the following three sub-objectives:

Sub-objective 3.1: Improved work environment

Work environment is considered one of the important components and aspects for the success of any organization; so the satisfaction of employees in the NSS with their work environment is reflected in their performance, efficiency and effectiveness of statistical productivity. And in order to enhance quality of statistics, this requires mobilizing and deploying qualified and adequate human resources in the NSS.

The human resources development policy used by PCBS is varied; where it includes general courses (administrative and skill based), and specialized courses in statistics including training on SDGs indicators, and information technology which contributes to enhancing the efficiency and effectiveness of employees in statistical units in the NSS.

The technical development of the work environment through the development of IT infrastructure (operating systems, computers, network devices, data storage, and data flows), together with the development and updating of security systems and data security policy and procedures, and automation of the administration procedures, all that guarantee the security and protection of data storage and data flow in the NSS.

Expected outputs / results:

- 3.1.1. Human resources involved in statistical tasks in the NSS are trained and experienced.

3.1.2. IT infrastructure (including security for storage and data flow) is available and used in the NSS.

Sub-objective 3.2: Approved and Implemented National Quality Assurance Framework (NQAF)

In response to the international recommendations, PCBS works in coordination with the partners in the NSS to establish, develop and implement a National Quality Assurance Framework that includes unified standards for statistical products to enhance the quality of official statistics.

Expected outputs / results:

- 3.2.1. The national quality assurance framework is approved and implemented.
- 3.2.2. General framework of metadata is approved and implemented.
- 3.2.3. Documents of PCBS quality management system are updated and valid.
- 3.2.4. Report on quality of operations and data of the statistical surveys at PCBS.

Sub-objective 3.3: Developed dissemination policies and tools

As stated in the Code of Practice for Palestine's Official Statistics, official statistics are a public commodity accessible to all users free of charge without any discrimination among them. Official statistics must therefore be presented in a clear and easily understandable manner that does not necessarily require specialized statistical expertise. It is also necessary to develop means for dissemination of statistics and keep up with the latest technological developments to ensure that all users have access to the Palestinian official statistics as well as dealing with their feedback in accordance to the international recommendations and standards with a focus on utilizing Infographics and Data Visualization in disseminating statistical data products issued by the PCBS including indicators of SDGs. In addition, the availability of open data in National Statistical Offices (NSOs) facilitates access to data by all segments of society where NSOs and partners can also use evaluation reports on the reality of open data in the strategic planning process and measure the development of their NSS. Such evaluation reports also secure valuable information for data users in the public and private sectors as well as the whole society on the availability of an important statistical series.

Expected outputs / results:

- 3.3.1. PCBS dissemination policies are reviewed and improved.
- 3.3.2. New more attractive publications are developed according to the users' preferences and needs, including SDGs indicators.
- 3.3.3. New media means for disseminating statistical data are applied.



5. Work Plan

5.1 Action Plan

The First Strategic Objective: To improve the use of statistics in policy, development, decision making and in monitoring the SDGs

Sub-objective 1.1: Increased awareness and reliance on statistics

Activity	Responsibility	Year					Implementation Requirements	Estimated Cost (\$)/Each Year of Implementation
		2018	2019	2020	2021	2022		
1.1.1.1. Preparing preliminary file of the survey on measuring the impact of the use of statistics in policy making by public and private sectors	PCBS			x			Cooperation of relevant parties	90,862
1.1.1.2. Collecting and analyzing data for the survey of measuring the impact of the use of statistics in policy making by government and private sectors	PCBS/NSS			x			Cooperation of relevant parties	
1.1.1.3. Preparing a report on the results of the survey of measuring the impact of the use of statistics in policy making by government and private sectors	PCBS			x				
1.1.2.1. Preparing, organizing and delivering awareness workshops on the importance of statistics and the provision of statistical data to policy and decision makers (by sectors)	PCBS	x	x	x	x	x	1. Identifying workshops topics. 2. Preparing materials for workshops. 3. Identifying materials needs. 4. (2) Workshops per year.	500
1.1.2.2. Preparing, organizing and delivering training courses on different statistical topics	PCBS	x	x	x	x	x	Identifying training needs and its priorities	111,550
1.1.2.3. Preparing an annual evaluation report on the delivered awareness workshops and training courses	PCBS	x	x	x	x	x		0
1.1.3.1. Producing awareness materials on statistics that meet the needs of the target groups	PCBS	x	x	x	x	x		1000

Activity	Responsibility	Year					Implementation Requirements	Estimated Cost (\$)/Each Year of Implementation
		2018	2019	2020	2021	2022		
1.1.3.2. Disseminating the developed awareness materials on statistics	PCBS	x	x	x	x	x		3000
1.1.4.1. Consulting with the partners in the NSS on the components of the gateway for the NSS	PCBS/NSS	x	x	x			1. Cooperation on defining the components of the gateway. 2. Preparing the proposed technical materials.	1200
1.1.4.2. Designing a gateway for the NSS	PCBS/NSS	x	x	x			Cooperation of relevant parties	3000
1.1.4.3. Uploading the materials on the gateway of the NSS	PCBS/NSS	x	x	x			Availability of approved technical materials	600
1.1.4.4. Official launching of the gateway of the NSS	PCBS/NSS			x				400
1.1.5.1. Developing social media dissemination policy for the materials of PCBS	PCBS	x						1000
1.1.5.2. Applying social media dissemination policy for the materials of PCBS	PCBS		x					3000
1.1.5.3. Evaluating social media dissemination policy for the materials of PCBS	PCBS		x	x	x	x		1000

The First Strategic Objective: To improve the use of statistics in policy, development, decision making and in monitoring the SDGs

Sub-objective 1.2: Increased availability and accessibility of statistics

Activity	Responsibility	Year					Implementation Requirements	Estimated Cost (\$)/Each Year of Implementation
		2018	2019	2020	2021	2022		
1.2.1.1. Developing the index (catalogue) of statistical outputs of the NSS by PCBS	PCBS	x	x	x	x	x	Identifying content and outputs in coordination with partners	1000
1.2.1.2. Updating the index (catalogue) of statistical outputs of the NSS	PCBS/NSS	x	x	x	x	x	Cooperation of relevant parties	1000
1.2.1.3. Consulting with the partners in the NSS on adding their products to the index (catalogue) of statistical outputs of the NSS	PCBS/NSS	x	x	x	x	x	Commitment of the partners to provide their statistical products	0
1.2.1.4. Launching and promoting the index (catalogue) of statistical outputs of the NSS for the users	PCBS/NSS	x	x	x	x	x		1000
1.2.2.1. Assessment of the selected databases of the partners in the NSS	PCBS/NSS	x	x	x	x	x	(2) Technical assistance missions (one week for each) to evaluate working on the ERETES program for the national accounts	10,200
1.2.2.2. Consulting with the partners in the NSS on modernizing the databases	PCBS/NSS	x	x	x	x	x	Forming a technical team from the partners in the NSS	2000
1.2.2.3. Modernizing the databases of the partners in the NSS	PCBS/NSS	x	x	x	x	x	Commitment of the partners in the NSS to continue updating their databases	4000
1.2.3.1. Disseminating the results of the Population, Housing and Establishments Census 2017 using GIS	PCBS		x				Holding workshops	5000
1.2.3.2. Producing and disseminating statistical atlases for the censuses based on the GIS	PCBS	x	x	x	x	x	Expert in designing statistical atlases	10,000 in 2018

The First Strategic Objective: To improve the use of statistics in policy, development, decision making and in monitoring the SDGs

Sub-objective 1.3: Increased trust in statistics by users

Activity	Responsibility	Year					Implementation Requirements	Estimated Cost (\$)/Each Year of Implementation
		2018	2019	2020	2021	2022		
1.3.1.1. Preparing preliminary file of the user satisfaction survey	PCBS		x		x			30,000 in 2019 30,000 in 2021
1.3.1.2. Collecting and analyzing data of the user satisfaction survey	PCBS		x		x			
1.3.1.3. Preparing a report on the results of the user satisfaction survey	PCBS		x		x			
1.3.2.1. Preparing a report on data users requests from PCBS	PCBS	x	x	x	x	x		0
1.3.2.2. Preparing a report on analysis of data requests including recommendations for the improvement of statistical processes (designing new training activities, proposing new procedures...etc.)	PCBS	x	x	x	x	x		0
1.3.3.1. Conducting a study on the response rates for PCBS statistical surveys	PCBS	x	x	x	x	x		500
1.3.4.1. Recommendations and procedures to improve the process of designing the economic surveys to ensure reducing response burden	PCBS	x	x	x	x	x		500

The Second Strategic Objective: To strengthen partnerships for achieving the SDGs

Sub-objective 2.1: Strengthened coordination within the NSS

Activity	Responsibility	Year					Implementation Requirements	Estimated Cost (\$)/Each Year of Implementation
		2018	2019	2020	2021	2022		
2.1.1.1. Consulting with the partners in the NSS on the development of the SDGs matrices	PCBS/NSS	x	x	x	x	x	Cooperation of relevant parties	2000
2.1.1.2. Feeding the SDGs matrices regularly in collaboration with the partners in the NSS	PCBS/NSS	x	x	x	x	x	Cooperation of relevant parties to secure the updated data and indicators	4000
2.1.1.3. Disseminating the available data for SDGs indicators on the database of the national statistical monitoring system	PCBS/NSS	x	x	x	x	x	Providing data on SDGs indicators by the partners in the NSS	2000
2.1.2.1. Consulting with the partners in the NSS for preparing an annual calendar for the joint statistical activities	PCBS/NSS	x	x	x	x	x	Joint work between the partners in the NSS to identify joint projects and activities	500
2.1.2.2. Preparing and disseminating the approved annual calendar of joint statistical activities with the partners in the NSS	PCBS/NSS	x	x	x	x	x	Cooperation of relevant parties	3000

The Second Strategic Objective: To strengthen partnerships for achieving the SDGs

Sub-objective 2.2: Modernized and up-to-date NSS

Activity	Responsibility	Year					Implementation Requirements	Estimated Cost (\$)/Each Year of Implementation
		2018	2019	2020	2021	2022		
2.2.1.1. Joint review of the existing standards and classifications used in the NSS	PCBS/NSS	x	x	x	x	x	Technical team from the partners in the NSS	1000
2.2.1.2. Unifying the standards and classifications used in the NSS to be in line with the international standards and classifications	PCBS/NSS	x	x	x	x	x	Political decisions by Cabinet and the Ministries	300
2.2.1.3. Distributing the updated and approved version of the standards and classifications manuals	PCBS/NSS	x	x	x	x	x	Holding workshops, meetings and seminars	500
2.2.2.1. Developing the standards and procedures for documenting and processing statistical data of the administrative records	PCBS/NSS	x	x	x	x	x	Cooperation of relevant parties	3000
2.2.2.2. Disseminating standards and procedures manual for documenting and processing the data of the administrative records	PCBS/NSS	x	x	x	x	x	Distributing and promoting the manual through holding meetings and workshops	1000

