State of Palestine
Palestinian Central Bureau of Statistics

National Strategy
for the Development of
Official Statistics (NSDS)

2014 - 2018

August, 2013

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Acknowledgments

Abbreviations

CFG	Core Funding Group
DG	Director General
EFQM	European Framework Quality Management
ESCWA	Economic and Social Commission for Western Asia
IT	Information Technology
MAS	Palestine Economic Policy Research Institute
MoU	Memorandum of Understanding.
NGO	Non-Governmental Organization
NSDS	National Strategy for the Development of Official Statistics
NSS	National Statistical System
PC	Personal computer
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

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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.

The overall vision of this strategy is to assist in creating an integrated, efficient, effective and sustainable Palestinian national statistical system. The formulation of objectives for the promotion and development of the Palestinian statistical system aims to develop and improve data quality and data dissemination tools to facilitate users' accessibility to enhance the use of statistics in policy making and strengthening partnerships.

As strategic planning is one of the most significant factors in promoting and guiding official statistical

efforts, PCBS prepared master plans with focus on policies as the basis to establish an official Palestinian statistical system. Subsequently, PCBS prepared the National Strategy for the Development of Official Statistics (NSDS) 2009-2013 to support and consolidate the national statistical system. In 2012, PCBS proceeded in drafting the National Strategy for the Development of Official Statistics (NSDS) 2014-2018 with the aim of developing an integrated, sustainable and effective national statistical system.

The NSDS 2014-2018 was established with the full coordination, cooperation and partnership of all components in the national statistical system through workshops and meetings with all categories of data users. This will ensure the consistency of the strategy with the national needs, as well as the regional and international commitments.

We do hope that this strategy will contribute to the professionalism of the Palestinian official statistical system in line with the best international statistical systems and will provide timely and high quality official statistics to support the establishment of Palestinian statehood.

Ola Awad

August, 2013   President of PCBS

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[1] in Palestine and established its first statistical master plan in 1995 for the period1995-2000, where it focused on the creation of a statistical institution in line with the General Statistics Law No. 4 of 2000, which defined the primary rationale for the establishment of PCBS as the creation of a comprehensive and unified statistical system to serve as a tool at the disposal of Palestinian ministries and institutions as a means to diagnose problems and evaluate progress.

In 2000, the second master plan for 2001-2010 identified the outlines of the general policy to establish a national statistical system. PCBS

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[1] National statistical system (NSS): The ensemble of statistical organizations and units within the country that jointly collect, process and disseminate official statistics on behalf of the national government.

reviewed the 2001-2010 master plan, assessed achievements and identified the problems and challenges faced during the course of the implementation of the plan in order to make recommendations for the National Strategy for the Development of Official Statistics (NSDS) 2009-2013.

In mid-2012, PCBS began preparatory procedures to develop the National Strategy for the Development of Official Statistics 2014-2018 with the benefit of the experience accumulated from the implementation of previous master plans and the NSDS 2009-2013. This new strategy was prepared based on the following methodology:

1. Assessment of the achievements of the NSDS 2009-2013 by a national team headed by PCBS and members of a number of line ministries, government institutions and research centers. This team was formed by the Advisory Council for Official Statistics.

2. Diagnosis and analysis of the national statistical system through a number of workshops with data users and through SWOT analysis to identify strengths and weaknesses and identify opportunities and threats that may face the national statistical system.

3. Listing problems and challenges facing the national statistical system and analyzing these problems to identify strategic objectives and outputs that may contribute to solving these problems. The problem tree style was used for this purpose and advantage was taken of the international technical assistance mission dispatched to PCBS in 2013 to help in building the strategy with the active participation of members of the Advisory Council for Official Statistics.

4. Identifying key activities that could contribute to the achievement of required

outputs and the strategic objectives. Activities were identified through workshops with data users in ministries, governmental institutions, universities, NGOs and research centers.

5. Preparing an action plan for the implementation of activities on a yearly basis and determining the estimated cost of implementation of these activities and the implementing agency.

It is expected that the implementation of this strategy, in collaboration with the other components of the national statistical system, will enable significant progress in the following areas:

1. Promoting the use of statistics in policy-making, raising awareness and improving statistical knowledge.

2. Increasing the joint activities and projects among various components of the national statistical system.

3. Boosting partnership between data users and producers.

4. Increasing the trust of data users in statistical data.

5. Strengthening and improving the quality of data produced and published by the statistical system, including dimensions of accuracy, reliability, timeliness and comprehensiveness.