The Second Strategic Objective: To strengthen partnerships for achieving the SDGs

Sub-objective 2.3: Maximized utilization of administrative records for statistical purposes and the monitoring of the SDGs

Activity	Responsibility	Year					Implementation Requirements	Estimated Cost (\$)/Each Year of Implementation
		2018	2019	2020	2021	2022		
2.3.1.1. Identifying the missing indicators within the current manual that are needed by the NSS	PCBS/NSS	x	x	x	x	x	Cooperation of relevant parties	300
2.3.1.2. Updating the existing manual on the statistical indicators to include new domains and more disaggregation levels (as required by SDGs)	PCBS/NSS	x	x	x	x	x	Providing indicators data by the partners in the NSS	300
2.3.1.3. Disseminating the updated version of the statistical indicators manual	PCBS	x	x	x	x	x	Updating databases for disseminating statistical indicators and variables	300
2.3.2.1. Holding technical consultation meetings within the NSS partners to identify the existing data of administrative records for statistical purposes and production of SDGs indicators	PCBS/NSS	x	x	x	x	x	Forming specialized technical teams in different subjects	500
2.3.2.2. Preparing an approved list of indicators shared by all data providers in the NSS	PCBS/NSS	x	x	x	x	x	Cooperation of relevant parties	500
2.3.2.3. Developing computerized data collection of the approved indicators from the data of administrative records	PCBS/NSS	x	x	x	x	x	Cooperation of relevant parties	5000

Activity	Responsibility	Year					Implementation Requirements	Estimated Cost (\$)/Each Year of Implementation
		2018	2019	2020	2021	2022		
2.3.3.1. Consulting with the partners in the NSS to define capacity building training program for data producers in terms of producing and processing the data of the administrative records	PCBS/NSS	x	x	x	x	x	Identifying specialized training needs for the partners in the NSS according to their priorities	500
2.3.3.2. Implementing the capacity building training program for data producers in terms of producing and processing the data of the administrative records	PCBS/NSS	x	x	x	x	x	Cooperation of relevant parties	Within the activity 1.1.2.2.



The Second Strategic Objective: To strengthen partnerships for achieving the SDGs

Objective 2.4: Strengthened partnership between the NSS and the regional and international actors

Activity	Responsibility	Year					Implementation Requirements	Estimated Cost (\$)/Each Year of Implementation
		2018	2019	2020	2021	2022		
2.4.1.1. Signing new MoUs and agreements as well as updating the existing ones with PCBS and the regional and international organizations	PCBS	x	x	x	x	x	Cooperation of relevant parties	1000
2.4.1.2. Preparing a study to measure the extent of applying and updating the signed MoUs and agreements with PCBS and the partners in the NSS	PCBS	x	x	x	x	x		500
2.4.1.3. Preparing a study on frequent or cross-indicators in regional and international questionnaires and the extent of its availability on PCBS website	PCBS	x	x	x	x	x	Cooperation of relevant parties	7500
2.4.2.1. Identifying the research centres of excellence with whom Palestine wants to collaborate on data analysis	PCBS	x	x	x	x	x		0
2.4.2.2. Developing work programs with a selection of those research centres and researchers, as well as increasing the number of the research centers and topics gradually	PCBS	x	x	x	x	x		500
2.4.2.3. Making the data available to the selected researchers and research centres for producing studies and research papers	PCBS	x	x	x	x	x		2000
2.4.2.4. Organising the contacts to get the feedback from the research centers on the quality of the statistical data	PCBS	x	x	x	x	x		500

The Third Strategic Objective: To enhance quality of statistics

Sub-objective 3.1: Improved work environment

Activity	Responsibility	Year					Implementation Requirements	Estimated Cost (\$)/Each Year of Implementation
		2018	2019	2020	2021	2022		
3.1.1.1. Preparing the preliminary file of PCBS employees satisfaction survey	PCBS	x		x		x		3000
3.1.1.2. Collecting and analyzing data of PCBS employees satisfaction survey	PCBS	x		x		x		
3.1.1.3. Preparing a report on the results and recommendations of PCBS employees satisfaction survey	PCBS	x		x		x		
3.1.1.4. Providing training courses for statistical staff in the NSS	PCBS/NSS	x	x	x	x	x	Identifying training needs	Within the activity 1.1.2.2.
3.1.2.1. Assessing the current status of IT infrastructure, data storage and flow in the NSS	PCBS/NSS	x	x	x	x	x	Diagnostic study of the current status of IT infrastructure, data storage and flow in the NSS	6000
3.1.2.2. Developing storage and documentation criteria	PCBS/NSS	x	x	x	x	x	Staff training, study visits and technical assistance missions	2400

The Third Strategic Objective: To enhance quality of statistics

Sub-objective 3.2: Approved and Implemented National Quality Assurance Framework (NQAF)

Activity	Responsibility	Year					Implementation Requirements	Estimated Cost (\$)/Each Year of Implementation
		2018	2019	2020	2021	2022		
3.2.1.1. Continuing consultations with the partners in the NSS on the NQAF	PCBS/NSS	x					Technical working groups, workshops and meetings	7000
3.2.1.2. Drafting the NQAF in its final form with the cooperation of the partners in the NSS	PCBS/NSS	x					Cooperation of relevant parties	
3.2.1.3. Endorsing the NQAF by the Cabinet	PCBS	x	x				Cabinet's decree	
3.2.1.4. Following the implementation of the NQAF by the partners in the NSS	PCBS/NSS		x	x	x	x	Cooperation of relevant parties	
3.2.2.1. Preparing and implementing the general framework of metadata	PCBS/NSS	x	x	x	x	x	Cooperation of relevant parties	12,750 in 2018 1500 in 2019-2022
3.2.3.1. Implementing the internal quality management system audit at PCBS	PCBS	x	x	x	x	x		1000
3.2.3.2. Developing training materials on quality	PCBS	x	x	x	x	x		1000
3.2.3.3. Organizing seminars, workshops and training courses by PCBS on quality	PCBS	x	x	x	x	x		1000
3.2.4.1. Preparing quality reports on the operations and data of statistical surveys at PCBS	PCBS	x	x	x	x	x		1000
3.2.4.2. Implementing quality measures and standards on statistical projects	PCBS	x	x	x	x	x		0

The Third Strategic Objective: To enhance quality of statistics

Sub-objective 3.3: Developed dissemination policies and tools

Activity	Responsibility	Year					Implementation Requirements	Estimated Cost (\$)/Each Year of Implementation
		2018	2019	2020	2021	2022		
3.3.1.1. Reviewing the dissemination policies when needed	PCBS			x		x	Reviewing the current dissemination policies and comparing it with the technological developments to develop them when needed	4000
3.3.1.2. Developing the dissemination policies according to the results of the regular reviews	PCBS			x		x		4000
3.3.2.1. Developing data infographics and data visualization for PCBS data products and the SDGs on systematic/regular basis	PCBS	x	x	x	x	x	1. Staff qualification and capacity building. 2. Training courses focusing on infographics and data visualization.	5000
3.3.3.1. Dissemination of PCBS products on the website of PCBS	PCBS	x	x	x	x	x		2000
3.3.3.2. Dissemination of PCBS products through social media	PCBS	x	x	x	x	x	Training and qualification of staff, technical support and technical consultations	3000
3.3.3.3. Developing Statistical applications for mobiles	PCBS	x	x	x	x	x	Training and qualification of staff, technical support and technical consultations	4000

5.2 Estimated Budget

Following the preparation of the strategic guidelines 2018-2022, and discussing them in a session with the Advisory Council for Official Statistics, a workshop was held for data users from ministries, government institutions, private sector, universities, research centers and civil society institutions to introduce the proposed strategic objectives and sub-objectives and identify the outputs and activities necessary to achieve those objectives and then define the costs of implementation. Once the costs were determined, an estimated budget was drafted including the following:

- Cost of implementing the activities.
- Cost of promoting the strategy.
- Cost of monitoring and evaluating the implementation of the strategic activities.
- Cost of the annual core statistical program implemented by PCBS.



The following is the estimated total budget:

Strategic Objectives and Sub-Objectives	Year / Estimated Cost (\$)					Total cost (\$)
	2018	2019	2020	2021	2022	
1. To improve the use of statistics in policy, development, decision making and in monitoring the SDGs	153,050	180,050	236,312	170,250	140,250	879,912
1.1 Increased awareness and reliance on statistics	122,850	124,850	216,112	120,050	120,050	703,912
1.2 Increased availability and accessibility of statistics	29,200	24,200	19,200	19,200	19,200	111,000
1.3 Increased trust in statistics by users	1,000	31,000	1,000	31,000	1,000	65,000
2. To strengthen partnerships for achieving the SDGs	36,700	36,700	36,700	36,700	36,700	183,500
2.1 Strengthened coordination within the NSS	11,500	11,500	11,500	11,500	11,500	57,500
2.2 Modernized and up-to-date NSS	5,800	5,800	5,800	5,800	5,800	29,000
2.3 Maximized utilization of administrative records for statistical purposes and the monitoring of the SDGs	7,400	7,400	7,400	7,400	7,400	37,000
2.4 Strengthened partnership between the NSS and the regional and international actors	12,000	12,000	12,000	12,000	12,000	60,000
3. To enhance quality of statistics	49,150	27,900	38,900	27,900	38,900	182,750
3.1 Improved work environment	11,400	8,400	11,400	8,400	11,400	51,000
3.2 Approved and Implemented National Quality Assurance Framework (NQAF)	23,750	5,500	5,500	5,500	5,500	45,750
3.3 Developed dissemination policies and tools	14,000	14,000	22,000	14,000	22,000	86,000
Total cost of implementing strategic activities	238,900	244,650	311,912	234,850	215,850	1,246,162
Promotion cost of the strategy	5,000	0	0	0	0	5,000
Monitoring and evaluation	10,000	10,000	10,000	10,000	10,000	50,000
Total cost of the strategy	253,900	254,650	321,912	244,850	225,850	1,301,162
Core statistical program for PCBS	6,414,018	6,453,598	6,764,119	6,899,402	7,037,390	33,568,527
Grand Total	6,667,918	6,708,248	7,086,031	7,144,252	7,263,240	34,869,689



Monitoring
and
Evaluation

6. Monitoring and Evaluation

The development of monitoring and evaluation mechanism/system is an essential part of the planning and implementation process of NSDS activities, where the success of monitoring and evaluation process depends on the extent of cooperation and partnership among the partners in the NSS in terms of implementing activities of the NSDS, where PCBS is regarded as the main pillar of the said NSDS due to its central role in official statistics as stipulated by the General Statistics Law No. 4 in 2000, in addition to strengthening the joint ownership and partnership of the NSDS by the partners in the NSS.

There are multiple methods of monitoring and evaluation that range from relying on direct observation and follow up of the implementation of activities to assess achievements and their impact using regular periodic reports of performance indicators and means of verification, in addition to studies and surveys conducted by external agencies such as committees of experts and consultants. The stages of monitoring and evaluation can be distributed during the implementation and post implementation of strategy. Evaluation may take place in the middle or at the end of the implementation period. An evaluation at the end of the period may be sufficient and in all cases, a mandatory evaluation should be carried out after completion of the project and before ending it. The evaluation process is to draw lessons and derive recommendations for the preparation of the next strategies.

The monitoring and evaluation of previous strategies took place using a variety of methods as referred to above and through periodic reports (monthly, quarterly, semi-annual and annual), along with an evaluation of performance and achievements in the middle of the implementation of the strategy and a year before the end of the strategy. The objective is to take advantage of the results of the assessment in subsequent strategies to find appropriate solutions to problems and constraints. It can be benefited from the evaluation of previous strategies in evaluating and measuring the impact of performance of NSDS 2018-2022.

6.1 Determinants of the Monitoring and Evaluation System

An integrated system must be established to regulate the process of monitoring and evaluation of the NSDS to ensure achieving the agreed objectives and reaching the desired impact, taking into consideration the following:

- Listing the activities, following upon implementing them and justifying

the non-implemented activities.

- Assessing the quality of achievement of strategic activities according to the code of practice for official statistics, which includes various dimensions of quality in statistical work.
- Measuring the impact and assessing performance in the achievement of strategic objectives and sub-objectives to examine accuracy, objectivity and increase public trust in the NSS.
- The monitoring system includes the identification of good practices in the field of statistical work, such as coordination and partnership in the NSS.

6.2 The Implementation Mechanism and Performance Indicators

Periodic reports on progress made on the implementation of the activities of the strategy will be prepared and submitted to the Advisory Council for Official Statistics and PCBS Council as well. Performance is going to be measured systematically using a monitoring process based on a number of performance indicators to measure effectiveness and impact, including the following indicators:

1. Performance indicator at the level of the strategic objective.
2. Performance indicator at the level of the sub-objective.

6.3 Measuring Impact of Performance

Performance impact will be measured by:

1. An assessment of achievements based on measuring indicators of the objectives and means of verification.
2. The implementation of field surveys targeting data users in general and policy makers in particular.

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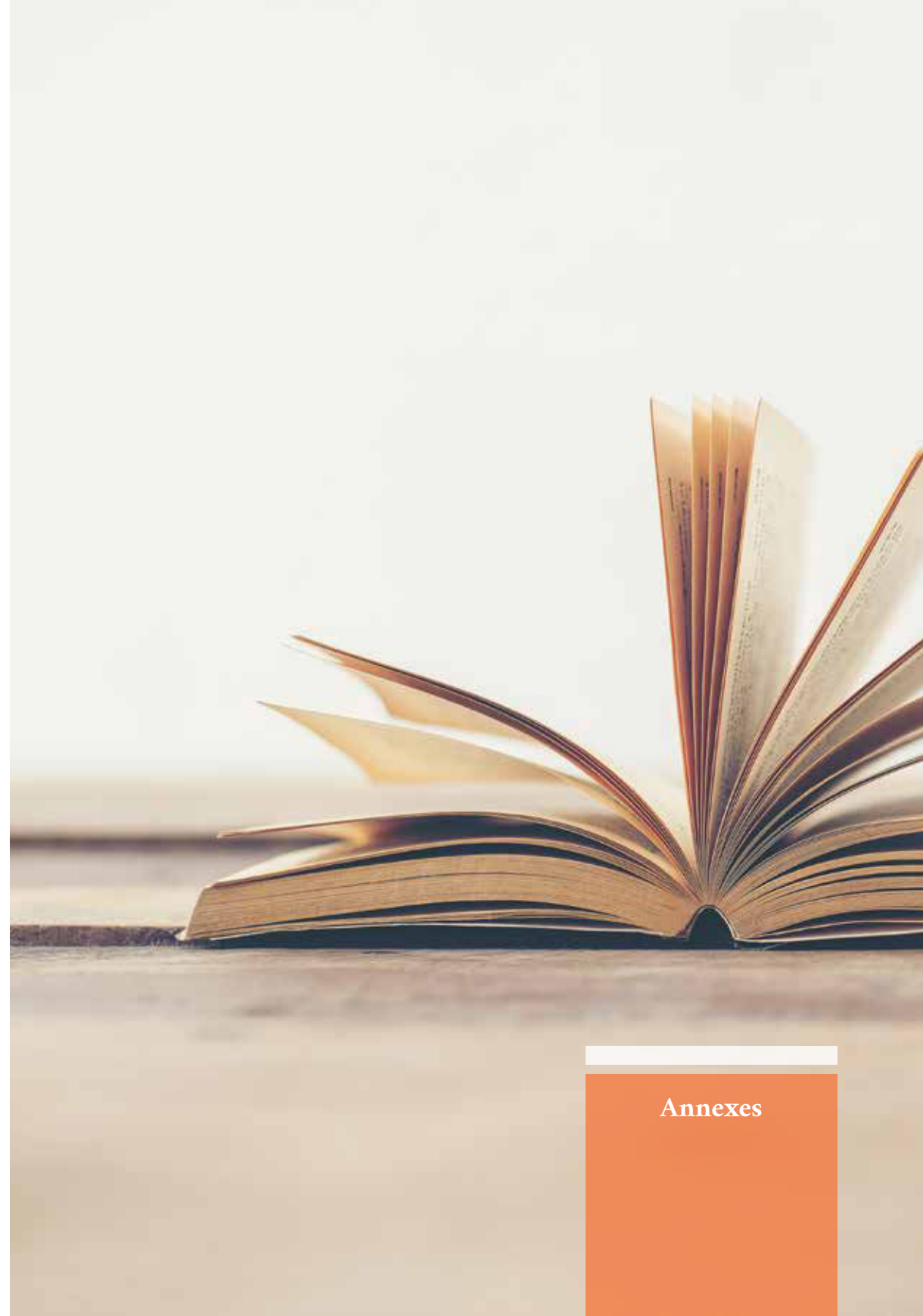
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Annex 01: Team of preparation of the National Strategy for the Development of Official Statistics 2018-2022

Mohammad Omari	Director General of Planning and Development Directorate / Team Leader
Bader Ihsoun	Director of Planning and Development Department / Member
Mustafa Khawaja	Director General of Registers and Statistical Monitoring Directorate / Member
Ohood Al Habash	Head of Development Division / Member
Ghassan Abualia	Head of Planning Division / Member
Maher Sbeih	Director of Education and Culture Statistics Department / Member
Haitham Zeidan	Director of Dissemination and Documentation Department / Member
Aladdin Salameh	Director of Translation Department / Member
Suffeia Ibrahim	Head of Solid Waste Statistics Division / Member
Jamal Ghannam	Head of Internal Training Division / Member
Ashraf Samarah	Director of Prices and Index Department / Member
Amneh AL Natsheh	Director of Satellite Accounts Department / Member

Annex 02: Participating Institutions in the Workshops on Preparing the National Strategy for the Development of Official Statistics 2018-2022

Workshop on the Diagnosis and Analysis of the National Statistical System

Location: Palestine Red Crescent Society

Date: Tuesday, 18/04/2017

Participating Institutions	
• Palestinian Investment Promotion Agency	• Ministry of Health
• State Audit and Administrative Control Bureau	• Ministry of Social Development
• Environment Quality Authority	• Ministry of Culture
• Institute of Community and Public Health / Birzeit University	• Bethlehem University
• Ministry of Education and Higher Education	• Ministry of Information
• Palestine Red Crescent Society	• Ministry of National Economy
• General Authority of Civil Affairs	• Ministry of Awqaf and Religious Affairs
• Commission of Detainees and Ex-Detainees Affairs	• Al-Quds Open University
• Ministry of Jerusalem Affairs	• An-Najah National University
• Civil Society Organizations Commission	• Palestine Dar Al-Ifa'
• Ministry of Public Works and Housing	• Ministry of Agriculture
• Ministry of Justice	• Higher Council for Youth and Sports
• Palestine Monetary Authority (PMA)	• Al-Istiqlal University
• General Personnel Council	• Ministry of Local Government
• The Political and National Guidance Commission	• Ministry of Transport
• Palestinian National Commission for Education, Culture and Science	

Workshop on the Outputs and Activities of the NSDS 2018-2022

Location: Palestinian Central Bureau of Statistics (PCBS)

Date: Tuesday, 15/08/2017

Participating Institutions	
• Ministry of Interior	• Ministry of Health
• State Audit and Administrative Control Bureau	• Ministry of Social Development
• Environment Quality Authority	• Ministry of Labor
• Institute of Community and Public Health / Birzeit University	• Bethlehem University
• Palestinian Energy and Natural Recourses Authority	• Ministry of Information
• Palestine Red Crescent Society	• Ministry of Women's Affairs
• General Authority of Civil Affairs	• Ministry of Awqaf and Religious Affairs
• Federation of Palestinian Chambers of Commerce, Industry and Agriculture	• Al-Quds Open University
• Palestine Dar Al-Ifta'	• An-Najah National University
• Palestine Economic Policy Research Institute (MAS)	• Negotiations Affairs Department
• Ministry of Public Works and Housing	• High Judicial Council
• Hebron University	• Palestine National Archives
• Union of Agricultural Work Committees	• Al-Istiqlal University
• General Personnel Council	• Ministry of Local Government
• Chamber of Commerce and Industry of Hebron Governorate	• Ministry of Finance and Planning
• Palestinian National Commission for Education, Culture and Science	• Al-Quds University
• The Palestinian Initiative for the Promotion of Global Dialogue and Democracy (MIFTAH)	• Chamber of Commerce and Industry of Ramallah and Al-Bireh Governorate
• Palestinian Water Authority	

Annex 03: Diagnosis and Analysis of the National Statistical System using SWOT Analysis

The following are the strengths, weaknesses, opportunities and threats of the Palestinian National Statistical System based on the matching between the diagnostic results of the internal and national workshops that constituted the nucleus for developing the main national strategic goals for the NSDS 2018-2022:

Strengths:

1. Existence of a sound legal environment:

Palestine has the appropriate legal and professional environment, as well as the regulations and methods to ensure the flow of data from its sources and the production and dissemination of official statistics. The legal environment is mainly:

- General Statistics Law No. (4) 2000 that was issued in July 2000.
- Executive bylaws of the General Statistics Law No. (4) 2000.
- Decrees issued by the Cabinet that have to do with strengthening the statistical figure such as: forming a national team for the statistical monitoring system and assigning PCBS to lead the efforts of localizing the Sustainable Development Goals 2030 agenda and securing its data.