6. Improving the statistical planning process within ministries and governmental institutions.

7. Utilization of administrative records for statistical purposes.
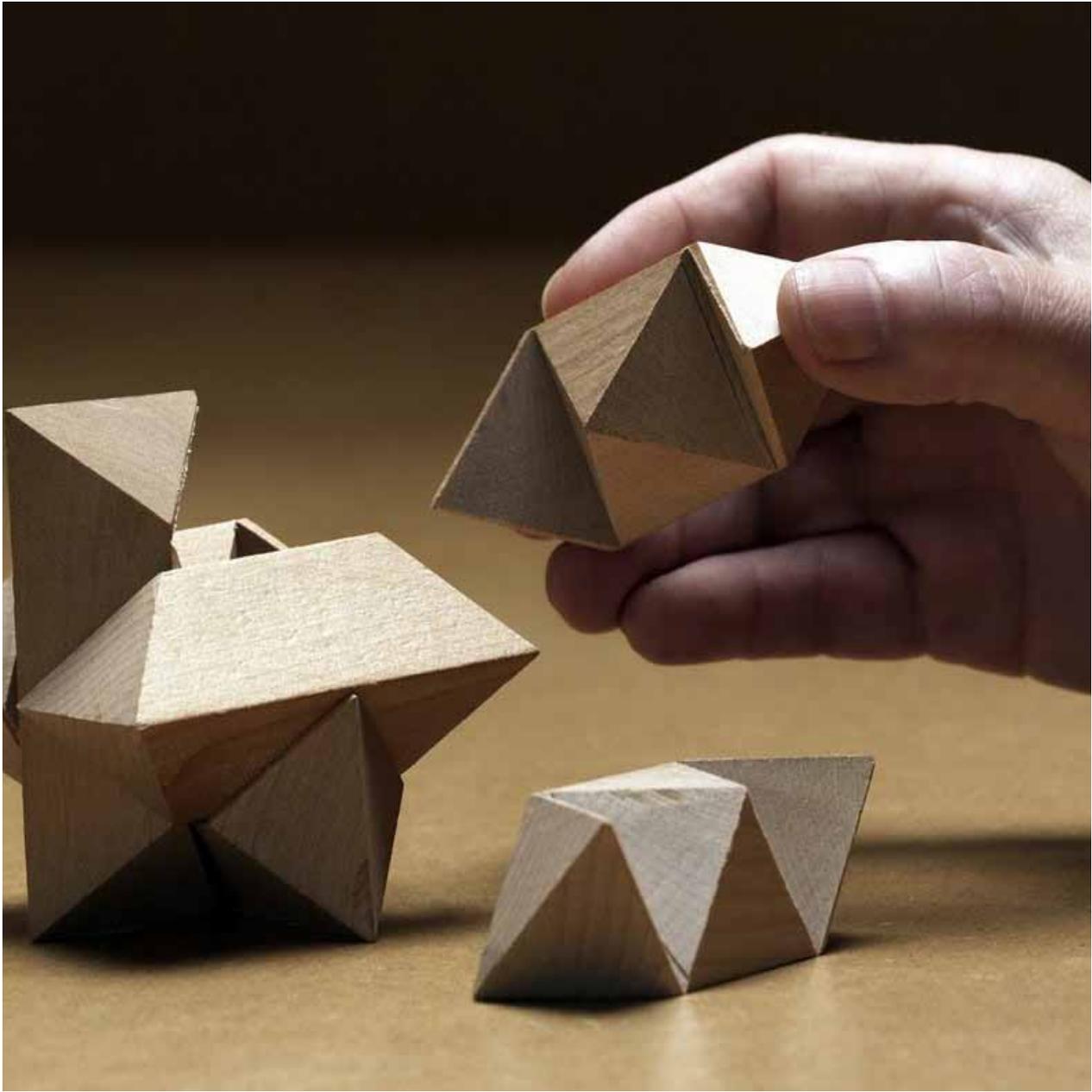
2. Methodology for the Preparation of the NSDS

The preparation of the new NSDS was based on scientific methodology that reviewed and assessed the results of the NSDS 2009-2013 to benefit from the accumulated experience and build on this experience in the drafting of the new NSDS. The diagnosis and analysis of the national statistical system identifies strengths and weaknesses and ascertains appropriate solutions. PCBS listed the problems and challenges facing the national statistical system, analyzed these problems and articulated objectives that would contribute in solving problems and prioritizing objectives.

A technical team was formed to prepare the NSDS headed by the Director General of Planning and Development directorate at PCBS and representatives of all PCBS directorates, under the supervision and guidance of the PCBS President (Annex 1). The NSDS was prepared in coordination with the Advisory Council for Official Statistics and data users in

ministries, government institutions, universities, NGOs and research centers. (Annex 2 lists the names of participants in the workshops conducted during the preparation of the NSDS.)

2.1   Assessing Achievements of the NSDS (2009 - 2013)

To launch activities related to drafting the new NSDS, a national technical team was formed by the Advisory Council for Official Statistics and headed by PCBS with members from a number of ministries and government institutions. The tasks of the team were the following:

- Reviewing the achievements of the previous NSDS 2009-2013
- Assessing achievements at the level of strategic objective
- The contribution of the NSDS 2009-2013 to the effective use of statistical data
- Identify the challenges and obstacles within the national statistical system
- Proposing recommendations for the forthcoming NSDS.

The team completed these tasks and prepared a comprehensive report on the implementation of the NSDS 2009-2012. The report showed that 85% of strategic activities had been achieved to varying degrees by the end of the fourth year. In the first objective (support and consolidation of the national statistical system), 69% of activities had been completed; 89% of the second objective (publishing statistics and expanding their use); 91% of the third strategic objective (to improve the use of administrative records); 86% of the fourth objective (development of sectoral statistics); and 100% of both the fifth objective (development of national, regional and international relations) and the sixth objective (development of technical and administrative aspects).

The report indicated the extent to which the strategy has promoted the use of statistical data, but additional efforts by components of the national statistical system are still required to increase the effectiveness of data use. The report concluded by identifying the challenges that are still facing the national statistical system due to lack of commitment by some ministries and government institutions in adopting statistical standards and classifications. There is also a shortage of expertise in some ministries to develop and use administrative records for statistical and administrative purposes and recommendations were proposed for further development in the forthcoming NSDS.

The report was presented to the Advisory Council for Official Statistics and the PCBS Council and was approved and published on the PCBS' website. PCBS has taken into consideration the proposed recommendations that focused on developing the use of administrative records and strengthening the capacity of components of the national statistical system when articulating strategic objectives.

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 report on the current status of the system and an assessment of statistical units in ministries and governmental institutions. PCBS then analyzed the national statistical system using SWOT analysis. Assessment took

place by conducting a series of workshops with the staff of units of the national statistical system.

The management and implementation of these workshops focused on 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 national statistical system formed the base from which the main objectives of the NSDS 2014-2018 could be identified and formulated. (Annex 3 shows the detailed results of the diagnosis and analysis of the national statistical system.)

The following are the strengths, weaknesses, opportunities and threats to the Palestinian statistical system:

Strengths	Weaknesses
• Existence of a sound legal environment.	• Weak physical and human resources in most statistical bodies.
• Existence of a specific effective, professionally independent statistical institution to support, promote and develop the Palestinian statistical system.	• Lack of statistical bodies where required in ministries.
• Highly qualified human resources at PCBS and at some statistical bodies in the Palestinian statistical system institutions.	• Under-coverage of administrative records.
• Adoption by PCBS of best practices in the production and dissemination of official statistics.	• Heavy reliance on donor funding for statistical programs.
• The Advisory Council for Official Statistics.	• Limited commitment by some statistical bodies to the use of standards adopted in the statistical process.
• Existence of the Palestinian Statistical Training Center to strengthen capacity within the national statistical system.	• Lack of clarity in the roles and responsibilities of some statistical bodies and frequent changes in organization structure in ministries.
• Commitment to a national effort to improve administrative records.	• Weak planning in many statistical bodies.
• Disseminating metadata1 of PCBS surveys.	• Absence of a national metadata framework.
• Network of local, regional and international relations.	• Weak statistical knowledge among specific categories of user.

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[2] Metadata describes numerical data in terms of their concepts, meanings, the processes conducted to obtain them, how they are processed and used and the conditions and criteria implemented in collecting the data.

Opportunities	Threats
• Expand interest in official statistics at local and international levels.	• The continued Israeli occupation.
• Endorsement of the amended Statistical Law.	• Continued political and economic instability.
• Increased use of official statistics2 in decision and policy making and national development plans.	• Uncertainty regarding the sustainability of funding required for statistical work.
• The e-government project.	
• Ensuring an appropriate, advanced IT environment for the production and dissemination of official statistics.	
• Adoption of a National Statistical System Manual.	
• Contribution of Palestinian Statistical Training Center in strengthening the capacity of personnel in the statistical system.	
• Existence of statistical bodies in the national statistical system and promoting their role.	
• Cooperation of respondents in official statistics.	

[3] Official Statistics are the adopted statistics by the Palestinian Central Bureau of Statistics (PCBS) according to the provisions of the statistical law and the Code of Practice for Palestine's Official Statistics, which are produced and published by the PCBS or the rest of the components of the National Statistical System.

2.3   Mechanism of Articulating the Strategic Objectives

The problem tree analysis method was used as an essential tool to list problems and challenges facing the national statistical system and to build and prioritize strategic objectives. The articulation of strategic objectives took place during a workshop attended by the PCBS Council, members of the Advisory Council for Official Statistics and an international expert who attended especially for this purpose. This workshop took place as follows:

- Listing problems and challenges facing the national statistical system:
    - Lack of an integrated national statistical system.
    - Lack of partnership with users.
    - Little use of statistics in decision making.
    - Lack of data from administrative records used in the production of official statistics.
    - Lack of clarity in the roles of the components of the national statistical system.
    - Lack of coordination among components of the national statistical system.
    - Poor data quality of administrative records.
    - Feeble commitment to statistics at policy making level.
    - Poor statistical planning within ministries and government institutions.
    - Poor commitment to standards.
    - Lack of confidence by data users in some statistics.
    - The absence of standard national framework for data quality.
    - Lack of a shared vision amongst components of the national statistical system.
    - Lack of statistical awareness at both public and official levels.

- Lack of financial sustainability in the statistical program.
- Hostile Israeli measures against the Palestinian people.

- Tabulation and classification of problems by cause, effect and outcome.

- Outlining the design of problems (Annex 4).

- Derivation of objectives: the overall objective, strategic objectives and expected outputs of each objective, in addition to measurement indicators and means of verification, as follows:

  - Overall objective: Develop an integrated, sustainable and effective national statistical system.
  - Strategic objective 1: Improve the use of statistics in decision making.
  - Strategic objective 2: Set-up better partnerships with users and producers of the NSS.
  - Strategic objective 3: Enhance the quality of statistics.
  - Strategic objective 4: Utilization of administrative records for statistics.