2. Highly qualified human resources at PCBS and at some statistical units in the NSS institutions:

- Existence of a specialized directorate that provides training for PCBS staff as well as the staff of the statistical units in the NSS periodically and continuously according to the needs of the statistical work and their career path.
- Developing the policies and procedures for human resources development of the NSS.
- Specialized and well qualified staff with accumulated experience in all fields of social, economic and environment statistics at PCBS.
- Specialized and well qualified staff with accumulated experience in some statistical units in the NSS in the fields of education, health, labor, social development, awqaf and religious affairs, culture and tourism.

3. Utilizing modern methods and technology in different stages of the statistical work including the data collection of the Population, Housing and Establishments Census 2017:

PCBS has adopted the utilization of modern technologies in the field of data collection, through using the hand held devices, tablets and web applications, in order to reduce the cost of data processing and enhance its quality, where PCBS now collects the data of (46) surveys using modern technologies in addition to collecting the data of the population, housing and establishments census 2017.

4. Existence of a distinct, effective and professionally independent statistical institution to support, promote and develop the NSS:

- Adopting the strategic planning for statistical work since the establishment of PCBS in 1993.
- Continuing the work and implementing the statistical program in exceptional conditions (imposed procedures by the Israeli occupation and emergencies).
- Implementing the statistical program and disseminating its results aside from any political interferences or influences.
- Adopting international and professional standards as well as statistical classifications in the statistical work.
- Accessibility to public use file.
- Progressive development of the adopted mechanisms for reflecting the data users' needs into PCBS statistical programs, among of which:
 - Defining the data users' priorities and needs within the statistical program.
 - Demonstrating PCBS plans and strategies and discussing them with the data users.
 - Implementing the user producer dialogue program.
 - Promoting the use of statistics in scientific research.
 - Disseminating the statistical data according to the statistical calendar and in cooperation and partnership with data users.

5. Existence of the Users-Producers Dialogue organized by PCBS:

Since its establishment in 1993, PCBS has adopted the policy of implementing the user-producer dialogue, through which the priorities and needs of data users are defined to be answered. In addition to

demonstrating the most recent indicators and statistical data produced by PCBS; this program is implemented in all the governorates and targets data users and producers from the ministries, government institutions, non-government institutions, university students and researchers.

6. Cooperation of the partners in the NSS in producing and disseminating statistical data:

PCBS and in cooperation with the ministries and government institutions implements several projects and statistical surveys and issues joint statistical reports and press releases; such as: conducting censuses in cooperation with the different ministries and establishments, olive presses survey in cooperation with the Ministry of Agriculture, Balance of Payments in cooperation with the Palestine Monetary Authority and the satellite accounts for health, education and tourism in cooperation with the relevant ministries.

7. Existence of statistical units in many ministries and government institutions:

The statistical units in the ministries and government institutions are considered an integral part of the NSS, where PCBS leads the efforts to assist in the capacity building of those units and their staff to ensure having them functioning well in carrying their responsibilities according to the national and international standards.

8. Trust in the statistical figures (nationally, regionally and internationally):

The increase in demand for the statistical figure is an indicator that shows the increase in the request of the statistical figure by various segments of society ranging from government institutions, private sector, universities and researchers either through PCBS website or requests for data submitted through the Department of Users Services, which indicates the trust of users in the quality, transparency and accuracy of the number issued by PCBS, where periodic reports indicate an increasing demand for PCBS data. In addition, international organizations are increasingly interested in the official statistics of Palestine.

9. Accessibility to statistical data through the available means of dissemination such as PCBS website, Department of Users Services... etc.:

The continuous development of methods and means of dissemination of statistical data through the permanent development of PCBS website and the use of modern electronic dissemination means; this serves all segments of society in terms of facilitating the accessibility to statistical data without any bias against any party.

Weaknesses:

1. Low statistical awareness of the importance of the statistical figure in planning and decision taking in many of the statistical units:

- Lack of clear and specific vision, mission and objectives for statistical work in some statistical units.
- Based on the results of the survey on measuring the extent of using statistics in policy making in the public sector, which was implemented by PCBS in 2016, the percentage of non-use of statistics in planning was 29%, and in decision-making was 41.9%, indicating a lack of dependence on the statistical figure in the decision-making process in the partners in the NSS.
- The absence of a defined and planned statistical program in many statistical units.

2. The absence of statistical units in some partners in the NSS:

Based on the results of the survey on the reality of the sources of administrative records 2016, which was implemented by PCBS, 40% of ministries and government institutions don't have statistical units.

3. The variation in using the adopted standard manuals, concepts and classifications in statistical work among the partners in the NSS:

Despite the decree of the Cabinet on adopting the standard manuals of the concepts and classifications adopted by the PCBS and circulating them to the ministries and government institutions in addition to conducting the necessary training for their relevant staff, the adoption and utilization of the said manuals are limited in statistical work by the ministries and government institutions.

4. Unclear role and mandate in some statistical units, in addition to the lack in job stability and the administrative changes in some ministries and government institutions:

- Statistical work is not a priority in some statistical units in the ministries and government institutions.
- The administrative and technical instability of staff working in statistical units in some ministries and government institutions according to their priorities.
- Administrative changes at senior levels and the extent to which statistics are important from one minister/head to another in some ministries and government institutions.

5. Lack of data coverage of the administrative records:

- Administrative records do not cover many topics and their details.
- Absence of administrative records or existence of informal administrative records in many statistical units.
- Administrative records available in some statistical units are not computerized.
- Lack of resources/budgets available for ministries and government institutions to develop administrative records.

6. Weak material and human resources in most of the existing statistical units:

- Lack of sufficient human resources that work in most statistical units.
- Lack of a sufficient number of specialized statisticians in most statistical units.
- Lack of qualified human resources to cope with developments in statistical work in some statistical units.
- Limited budgets for most of the statistical units.

Opportunities:

1. Government attention and support to the NSS:

The Prime Minister's chairmanship of the Advisory Council for Official Statistics represents an official support and concern for statistical work. The government also provides full support to overcome the obstacles facing statistical work by issuing decrees related to statistical work and standardizing the methodologies used by the ministries and government

institutions to be consistent with what is adopted by PCBS, which is based on the international recommendations and standards, as well as the financial support available for the implementation of statistical activities such as censuses.

2. The Government's adoption of the Sustainable Development Goals (SDGs):

The Palestinian Cabinet decided on 16/02/2016 to form a national team to lead and coordinate the national efforts to implement the 2030 Sustainable Development Agenda, including the responsibility of localizing, monitoring and providing indicators of the sustainable development indicators of PCBS. This was preceded by the adoption of the 2030 Sustainable Development Agenda by world leaders in September 2015 at the United Nations General Assembly, where the said agenda includes 17 goals and 169 targets that will guide development efforts over the next 15 years. Those goals aim to deal with the most pressing issues facing humanity, with particular emphasis on extreme poverty, hunger, education, health and environment.

3. Activation of memoranda of understanding with some partners in the NSS:

The signed MoUs by PCBS and its partners in the NSS are one of the milestones of strengthening the partnership. Those memos also contain common tasks and obligations of each party, which together constitute a timetable for clear tasks and specific outputs. The memoranda of understanding concluded with the partners are considered as a legal framework for regulating the relationship and determining the channels of communication. Consequently, those memoranda facilitate, regulate and advance the statistical work.

4. The existence of the Advisory Council for Official Statistics:

The Advisory Council for Official Statistics is a supporting body and a key pillar supporting the development and adoption of methodologies for statistical work and plans and strategies for the development of national statistics. The Advisory Council adopts the national strategy for official statistics, reviews PCBS annual plans, sets priorities and evaluates the performance of the official statistics system.

5. Local, regional and international network:

- Signing memoranda of understanding between PCBS and data producers in the government sector for developing the statistical work, enhancing joint work and unifying efforts.
- Signing memoranda of understanding between PCBS and Palestinian universities for exchanging experiences and enhancing the use of statistical data for the purposes of scientific research.
- The existence of specialized bodies in public and international relations at PCBS, the ministries and government institutions; that helped in building strong relations with regional and international organizations related to statistical work such as: UNSD, UNESCO, UNICEF, WHO, UNFPA, WFP, FAO, UNESCWA, World Bank, IMF...etc.

6. Dependence of policy makers and decision makers on the statistical figure in drafting development policies and plans:

- Based on the results of the survey on measuring the extent of using statistics in policy making in the public sector conducted by PCBS, the use of statistics in policy making and government decision making increased from 55.1% in 2014 to 74.5% in 2016.
- The National Policy Agenda 2017-2022 was based mainly on the statistical indicators issued by the PCBS for the preparation of the sectoral and national indicators.
- Cabinet's adoption of having PCBS represented as a member in all sectoral strategy development task forces for drafting the sectoral strategies 2014-2016 as well as the sectoral strategies for the years 2017-2022, aiming to ensure the integration of statistical indicators into those strategies.
- Monitoring and Evaluation of the national plan based on the statistical indicators.

7. Use of modern technologies and interactive data dissemination:

- Developing dissemination policies based on modern methods and techniques in disseminating data and associated modern statistical standards and activities at the local and global levels. Keeping up with the development of dissemination means, its tools, the data presentation and the type of metadata that should be provided to enable users to fully utilize data.

- The implementation of modern and interactive techniques in the dissemination of data; for example, the launch of an interactive website for school students.
- Using effective dissemination and promotion methods for statistical data including statistical databases and interactive data presentations (data visualization).
- Availability and accessibility of open data for all segments of society (free or fair fee) and their use and participation, which will improve the performance and efficiency of the government sector and increase transparency and accountability.

8. The existence of the e-government project (zinnar):

- Within the framework of the E-Government Plan for Palestine, a series of laws relating to the preservation, protection, flow of information, access to information, electronic transactions...etc, are being prepared.
- Information technology infrastructure is being developed to link ministries and government institutions within a unified government network.
- A framework for the exchange of information (zinnar) was established to unify the classifications and criteria to be used in ministries and government institutions. A decree was issued by the Cabinet binding ministries and government institutions to adopt zinnar standards in administrative records and production of statistics.
- The establishment of e-services for governmental and non-governmental institutions and citizens is being promoted.

9. National committees for statistical registers and advisory committees for a number of the statistical programs:

- The existence of a national committee for building and developing the population register.
- The existence of a central committee for administrative records to standardize and develop records produced by statistical units.
- The existence of the permanent national committee for building and developing the statistical business register.
- The existence of a number of advisory committees, such as the Advisory Committee for Economic Statistics, Labor Force Statistics,

Science and Technology Statistics and the National Statistical Monitoring System; aiming to expand the base of participation in the issuance of statistical indicators, raising the level of reliability of the results issued at the local and international levels, in addition to providing a permanent reference to assist in the assessment of indicators and statistical data, which are necessary to help decision-makers in decision-making.