- Measurement indicators were identified for each objective and output, in addition to the means of verification, assumptions and potential risks (Annex 5).

- Comparison of weaknesses resulting from diagnosis and analysis of the national statistical system with the objectives that have been achieved, ensuring that the achieved objectives address weaknesses and adopt appropriate solutions.

3. Basic Fundamentals

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 national statistical system and be based on its legal framework (the General Statistics Law and Code of Practice for Official Statistics) and the fundamental principles of official statistics. It is essential that these fundamental principles be based on the strategic objectives of the national statistical system and expected outputs. In short, the basic fundamentals are short instant messages addressed to all staff of the national statistical system and partners.

The NSDS 2014-2018 aims to develop an integrated, sustainable and effective national statistical system to pursue the goals of Palestinian official statistics, provide comprehensive and accurate information on the Palestinian economy,

social and environmental structure, improve the evidence-based policy making process and contribute to the promotion of scientific research. This strategy will help to ensure that reliable, consistent, gender-responsive and effective statistical data are available to monitor perceptions and trends.

The NSDS 2014-2018 has been developed with the active participation of all partners and components of the national statistical system reflects the priorities and needs of data users and producers in ministries and governmental institutions.

3.1 Vision

Accessible and efficient statistical information system for the state building.

3.2 Mission

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

To pursue the mission of the national statistical system in line with the law, regulations and documents that define the legal environment for data collection and ensure its flow from institutions and governmental organizations according to the General Statistics Law No. 4 of 2000 and its by-laws, in addition to the fundamental principles of official statistics adopted by the Council of Ministers and the Code of Practice for Official Statistics adopted by the Council of Ministers in 2006.

3.3 Values

Relevance:	The national statistical system is in charge with improving quality of life by providing statistical evidence to support the decision making process in governmental agencies, the private sector and the community.
Integrity:	The national statistical system gains public trust through adhering to objective and transparent methods.
Quality:	The products of the national statistical system are of high quality.
Availability of statistical data:	Accessibility of official statistics to everyone at the same level and detail.
Ensure confidentiality of personal and individual data:	Confidentiality of individual and personal data collected for statistical purposes is guaranteed under the General Statistics Law No. 4 of 2000.
Alignment between the needs of users and the burden on data providers:	The cost of responding to requests for data should be acceptable and data only collected when the benefits exceed the costs of conducting a survey.
Development and integration:	The national statistical system is committed to the development and integration of statistics sources to maximize the value of available statistics and the development of administrative sources.
Rationalization of costs and effective use:	The national statistical system vigorously seeks to exploit all available data resources and maximize use to the utmost potential.

4. Strategic Objectives and Sub-Objectives

Overall objective: Develop an integrated, sustainable and effective national statistical system

The development of the national statistical system is based on integration among the components of the system, including all the producers and providers of data necessary for the production and dissemination of official statistics, and organized by laws and regulations governing statistical work, including the Palestinian General Statistics Law No. 4 of 2000, by-laws, the Code of Practice for Palestine Official Statistics and the national statistical system manual. The sustainability of the national statistical system relates to capacity building of the system components in technical, administrative and material aspects, including improving the flow of financial resources and their optimal investment. The process of increasing coordination between PCBS and
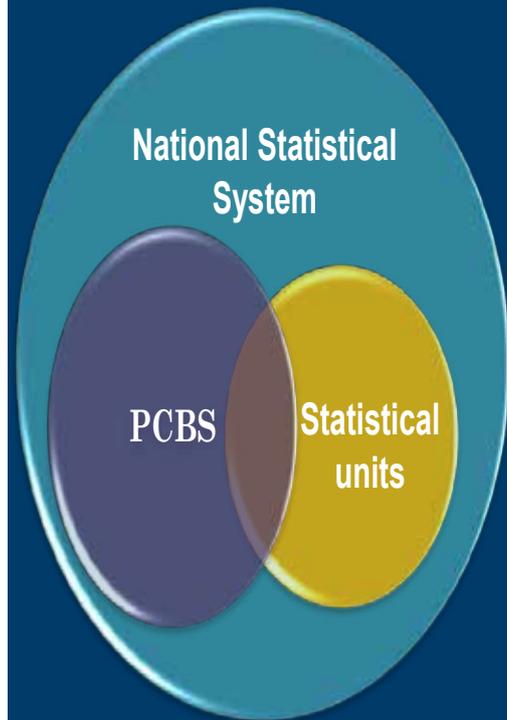
statistical bodies in ministries and government institutions is essential to achieve synergies and efficiency in the national statistical system.

The NSDS 2014-2018 is based on the overall objective "Develop an integrated, sustainable and effective national statistical system", along with four strategic objectives and thirteen sub-objectives. The following is a presentation of the strategic objectives and sub-objectives:

The First Strategic Objective: Improve the Use of statistics in decision making

- Sub-objective 1.1: Better fed policy formulation with relevant data.
- Sub-objective 1.2: Overall resources for statistics used more efficiently.
- Sub-objective 1.3: Increased awareness of statistics.
- Sub-objective 1.4: Improved statistical knowledge.