10. National statistical monitoring system:

- It is a process of monitoring, documenting and following up the reality of the social, economic and environmental issues of the Palestinian society according to the strategic vision and objectives through statistical tools based on special indicators within a database available for public use that are provided to policy makers and decision makers.
- The purpose of the system is to provide a detailed and comprehensive database on various sectors, based on coordination, cooperation, participation and direct dialogue with relevant ministries, government institutions and partner institutions to meet their needs and priorities in the field of statistical data flow and derive the target indicators for monitoring comprehensive national plans.

Threats:

1. Israeli occupation:

- The Israeli occupation measures of closures and siege against the Palestinian people affect the process of collecting statistical data and their geographical coverage, and therefore these measures negatively affect data coverage.
- The difficulty of monitoring Israeli violations in Jerusalem.

2. Political and economic instability:

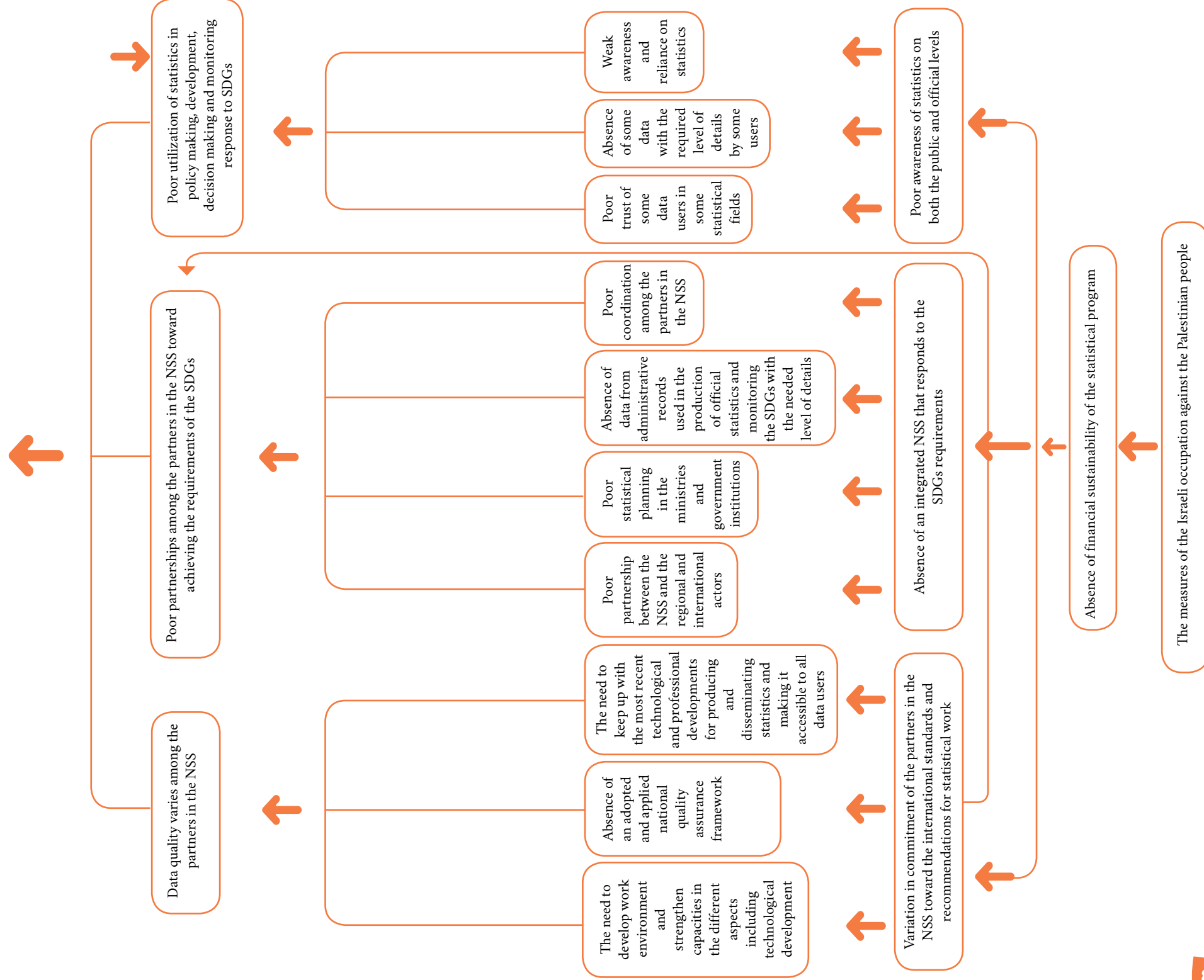
- Economic stagnation and financial crises in Palestine.
- There is no horizon for a political solution to the Palestinian issue.

3. Failure to ensure the sustainability of financial resources for statistical work:

- The international financial crisis affects the flow of aid.
- External funding may be linked to the foreign policies of countries that provide aid.

Annex 04: Problem Tree Analysis

Absence of needed statistical infrastructure for monitoring SDGs as part of the National Policy Agenda 2017-2022



Annex 05: Logical framework approach (objectives, outputs, activities, indicators and means of verification)

Overall Objective: To consolidate the statistical infrastructure necessary for monitoring the Sustainable Development Goals (SDGs) as part of the National Policy Agenda 2017-2022

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
The First Strategic Objective: To improve the use of statistics in policy, development, decision making and in monitoring the SDGs				
Sub-objective 1.1: Increased awareness and reliance on statistics	<p>Number of requests for data that are received by PCBS.</p> <p>Number of publications published on PCBS website.</p>		PCBS Report.	<p>The main risks are linked to (i) the unwillingness or reluctance of the decision makers to use statistics in policy and decision making and (ii) the lack of trust among decision and policy makers in official statistics.</p> <p>The full implementation of the planned activities of this strategy will strengthen trust in official statistics by improving the quality of statistical data and increasing knowledge and awareness of the importance of statistics in policy making and monitoring and evaluation. Strategic activities will contribute to enhancing the credibility of official statistics for all data users, including the media and the public. This will increase pressure on decision makers to authorize providing the public with available statistics.</p>
Expected outputs / results:				
1.1.1. A study to measure the impact of the use of statistics in policy making.	Percentage of the ministries and government institutions that use statistics in policy making.		Survey of measuring the impact of the use of statistics in policy making.	The third NSDS is being prepared while only four years of the five-year current NSDS have been implemented. This has limited the possibility of drawing many relevant lessons for the future. The implementation of the NSDS will be closely monitored in order to identify the best practices.

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
1.1.2. Awareness workshops, on the importance of statistics and the provision of statistical data to policy makers, are implemented.	Number of awareness training courses and workshops. Number of high level staff who attended the training courses and workshops.		PCBS Report.	The impact of awareness training courses and workshops depend on the level of the targeted audience. High level staff from the partners in the NSS don't always have time to participate in the awareness events and thus the impact may be limited in some cases. PCBS will use all the existing means (in particular the Advisory Council for Official Statistics) in order to get a better access to these important targets.
1.1.3. Awareness and advocacy materials are produced and widely disseminated.	Number of produced awareness materials		PCBS Report.	Each partner and target group (producers or users of statistics) needs a specific approach for awareness and advocacy and thus the investment in the materials must be tailored, where part of the materials is already available at PCBS and from international partners (PARIS 21) that might be used to reduce the production cost of the said materials.
1.1.4. A gateway for the NSS is set up.	Number of NSS partners feeding the gateway.		PCBS Report.	Getting full support and cooperation from all the partners in the NSS for setting up the gateway might be difficult. PCBS wants to follow an advanced approach that will build on experiences made with selected partners to design and launch the gateway.
1.1.5. The PCBS advocacy materials are available on social media.	Number of followers on PCBS social media.		PCBS Report.	To explain statistics and its importance for evidence-based decision making requires the mobilization of specialists in communication. Using the social media requires IT capacities that may not be immediately available at PCBS, where experts will be mobilized to assist PCBS in this area and to initiate the work.
Activities:				
1.1.1.1. Preparing preliminary file of the survey on measuring the impact of the use of statistics in policy making by public and private sectors.	Preliminary file.		PCBS Report.	

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
1.1.1.2. Collecting and analyzing data for the survey of measuring the impact of the use of statistics in policy making by government and private sectors.	Statistical tables and its indicators.		PCBS Report.	
1.1.1.3. Preparing a report on the results of the survey of measuring the impact of the use of statistics in policy making by government and private sectors.	Public use file of the survey.			
1.1.2.1. Preparing, organizing and delivering awareness workshops on the importance of statistics and the provision of statistical data to policy and decision makers (by sectors).	Number of awareness workshops and meetings delivered.		PCBS Report.	
1.1.2.2. Preparing, organizing and delivering training courses on different statistical topics.	Number of training courses delivered for the benefit of PCBS staff. Number of training courses delivered for the benefit of the partners in the NSS.			
1.1.2.3. Preparing an annual evaluation report on the delivered awareness workshops and training courses.	Number of the evaluation reports on the delivered awareness workshops and training courses.			
1.1.3.1. Producing awareness materials on statistics that meet the needs of the target groups.	Number of leaflets and brochures produced for promoting statistical awareness.		PCBS Report.	
1.1.3.2. Disseminating the developed awareness materials on statistics.	Number of leaflets and brochures disseminated for promoting statistical awareness.			

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
1.1.4.1. Consulting with the partners in the NSS on the components of the gateway for the NSS.	Number of meetings with the partners in the NSS.		Report by PCBS and the partners in the NSS.	
1.1.4.2. Designing a gateway for the NSS.	The gateway of the NSS is active.			
1.1.4.3. Uploading the materials on the gateway of the NSS.	The materials of the gateway are uploaded.			
1.1.4.4. Official launching of the gateway of the NSS.	Workshop for launching the gateway of the NSS.			
1.1.5.1. Developing social media dissemination policy for the materials of PCBS.	Developed and updated dissemination policy on PCBS social media.		PCBS Report.	
1.1.5.2. Applying social media dissemination policy for the materials of PCBS.				
1.1.5.3. Evaluating social media dissemination policy for the materials of PCBS.				
Sub-objective 1.2: Increased availability and accessibility of statistics	Number of databases developed by the partners in the NSS. Number of SDGs indicators uploaded directly online.		Report by PCBS and the partners in the NSS.	To achieve this objective, the cooperation with all the partners in the NSS is crucial. This may not be obtained fully and some partners may not commit themselves as expected and required in abundance to the NSDS. The process of preparing the NSDS was made as participatory as possible but some obstacles may remain, in particular regarding the resources. PCBS will continue to consult and meet with all the partners in the NSS and work on designing activities to increase awareness on statistics (see sub-objective 1.1) that may help in improving the involvement of the partners for the implementation of the NSDS.