The Second Strategic Objective: Set-Up better partnerships with users and producers of the NSS

- Sub-objective 2.1: Increased number of joint ventures and operations with producers and users of the NSS
- Sub-objective 2.2: Partnerships opened with additional players in the NSS
- Sub-objective 2.3: Consolidated organization of the NSS (legal framework)
- Sub-objective 2.4: Improved commitment at policy level.

The Third Strategic Objective: enhance the quality of statistics

- Sub-objective 3.1: Increased trust in statistics by users
- Sub-objective 3.2: National quality framework approved and implemented.

The Fourth Strategic Objective: Utilization of administrative records for statistics

- Sub-objective 4.1: Harmonized standards and classifications
- Sub-objective 4.2: Increased commitment by producers
- Sub-objective 4.3: Improved statistical planning process in ministries and government institutions.
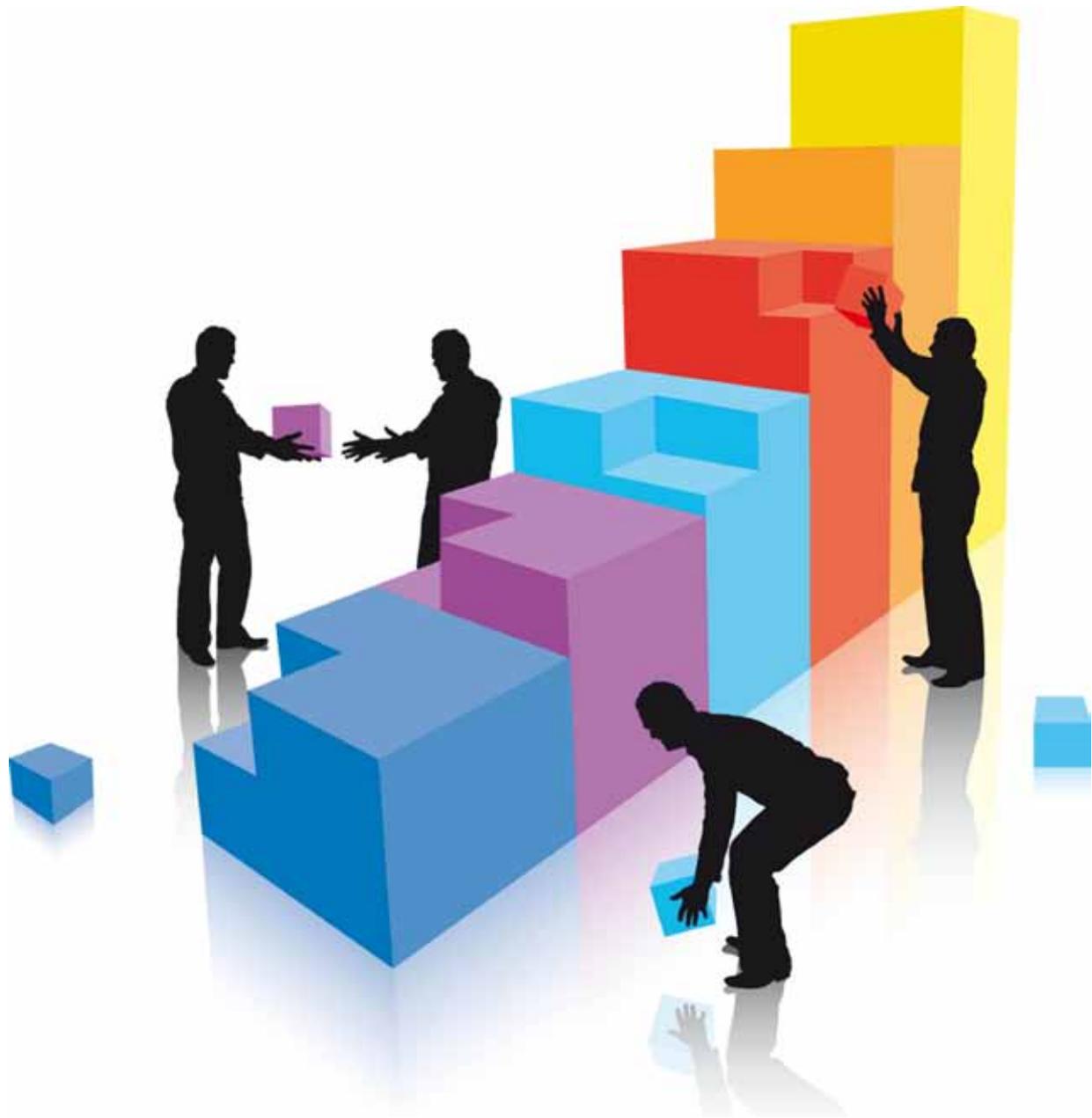
The First Strategic Objective: Improve the use of statistics in decision making

The importance of promoting the use of statistics lies in the ability to draw up policies, prepare development plans, issue decisions, modify development programs and identify interventions based on scientific grounds and evidence.