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
Expected outputs/results:				
1.2.1. The index (Catalogue) of statistical outputs for the NSS is updated.	Index of statistical outputs.		PCBS Report.	The catalogue of statistical outputs is a very crucial tool for the users who may better assess what is available when and how. Its regular updating requires full cooperation from all the producers of statistics in the NSS.
1.2.2. Statistical databases for the NSS are modernized including SDGs.	Number of modernized databases.		PCBS Report.	Databases are essential for the statistical work and PCBS is now well equipped and experienced. This is not the case for all the other partners in the NSS and this hampers the quality, the security and the flow of data. The assessment will help in identifying the key issues and to develop the action plans. PCBS may provide support and advice to the other partners in the NSS in this area.
1.2.3. Geospatial Statistical databases are available to be utilized.	Number of produced statistical atlases.		PCBS Report.	Geospatial Information System (GIS) is a key tool that may be applied in all stages of the statistical work. However; there are not so many statistical operations in the country that may fully benefit from the system. The system is being used/tested on the findings of the census 2017, where the results will help in identifying the lessons learned toward developing its future uses in statistical work.
Activities:				
1.2.1.1. Developing the index (catalogue) of statistical outputs of the NSS by PCBS.	Index (catalogue) of statistical outputs of the NSS is developed.		PCBS Report.	
1.2.1.2. Updating the index (catalogue) of statistical outputs of the NSS.	Index (catalogue) of statistical outputs of the NSS is updated.			
1.2.1.3. Consulting with the partners in the NSS on adding their products to the index (catalogue) of statistical outputs of the NSS.	Number of meetings with the partners in the NSS.			

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
1.2.1.4. Launching and promoting the index (catalogue) of statistical outputs of the NSS for the users.	Launching and disseminating the catalogue.		PCBS Report.	
1.2.2.1. Assessment of the selected databases of the partners in the NSS.	Number of assessment reports.		Report by PCBS and the partners in the NSS.	
1.2.2.2. Consulting with the partners in the NSS on modernizing the databases.	Number of meetings with the partners in the NSS. Number of action plans designed with the partners in the NSS.			
1.2.2.3. Modernizing the databases of the partners in the NSS.	Number of updated databases.			
1.2.3.1. Disseminating the results of the Population, Housing and Establishments Census 2017 using GIS.	Number of reports on census 2017 results.		PCBS Report.	
1.2.3.2. Producing and disseminating statistical atlases for the censuses based on the GIS.	Number of produced statistical atlases.			

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
<p>Sub-objective 1.3: Increased trust in statistics by users</p>	<p>Number of data requests received by PCBS.</p> <p>Number of PCBS website visitors.</p> <p>Number of followers on PCBS social media.</p> <p>Response rates in statistical surveys implemented by PCBS.</p>		<p>PCBS Report.</p>	<p>Reinforcing trust in statistics is a very difficult challenge for the national statistical offices. Trust has implications not only for the use of statistics but also for its production. If trust is low, the reliability, relevance and quality of the data made available will be questioned and the use of the data will be limited; if trust is low, respondents to the surveys and censuses carried out by the partners in the NSS will be less convinced to collaborate and the representativeness of the data may be affected. Thus, it is important for the NSS to work hard and make trust high and sustained. This is made through being very reactive to the requests that are made by the users for data and also the clarifications on methods and practices, being very transparent and reliable in communication with all the users and working at reducing the burden on the shoulders of the respondents to surveys and censuses. PCBS is working in all these issues to mitigate the risk of losing the trust.</p>
<p>Expected output/results:</p>				
<p>1.3.1. Report on user satisfaction.</p>	<p>Level (general average) of user satisfaction.</p>		<p>User satisfaction survey.</p>	<p>User satisfaction survey is a key tool to get feedback from the users on all segments of society. This survey is regularly carried out and its results are instrumental for reviewing the PCBS communication and dissemination strategies. In addition, it may not be easy to quickly change statistical operations in order to make them more responsive to the users' needs. Still, PCBS will make special efforts in analysing the results and in disseminating them.</p>

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
1.3.2. Higher response rates to the users requests.	Reports on the responses to data requests.		PCBS Report.	Requests made by the users on data and methods are very diverse in content and complexity. Answering these requests is sometimes time-consuming. However, it is an important aspect of the trust that is given to National Statistical Offices. PCBS is committed to provide answers of quality to all received requests.
1.3.3. Higher response rates to PCBS surveys including those serve SDGs.	Response rates of implemented surveys.		PCBS Report.	The response rate to surveys may considerably vary from one survey to another. But whatever the level is, it is directly linked to the demonstration of the results. A particular attention must be paid to the rate of response in order to guarantee a minimum acceptable quality of the statistics produced.
1.3.4. Report on response burden in economic surveys.	Estimated response burden for each establishment (time needed).		PCBS Report.	PCBS is working hard at reducing the burden on the respondents through making its surveys and censuses more efficient and effective.
Activities:				
1.3.1.1. Preparing preliminary file of the user satisfaction survey.	Preliminary file.		PCBS Report.	
1.3.1.2. Collecting and analyzing data of the user satisfaction survey.	Statistical tables and its indicators.			
1.3.1.3. Preparing a report on the results of the user satisfaction survey.	Public use file of the survey.			
1.3.2.1. Preparing a report on data users requests from PCBS.	Number of data requests answered.		PCBS Report.	
1.3.2.2. Preparing a report on analysis of data requests including recommendations for the improvement of statistical processes (designing new training activities, proposing new procedures...etc.).	Number of proposals made to improve statistical processes as a result of the analysis of data requests.			

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
1.3.3.1. Conducting a study on the response rates for PCBS statistical surveys.	A study on response rates is completed.		PCBS Report.	
1.3.4.1. Recommendations and procedures to improve the process of designing the economic surveys to ensure reducing response burden.	Number of the surveys adjusted in response to the results of the report on reducing response burden.		PCBS Report.	
The Second Strategic Objective: To strengthen partnerships for achieving the SDGs				
Sub-objective 2.1: Strengthened coordination within the NSS	<p>Number of MoUs and agreements signed with the partners in the NSS.</p> <p>A completed study on the implementation of the activities and commitments stipulated in the signed MoUs and agreements.</p>		PCBS Report.	Cooperation among all the partners in the NSS on the long run is essential for ensuring that the partnerships established and developed are bringing some concrete results in terms of (i) pooling the available data from various sources for covering the information needs generated by the SDGs and (ii) spreading norms and standards resulting from international commitments by the government in the area of statistics. However, this cooperation is not easy to be activated and maintained as some of the partners in the NSS may haven't statistics as one of the highest priorities. The involvement of all the partners in the NSS is a key objective of the NSDS and will be dealt with through different ways in order to raise awareness of the importance of partnership.

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
Expected outputs/results:				
2.1.1. A consolidated national work system that has to do with the production and dissemination of SDGs indicators.	Percentage of fulfillment in the matrices of SDGs indicators.		PCBS Report.	The system of National Working Groups (NWG) already exists for multiple sectors around the SDGs. It has been set up by the government in the framework of its national policy agenda 2017-2022 and PCBS is a member of each sector NWG. Matrices related to each SDG indicators have been established and shared within the NWGs. These matrices are not fully filled in and this hampers the compilation of reliable estimates for some of the SDG indicators. The pressure generated by the monitoring of the national policy agenda will certainly help the various actors to be more diligent with filling in the matrices. Making the NWGs more dynamic will help in the discussion among the partners in the NSS involved.
2.1.2. A developed annual calendar of joint statistical activities with the partners in the NSS.	Number of the partners in the NSS with whom PCBS has joint statistical activities agreed upon.		PCBS report in cooperation with the partners in the NSS.	While the regular feeding of the matrices will be discussed in the sector NWGs, specific problems may remain regarding some indicators as well as the regular updating of the data. This may be critical for data coming from partners who suffer some weakness in statistics. To mitigate these risks, a profound consultation process will be initiated with these partners.
Activities:				
2.1.1.1. Consulting with the partners in the NSS on the development of the SDGs matrices.	Number of National Working Groups in different topics.		Reports by National Working Groups.	
2.1.1.2. Feeding the SDGs matrices regularly in collaboration with the partners in the NSS.	Number of completed matrices.		PCBS Report.	

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
2.1.1.3. Disseminating the available data for SDGs indicators on the database of the national statistical monitoring system.	Number of SDGs indicators disseminated.		PCBS Report.	
2.1.2.1. Consulting with the partners in the NSS for preparing an annual calendar for the joint statistical activities.	Number of consultation meetings with the partners in the NSS. Number of the partners in the NSS participating in the consultation meetings.		PCBS Report.	
2.1.2.2. Preparing and disseminating the approved annual calendar of joint statistical activities with the partners in the NSS.	Number of joint statistical activities with the partners in the NSS.			
Sub-objective 2.2: Modernized and up-to-date NSS	Number of the partners in the NSS applying the adopted standards and classifications.		PCBS Report.	To have an efficient NSS requires that all the members speak the same language and work with comparable rules. Setting the legal framework of the NSS, including the agreement on common standards, classifications and practices, is a challenging task as each member has developed its own practices and processes and has a history in this area that may be difficult to overpass. The high degree of consultation and discussion within the NSS may help in establishing a better reciprocal understanding and may ease the harmonisation.
Expected outputs/results:				
2.2.1. The standards and classifications for official statistics are harmonized.	Number of ministries using the adopted standards and classifications.		PCBS Report.	Many partners don't have classifications and standards for statistics. This is due to several factors that may be different from one partner to another. This may affect the quality of the data that they provide to the NSS. The initial assessment of the existing classifications and standards will greatly help defining the variations among the partners in the NSS.

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
2.2.2. The Guide for standards and procedures for documenting and processing administrative data is approved.	Guide approved.		PCBS Report.	Administrative data are the main key for the production of statistics and particularly for the SDGs indicators. However, the data are scattered among different sources and their processing by some partners in the NSS doesn't always follow a pattern that is compatible with the quality criteria for good statistics. To make them a significant input for statistics, efforts, involving both PCBS and its partners, will be made for documenting and disseminating standards that will be discussed, adjusted and implemented. This should allow an extensive use of administrative data for the compilation of SDGs indicators.
Activities:				
2.2.1.1. Joint review of the existing standards and classifications used in the NSS.	Joint review of the standards and classifications is achieved.		PCBS Report.	
2.2.1.2. Unifying the standards and classifications used in the NSS to be in line with the international standards and classifications.	A report on the international standards and classifications used in the NSS.			
2.2.1.3. Distributing the updated and approved version of the standards and classifications manuals.	Number of distributed copies of the manuals.			
2.2.2.1. Developing the standards and procedures for documenting and processing statistical data of the administrative records.	Number of approved standards and procedures.		PCBS Report.	
2.2.2.2. Disseminating standards and procedures manual for documenting and processing the data of the administrative records.	Number of the distributed copies of the manual.			