The use of statistics in policy and decision-making facilitates the tasks of policy makers in the public and private 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 components of the national statistical system to achieve an integrated, sustainable and effective national statistical system. These activities include the development of summarized and focused reports, brochures and studies, along with the development of different databases, conducting awareness-raising workshops and activities targeting decision-makers in the public and private sector, as well as the implementation of training programs on various statistical topics for components of the national statistical system and the establishment of a learning resource center. It is expected that policies based on official statistics will become more prevalent; PCBS will measure the impact on policies and decision-making of data from official statistics through the implementation of two surveys: one of the public sector and the other of the private sector. Another survey will be implemented to measure the burden of responding on respondents and response rates in statistical surveys. This strategic objective will be achieved through four sub-objectives:

Sub-Objective 1.1: Better Fed Policy Formulation with Relevant Data

The development and planning process is closely associated and linked to statistics. One of the strong points in development plans and government policies is the reliance on relevant indicators on various fields. The extent of reliance on statistics in the development of

policies may be measured from reports by the statistical units of ministries and governmental institutions and the Palestinian Central Bureau of Statistics, in addition to the special archive of the Council of Ministers.

Outputs:

- A study to measure the impact of the use of statistics in policy-making.
- Increasing awareness of the importance of statistics and providing statistical data to policy makers.

Sub-objective 1.2: Overall Resources for Statistics Used more Efficiently

Due to the limited financial resources and on the basis of available human resources and infrastructure of information technology used by the components of the national statistical system, there must be optimal investment of these resources. PCBS, in collaboration with the components of the national statistical system, will hold a series of activities to strengthen and build the capacity of these components in technical, administrative and physical aspects.

Outputs:

- Implementation of training courses.
- Statistical databases.
- Computerized administrative records.
- Data dissemination using new techniques.

Sub-objective 1.3: Increased Awareness of Statistics

Seminars and workshops occupy a fundamental role in consolidating statistical awareness and these activities can support the national statistical system. The pivotal role of the

media in this area cannot be overlooked and specialized seminars and training courses will be conducted for journalists to improve their statistical knowledge and awareness. PCBS, in collaboration with the components of the national statistical system, will also hold a series of seminars and workshops, in addition to the production of awareness-raising publications, brochures in areas of statistical work and the development of partnerships with various media.

Outputs:

- Workshops and seminars.
- Leaflets, brochures and various press materials.
- Studies on response rates.
- A web portal of the NSS.

Sub-objective 1.4: Improved Statistical Knowledge

To promote the use of official statistics in decision making, statistical literacy should be consolidated among all categories of Palestinian society. Statistical concepts should be included in educational curricula at an early stage, in addition to providing statistical materials for various educational levels produced by the components of the national statistical system. Workshops will contribute to improvements in statistical knowledge between the components of the statistical system and between universities, the private sector and civil society.

Outputs:

- Workshops and seminars with partners.
- Educational resource center.

The Second Strategic Objective: Set-Up better partnerships with users and producers of the NSS

This objective aims to promote partnership between the users and producers of the NSS by facilitating access to statistical information provided by producers in the national statistical system and ensuring that the statistical program fulfills the needs of all synergies of data user.

Dialogue between users and producers in the statistical system can be enhanced by the formation of committees for national action plans, the implementation of joint statistical activities and projects such as the Population, Housing and Establishments Census of 2017 and the establishment of partnerships with members of the national statistical system. This strategic objective may be achieved through four sub-objectives:

Sub-objective 2.1: Increased Number of Joint Ventures and Operations with the Producers and Users of the NSS

A series of statistical activities and projects of common interest are to be implemented between the components of the NSS.

Outputs:
- Joint national statistical surveys and projects.
- Document on standards and procedures for the dissemination of official statistics.

Sub-objective 2.2: Partnerships Opened with Additional Players in the NSS

Data produced by partners in the national statistical system will be shared via the signing of memorandums of understanding (MoU) and cooperation protocols with the relevant institutions in the national statistical system.

Outputs:

- MoUs and cooperation agreements with partners.

Sub-objective 2.3: Consolidated Organization of the NSS (Legal Framework)

A number of amendments should be adopted to the legal framework (the General Statistics Law, the Code of Practice for Official Statistics and the national statistical system manual) to enhance the NSS and strengthen partnerships via national taskforce and technical committees to further develop of the Palestinian national statistical system.

Outputs:

- Taskforce committees in the national statistical system.

Sub-objective 2.4: Improved Commitment at Policy Level

Commitment by decision makers to the promotion of cooperation and partnership between the components of the national statistical system will enhance the development of the national statistical system as a whole.

Outputs:

- MoUs among components of NSS.

The Third Strategic Objective: Enhance the quality of statistics

Data quality refers to all areas in which statistics may meet the needs of users and are responsive to user expectations in terms of consistency, content, format and method of presentation. Efforts to improve the quality of data produced by components of the national statistical system require the establishment of a unified national quality framework that ensures all data producers abide by data quality standards to promote user confidence. In addition, a national framework for metadata should be established. This strategic objective may be achieved through the following two sub-objectives:

Sub-objective 3.1: Increased Trust in Statistics by Users

The results of user satisfaction surveys highlight areas that require further improvements in the coverage and presentation of statistics. Producers of statistics are therefore encouraged to resolve these problems and meet the evolving needs of users, which will, in turn, lead to increased trust in statistics.