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
<p>Sub-objective 2.3: Maximized utilization of administrative records for statistical purposes and the monitoring of the SDGs</p>	<p>Number of SDGs indicators secured from administrative records.</p>		<p>PCBS Report.</p>	<p>Building an efficient system of administrative records for statistical data is a long term project. All the efforts invested in processes and human resources may be jeopardised by unstable commitments from the partners in the NSS and the rapid turnover of the staff in statistical units. Incentives should be made available in order to give to the use of administrative records data a full meaning that might be built through cooperation, quality improvement and geographical coverage of the data. A key problem is the lack of staff of statistical units in the NSS. To guarantee an efficient check on quality, this may be achieved by conducting regular training on the statistical work and preparing manuals.</p>
<p>Expected outputs/results:</p>				
<p>2.3.1. Updated version of indicators and statistical variables manual (with special focus on SDGs).</p>	<p>Number of updated indicators and variables.</p>		<p>PCBS report in cooperation with the partners in the NSS.</p>	<p>There is a need for a list of the statistical indicators that might be calculated using data of administrative records from all the partners in the NSS. In light of the SDGs requirements, establishing this list will require holding consultations and discussions with the partners in the NSS.</p>
<p>2.3.2. Updated version of computerized forms for administrative indicators.</p>	<p>Number of computerized forms.</p>		<p>PCBS Report.</p>	<p>There is often an overlap between several indicators across similar data sources and between different sources. This may be confusing for the processing of the data for the production of indicators.</p>

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
2.3.3. Training programs on producing/processing statistical data from administrative records in the NSS are designed and delivered.	Number of participants attended the training programs.		PCBS Report.	The implementation of the procedures that have to do with improving the quality of the administrative records data will be managed by staff and those staff may not necessarily be experienced in this area. Using the manuals and filling the matrices may be difficult for some of them. Training them is a necessity. The training programs developed may not achieve all the expected improvements, particularly, due to the turnover of the staff. To mitigate this, the training will be targeting the team instead of defined individuals.
Activities:				
2.3.1.1. Identifying the missing indicators within the current manual that are needed by the NSS.	Number of the missing indicators.		PCBS Report.	
2.3.1.2. Updating the existing manual on the statistical indicators to include new domains and more disaggregation levels (as required by SDGs).	Number of new indicators.			
2.3.1.3. Disseminating the updated version of the statistical indicators manual.	Number of distributed copies of the updated manual			
2.3.2.1. Holding technical consultation meetings within the NSS partners to identify the existing data of administrative records for statistical purposes and production of SDGs indicators.	Number of consultation meetings with the partners in the NSS.		PCBS Report.	
2.3.2.2. Preparing an approved list of indicators shared by all data providers in the NSS.	Number of the joint indicators from administrative records.		PCBS report in cooperation with the partners in the NSS.	
2.3.2.3. Developing computerized data collection of the approved indicators from the data of administrative records.	Number of the computerized developed forms.		PCBS Report.	

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
2.3.3.1. Consulting with the partners in the NSS to define capacity building training program for data producers in terms of producing and processing the data of the administrative records.	Number of consultation meetings with the partners in the NSS.		PCBS Report.	
2.3.3.2. Implementing the capacity building training program for data producers in terms of producing and processing the data of the administrative records.	Number of implemented training courses for the NSS. Number of participants from the NSS attended the training courses.			
Sub-objective 2.4: Strengthened partnership between the NSS and the regional and international actors	Number of Palestine effective participation in regional and international work programs, committees and projects.		PCBS Report.	The visibility of Palestine in regional and international fora may not be a good indicator of the value of its relations with regional and international actors. However, the reputation of PCBS will certainly help developing or consolidating useful and beneficial partnerships.
Expected outputs/results:				
2.4.1. MoUs and cooperation agreements are signed between PCBS and regional and international partners.	Number of MoUs and agreements signed by PCBS and the regional and international partners.		PCBS Report.	The main issue that needs to have NSS inline with the international vision and standards, the support from the international community is crucial for pushing up the process through not only the financial or technical support, but also by the networking that is expected to encourage achieving the advanced status of the statistical work. The current NSDS is very much inline with the international standards to ease the cooperation with international statistical community.

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
2.4.2. Joint ventures with research institutes and other partners in selected sectors for the analysis of data from surveys and censuses implemented by PCBS.	Number of reports and analytical studies produced by the partners on the results of statistical surveys and censuses.		PCBS Report.	Research partners will ask for the full access to data and to be free for the choice of the topics. However, the development of data analysis will help in checking the quality of the data provided. In addition to developing the partnership with local researchers, working with renowned international research institutions may generate interest in analyzing the data of statistical surveys and censuses.
Activities:				
2.4.1.1. Signing new MoUs and agreements as well as updating the existing ones with PCBS and the regional and international organizations.	Number of MoUs and agreements signed by PCBS and the regional and international organizations.		PCBS Report.	
2.4.1.2. Preparing a study to measure the extent of applying and updating the signed MoUs and agreements with PCBS and the partners in the NSS.	A study is completed and approved.			
2.4.1.3. Preparing a study on frequent or cross-indicators in regional and international questionnaires and the extent of its availability on PCBS website.	A study is completed and approved.			
2.4.2.1. Identifying the research centres of excellence with whom Palestine wants to collaborate on data analysis.	List of potential centres by sectors of interest.		PCBS Report.	
2.4.2.2. Developing work programs with a selection of those research centres and researchers, as well as increasing the number of the research centers and topics gradually.	Number of work programs agreed upon with the researchers.			
2.4.2.3. Making the data available to the selected researchers and research centres for producing studies and research papers.	Number of sent data files to the researchers.			

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
2.4.2.4. Organising the contacts to get the feedback from the research centers on the quality of the statistical data.	Number of meetings with the researchers to discuss the quality of data.		PCBS Report.	
The Third Strategic Objective: To enhance quality of statistics				
Sub-objective 3.1: Improved work environment	<p>Number of staff working on producing statistical data at PCBS.</p> <p>Number of the partners in the NSS using automatized channels of data transmission to feed the SDGs indicators.</p>		<p>PCBS Report.</p> <p>PCBS report in cooperation with the partners in the NSS.</p>	Producing quality statistics means to mobilise and deploy adequate resources along the whole NSS. The main risk is linked to the different/heterogeneous levels of development of the statistical capacities among the partners in the NSS. The NSS will always be as weak as the weakest of its components. This risk may be mitigated by advocating the necessity to level the capacity all along the NSS and by supporting the weakest partners in the NSS in their efforts. PCBS will help in assessing the existing capacities and proposing ways to improve them.
Expected outputs/results:				
3.1.1. Human recourses involved in statistical tasks in the NSS are trained and experienced.	<p>Number of PCBS staff attending statistical training courses in various topics (including SDGs).</p> <p>Number of staff from the partners in the NSS attending statistical training courses in various topics (including SDGs).</p>		PCBS Report.	The staff involved in the statistical activities of some partners in the NSS are not always statisticians or familiar with statistical techniques and procedures. This may hamper their ability to apply norms and standards that guarantee the quality of the statistical production and dissemination. PCBS will discuss with its partners in the NSS the best ways to upgrade, when necessary, the statistical capacities including the preparation and delivery of targeted training courses.

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
<p>3.1.2. IT infrastructure (including security for storage and data flow) is available and used in the NSS.</p>	<p>Number of statistical staff in the NSS who have a computer.</p> <p>Number of statistical staff in the NSS who have a computer older than 3 years.</p> <p>Number of partners in the NSS implementing the policy of security for databases.</p> <p>Implementation percentage of security and data protection policy in the NSS.</p>		<p>Report by PCBS and the partners in the NSS.</p>	<p>What is true for human resources is also true for technical infrastructure for statistics. The situation is very diverse in the NSS and an initial assessment may help identifying the gaps. In this area too, PCBS will discuss the results of the assessment with its partners and solutions will be identified and proposed. The proposals will have to take into account the constraints of each partner, this including the interlinkage with the human resources who may be able to use the infrastructure in the best way possible.</p> <p>As that good statistics must be based on historical series. However, if not stored and archived correctly the data may be lost; this making the consistency checks on new data very difficult. As for human resources and infrastructure, the capacities in data storage and archiving are not equally shared among the NSS. PCBS has a long experience in the management of statistical databases and may support the other partners in the NSS. Levelling the capacities in this area along the whole NSS may certainly take a long time but the five years of the NSDS may provide an initial useful start.</p> <p>Also flows of data will be accelerated among the partners in the NSS as administrative data will be more used for statistics and joint work and activities will be developed between the partners in the NSS. The transmission of data is not always done with all the security required and this may have an impact on the reliability of the flows. PCBS has developed a long experience in this area, working in particular with international partners and the adopted international procedures. This knowledge will be shared with the partners in the NSS and support will be given in order to reach an acceptable level of security and trust.</p>

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
Activities:				
3.1.1.1. Preparing the preliminary file of PCBS employees satisfaction survey.	Preliminary file.		PCBS Report.	
3.1.1.2. Collecting and analyzing data of PCBS employees satisfaction survey.	Statistical tables and its indicators.			
3.1.1.3. Preparing a report on the results and recommendations of PCBS employees satisfaction survey.	Public use file of the survey.			
3.1.1.4. Providing training courses for statistical staff in the NSS.	Number of training courses implemented. Number of trainees.			
3.1.2.1. Assessing the current status of IT infrastructure, data storage and flow in the NSS.	Assessment study on IT infrastructure in the NSS.		Report by PCBS and the partners in the NSS.	
3.1.2.2. Developing storage and documentation criteria.	Number of equipment and software purchased and updated.			
Sub-objective 3.2: Approved and Implemented National Quality Assurance Framework (NQAF)	Adoption of the national quality framework by the Cabinet. Number of the partners in the NSS implementing the national quality assurance framework.		Cabinet's Decree on adopting the national quality assurance framework. PCBS Report.	The NQAF encompasses all the requirements for a statistical work of quality. It is a complex tool that covers all the different steps of statistics. Initial work has been started in this area but the NQAF still needs to be endorsed by the Cabinet and then be applied. It is certain that the application of the NQAF will differ from one partner in the NSS to another and it is thus crucial to monitor this application and its results together with the partners. It is not sure that this will be easy as some of the partners may not see the benefits to draw from this work. PCBS will help in raising awareness of its partners and in providing support and assistance when necessary to ensure the commitment toward applying NQAF.

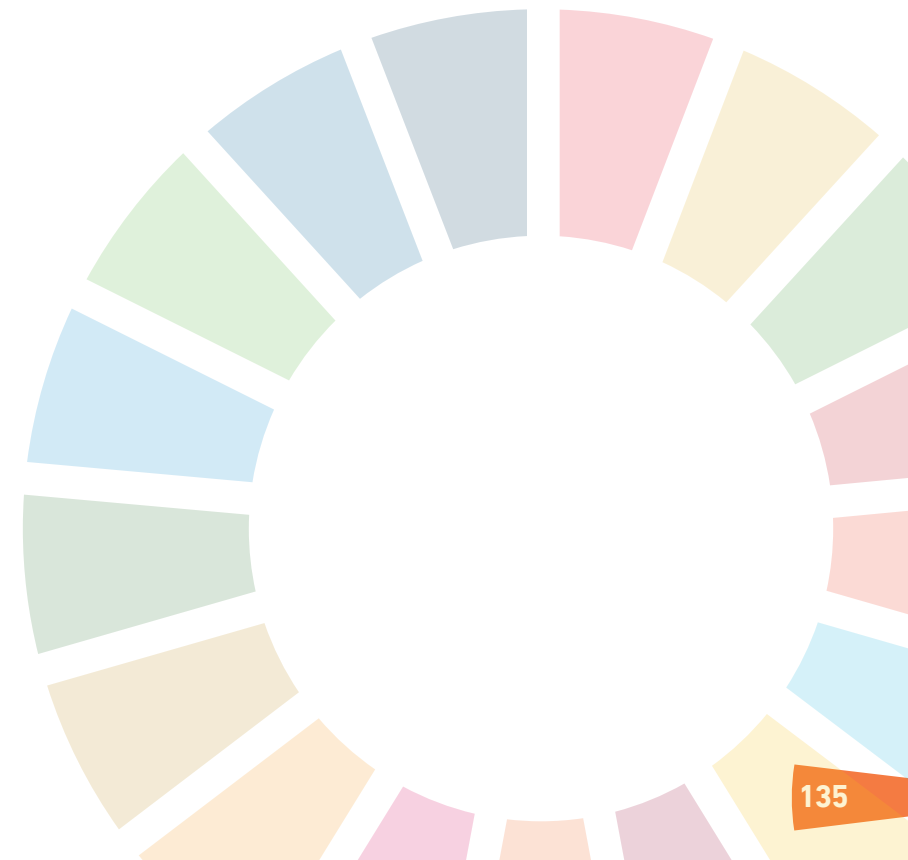
Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
Expected outputs/results:				
<p>3.2.1. The national quality assurance framework is approved and implemented.</p>	<p>Adoption of the national quality framework by the Cabinet.</p> <p>Number of the partners in the NSS implementing the national quality assurance framework.</p>		<p>Cabinet's Decree on adopting the national quality assurance framework.</p> <p>PCBS Report.</p>	<p>The implementation of the NQAF by the partners in the NSS may not be simple and straightforward as some partners in the NSS may not see the importance and interest for such a tool. PCBS will invest in advocacy and raising awareness around the concept of quality and around the concrete benefits that this may bring to the partners. Some aspects of the NQAF still need to be finalised in order to be closely adjusted to the needs of the partners in the NSS. Consultations will be organised within the NSS to discuss these adjustments. This may in turn help in the endorsement of the NQAF by the Cabinet. The implementation of the NQAF may pose serious problems for some partners in the NSS as they will have to review and adjust their statistical processes accordingly. They may not all be committed to the changes required. This risk may be mitigated by supporting them in applying it gradually.</p>
<p>3.2.2. General framework of metadata is approved and implemented.</p>	<p>Number of the partners in the NSS implementing the general framework of metadata.</p>		<p>PCBS Report.</p>	<p>It might be difficult to manage the implementation of the Metadata Framework due to the diversity and overlapping of Metadata components. Some partners in the NSS may have low level of cooperation due to their legal basis, planning and organization, the culture of the institution, the principles of work and the level of independence of the institution in its work. Lack of qualified employees in some partners may be one of the challenges and constraints that hinder the implementation of the Metadata Framework. The participants from the partners need training to gain knowledge of the aims and tasks of Metadata framework.</p>

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
3.2.3. Documents of PCBS quality management system are updated and valid.	Percentage of valid quality management system documents.		PCBS Report.	Using ineffective documents for quality management system hinders the process of quality improvement in all stages of statistical work.
3.2.4. Report on quality of operations and data of the statistical surveys at PCBS.	Number of quality reports on the operations and data of statistical surveys.		PCBS Report.	PCBS is always seeking to implement standard quality procedures of the operations and data of statistical surveys to ensure quality.
Activities:				
3.2.1.1. Continuing consultations with the partners in the NSS on the NQAF.	Number of the partners in the NSS participating in the consultation meetings.		PCBS Report.	
3.2.1.2. Drafting the NQAF in its final form with the cooperation of the partners in the NSS.	Final draft of the national quality assurance framework.			
3.2.1.3. Endorsing the NQAF by the Cabinet.	Cabinet's decree on adopting the national quality assurance framework.			
3.2.1.4. Following the implementation of the NQAF by the partners in the NSS.	Number of the partners in the NSS implementing the national quality assurance framework.			
3.2.2.1. Preparing and implementing the general framework of metadata.	General framework of metadata is available and used.		PCBS Report.	
3.2.3.1. Implementing the internal quality management system audit at PCBS.	Number of auditing reports.		PCBS Report.	
3.2.3.2. Developing training materials on quality.	Number of developed training materials.			
3.2.3.3. Organizing seminars, workshops and training courses by PCBS on quality.	Number of quality seminars and workshops.			

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
3.2.4.1. Preparing quality reports on the operations and data of statistical surveys at PCBS.	Number of quality reports.			
3.2.4.2. Implementing quality measures and standards on statistical projects.	Number of statistical projects implemented in abidance to quality measures and standards.		PCBS Report.	
Sub-objective 3.3: Developed dissemination policies and tools	Average of users satisfaction with disseminating press releases, statistical reports and brochures.		User satisfaction survey.	There is no logic in investing in data that are not used or disseminated. In addition, the way data are used is changing quickly due to the development of new media policy and new tools for communication. Answering the needs of the users is not an easy task as the needs differ from one group of users to another; thus, tools and media for dissemination must be adapted to each specific group of users. In general, National Statistical Offices don't have a precise idea on the users and thus the adaptation is even more difficult. PCBS will lead the way for the partners in the NSS in this area, showing examples and sharing experiences. A particular attention will be given by PCBS to assessing regularly the degree of satisfaction of the users with PCBS products and the way they are made available and accessible.
Expected outputs/results:				
3.3.1. PCBS dissemination policies are reviewed and improved.	Number of reviewed and updated dissemination policies.		PCBS revised and updated dissemination policies reports.	A dissemination policy is an essential tool for a National Statistical Office as it should be built on a clear knowledge of who are the users and what are their needs. The assessment of dissemination policy must be made regularly as the conditions evolve quickly in this area. It is not easy to keep track of the changes and evolutions. PCBS will review its dissemination policies very regularly based on the various elements it can gather through its website and its contacts with the users.

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
3.3.2. New more attractive publications are developed according to the users' preferences and needs, including SDGs indicators.	<p>Number of new PCBS releases using infographics.</p> <p>Number of new PCBS products using data visualization.</p>		PCBS Report.	<p>Communication tools and media means have evolved quickly in the last few years and are continuing to evolve. PCBS may not have all the technical capacities internally to address these changes and to develop its dissemination through these new tools and media means. In particular, new infographics and data visualisation techniques will be used to present a more attractive aspect of statistical outputs. In this area, PCBS will rely on technical assistance that may be provided through international partners. PCBS will use this assistance to build an internal capacity that will be then an asset for the whole NSS.</p>
3.3.3. New media means for disseminating statistical data are applied.	Number of PCBS followers on the social media.		PCBS Report.	<p>Social media is a new media means for communication that is widely used by the general public, the press, and also by some other groups of users. If not present on this media, PCBS may lose an opportunity to increase its visibility and to adjust its services to its users. However, a technical investment is needed to entirely benefit from this new opportunity. As for infographics and data visualization, PCBS will discuss with its international partners to get technical support and assistance for building/strengthening its own capacity in this area.</p>
Activities:				
3.3.1.1. Reviewing the dissemination policies when needed.	Number of reviewed dissemination policies.		PCBS Report.	
3.3.1.2. Developing the dissemination policies according to the results of the regular reviews.	Developed and updated dissemination policy.		Developed version of dissemination policy.	

Objectives, outputs and activities	Indicators		Means of verification	Risks and assumptions
3.3.2.1. Developing data infographics and data visualization for PCBS data products and the SDGs on systematic/regular basis.	Number of new PCBS releases using infographics. Number of new PCBS products using data visualization.		PCBS Report.	
3.3.3.1. Dissemination of PCBS products on the website of PCBS.	Number of statistical products disseminated through PCBS website.		PCBS Report.	
3.3.3.2. Dissemination of PCBS products through social media.	Number of statistical products disseminated through PCBS social media.			
3.3.3.3. Developing Statistical applications for mobiles.	Number of statistical applications for mobiles.			



Annex 06: PCBS Core Statistical Program (Activities / Projects):

Activity / Project	
1. Environmental Survey for Education Sector	2. Education and Culture Statistics
3. Hotel Activity Survey	4. Living Standards Statistics
5. Environmental Economic Survey	6. Labour Force Survey
7. Domestic & Outbound Tourism Survey	8. Population Statistics
9. Environment and Energy Household Survey	10. Health Statistics
11. Hotel Guests Survey	12. Household Culture Survey
13. Geographical Database	14. Finance and Insurance Survey
15. Statistical Atlases	16. Balance of Payments (BoP) attached with Labor Force Survey (LFS)
17. National Statistical Monitoring System	18. Quarterly and Annual Balance of Payments Statistics
19. Sustainable Development Goals (SDGs) Indicators 2030	20. Government Finance Statistics
21. Developing Administrative Records	22. Foreign Investment Survey
23. Administrative Records Survey	24. International Investment Position (IIP) and External Debt Statistics
25. Building and Housing Units Register	26. Consumer, Wholesale Prices and Indices
27. Population Register	28. Construction, Road, Water and Sewage Network Cost Index
29. Establishment Register (Business Register)	30. Industry Production Index and Producer Price Index
31. Women Empowerment Statistics	32. National Accounts
33. Governance Statistics	34. Satellite Accounts
35. Justice and Security Statistics	36. Economic Series Survey
37. Child Statistics	38. Building Licenses Statistics
39. Victimization Survey	40. Olive Presses Survey

Activity / Project	
41. Palestine in Figures	42. Transport Survey - Outside Establishments
43. Jerusalem Statistical Yearbook	44. Transportation and Communications Statistics - Administrative Records
45. Statistical Yearbook of Palestine	46. Foreign Trade Statistics
47. Jerusalem Governorate Social Survey	48. Analysis and Forecasting
49. Quality	50. Information and Communications Technology Statistics (ICT)
51. Standards and Methodologies	52. Business ICT Survey
53. Sampling	54. Household ICT Survey
55. Area Statistics	56. Research and Development Survey
57. Generic Statistical Business Process Model (GSBPM)	