Outputs:

- User satisfaction survey report.
- A report on requests for data by users.

Sub-objective 3.2: National Quality Framework Approved and Implemented

To enhance the quality of official statistics, unified standards for the national production of high quality official statistics must be adhered to in the context of a national framework.

Outputs:

- National framework to enhance data quality.
- New methods of data collection.

The Fourth Strategic Objective: Utilization of administrative records for statistics

Data collection by the NSS is based on three primary sources: censuses, surveys and administrative records. From the start, PCBS has taken strategic direction to use administrative records as sources of data for statistical work. Data provided by the administrative records of the components of the national statistical system help to reduce the burden on respondents and reduce costs.

Various statistical data are now being derived from administrative records and PCBS continues to expand their use for statistical purposes to reduce costs. PCBS will intensify these efforts in coming years in coordination and cooperation with the other components of the national statistical system by providing technical assistance and training, particularly in the standards adopted and statistical classifications. In addition, the planning process for statistical programs in ministries and governmental institutions will be upgraded. This strategic objective will be achieved by three sub-objectives:

Sub-objective 4.1: Harmonized Standards and Classifications

The process of statistical standardization and classification will form the pillars of the national statistical system and its development. PCBS is keen to develop various statistical standards and classifications and will provide support to various components of the national statistical system to ensure the production and dissemination of statistical data in high quality manner. PCBS will also complete the establishment of a system of statistical standards and classifications based on the latest guidelines published by the UN on dissemination and use by components of the national statistical system.

Outputs:

- Adoption of new classifications.
- Statistical classifications published on PCBS website.
- Reports on the application of standards and classifications.

Sub-objective 4.2: Increased Commitment by Producers

Strengthening and improving reliance on administrative records for statistical purposes requires greater commitment by various producers of statistics to adopt statistical standards and classifications. This will contribute to comparative studies that give official statistics greater international credibility and will establish the foundations of the official statistical system according to prevailing international principles and standards.

Outputs:

- Develop technical capabilities and trained staff from NSS components.
- Electronic services for data exchange.

Sub-objective 4.3: Improved Statistical Planning Process in Ministries and Government Institutions

There is a close relationship between planning and statistics. The proper planning of statistical activities by various components of the national statistical system requires the availability of data on statistical indicators with a high degree of accuracy, reliability and coverage. Thus, the NSS will develop methods of planning of statistical activities among its components.

Outputs:

- Standardized plans for statistical programs of components of NSS.

5. Work Plan

5.1 Action Plan

The First Strategic Objective: Improve the use of statistics in decision making
Sub-objective 1.1: Better fed policy formulation with relevant data

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2014	1. Implementation of a survey measuring the impact of the use of statistics in policy making by government and private sectors.	PCBS		50,000
	2. Conducting awareness training courses, workshops and meetings on the importance of the use of statistics in developing policies addressed to policy makers (by sector).	PCBS/NSS	Cooperation of relevant parties	8,000
	3. Preparing specialized monthly statistical periodicals both as hard copies and electronically.	PCBS/NSS		2,000
	4. Preparing policy papers on various subjects.	PCBS/NSS		7,000
	5. Preparing an index of statistical outputs for the statistical system (Catalogue).	PCBS/NSS	Cooperation of relevant parties	4,000

The First Strategic Objective: Improve the use of statistics in decision making
Sub-objective 1.1: Better fed policy formulation with relevant data

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2015	1. Implementation of a survey measuring the impact of the use of statistics in policy making by government and private sectors.			
	2. Conducting awareness training courses, workshops and meetings on the importance of the use of statistics in developing policies addressed to policy makers (by sector).	PCBS/NSS	Cooperation of relevant parties	8,000
	3. Preparing specialized monthly statistical periodicals both as hard copies and electronically.	PCBS/NSS	1. Data provided for periodicals 2. Implementing specialized training activities.	10,000
	4. Preparing policy papers on various subjects.	PCBS/NSS		7,000
	5. Preparing an index of statistical outputs for the statistical system (Catalogue).			

The First Strategic Objective: Improve the use of statistics in decision making
Sub-objective 1.1: Better fed policy formulation with relevant data

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2016	1. Implementation of a survey measuring the impact of the use of statistics in policy making by government and private sectors.	PCBS		50,000
	2. Conducting awareness training courses, workshops and meetings on the importance of the use of statistics in developing policies addressed to policy makers (by sector).	PCBS/NSS	Cooperation of relevant parties	8,000
	3. Preparing specialized monthly statistical periodicals both as hard copies and electronically.	PCBS/NSS		2,000
	4. Preparing policy papers on various subjects.	PCBS/NSS		7,000
	5. Preparing an index of statistical outputs for the statistical system (Catalogue).	PCBS/NSS		4,000

The First Strategic Objective: Improve the use of statistics in decision making

Sub-objective 1.1: Better fed policy formulation with relevant data

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2017	1. Implementation of a survey measuring the impact of the use of statistics in policy making by government and private sectors.			
	2. Conducting awareness training courses, workshops and meetings on the importance of the use of statistics in developing policies addressed to policy makers (by sector).	PCBS/NSS	Cooperation of relevant parties	8,000
	3. Preparing specialized monthly statistical periodicals both as hard copies and electronically.	PCBS/NSS	1. Data provided for periodicals. 2. Implementing specialized training activities.	10,000
	4. Preparing policy papers on various subjects.	PCBS/NSS	Providing funding for two policy papers.	7,000
	5. Preparing an index of statistical outputs for the statistical system (Catalogue).			

The First Strategic Objective: Improve the use of statistics in decision making
Sub-objective 1.1: Better fed policy formulation with relevant data

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2018	1. Implementation of a survey measuring the impact of the use of statistics in policy making by government and private sectors.	PCBS		50,000
	2. Conducting awareness training courses, workshops and meetings on the importance of the use of statistics in developing policies addressed to policy makers (by sector).	PCBS/NSS	Cooperation of relevant parties	8,000
	3. Preparing specialized monthly statistical periodicals both as hard copies and electronically.	PCBS/NSS		2,000
	4. Preparing policy papers on various subjects.	PCBS/NSS		7,000
	5. Preparing an index of statistical outputs for the statistical system (Catalogue).	PCBS/NSS		4,000

The First Strategic Objective: Improve the use of statistics in decision making
Sub-objective 1.2: Overall resources for statistics used more efficiently

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2014	1. Conducting training courses on various statistical topics	PCBS/NSS		5,000
	2. Conducting on job training on various statistical topics	PCBS/NSS		2,000
	3. Establishing a database of employees in the components of the national statistical system	PCBS		5,000
	4. Establishing and computerizing administrative records of the national statistical system (*)	PCBS/NSS	Cooperation of relevant parties	15,000
	5. Establishing geographic databases	PCBS		0
	6. Establishing statistical databases with data producers of the NSS	PCBS/NSS	1. Cooperation of components of NSS 2. Decree by the Council of Ministers 3. Implementing a technical assistance mission for a week 4. Implementing a study visit for a week 5. Providing specialized software packages (Four databases per year)	30,000
	7. Applying modern techniques to improve data dissemination			

The First Strategic Objective: Improve the use of statistics in decision making
Sub-objective 1.2: Overall resources for statistics used more efficiently

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2015	1. Conducting training courses on various statistical topics	PCBS/NSS		5,000
	2. Conducting on job training on various statistical topics	PCBS/NSS		2,000
	3. Establishing a database of employees in the components of the national statistical system			
	4. Establishing and computerizing administrative records of the national statistical system (*)	PCBS/NSS	Cooperation of relevant parties	15,000
	5. Establishing geographic databases	PCBS	1. Providing two training courses 2. Replacing 7 PCs	30,000
	6. Establishing statistical databases with data producers of the NSS	PCBS/NSS	Cooperation of relevant parties (Four databases per year)	5,000
	7. Applying modern techniques to improve data dissemination	PCBS/NSS	1. Providing modern techniques/ tools on data dissemination 2. Implementing a study visit for one week	15,000

The First Strategic Objective: Improve the use of statistics in decision making

Sub-objective 1.2: Overall resources for statistics used more efficiently

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2016	1. Conducting training courses on various statistical topics	PCBS/NSS		5,000
	2. Conducting on job training on various statistical topics	PCBS/NSS		2,000
	3. Establishing a database of employees in the components of the national statistical system			
	4. Establishing and computerizing administrative records of the national statistical system (*)	PCBS/NSS	Cooperation of relevant parties	15,000
	5. Establishing geographic databases	PCBS		0
	6. Establishing statistical databases with data producers of the NSS	PCBS/NSS	Cooperation of relevant parties (Four databases per year)	5,000
	7. Applying modern techniques to improve data dissemination	PCBS/NSS	Providing modern techniques/tools on data dissemination	5,000

The First Strategic Objective: Improve the use of statistics in decision making

Sub-objective 1.2: Overall resources for statistics used more efficiently

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2017	1. Conducting training courses on various statistical topics	PCBS/NSS		5,000
	2. Conducting on job training on various statistical topics	PCBS/NSS		2,000
	3. Establishing a database of employees in the components of the national statistical system			
	4. Establishing and computerizing administrative records of the national statistical system (*)	PCBS/NSS	Cooperation of relevant parties	15,000
	5. Establishing geographic databases	PCBS		0
	6. Establishing statistical databases with data producers of the NSS	PCBS/NSS	Cooperation of relevant parties (Four databases per year)	5,000
	7. Applying modern techniques to improve data dissemination	PCBS/NSS	1. Providing modern techniques/ tools on data dissemination 2. Implementing a study visit for one week	15,000

The First Strategic Objective: Improve the use of statistics in decision making
Sub-objective 1.2: Overall resources for statistics used more efficiently

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2018	1. Conducting training courses on various statistical topics	PCBS/NSS		5,000
	2. Conducting on job training on various statistical topics	PCBS/NSS		2,000
	3. Establishing a database of employees in the components of the national statistical system			
	4. Establishing and computerizing administrative records of the national statistical system (*)			
	5. Establishing geographic databases	PCBS		0
	6. Establishing statistical databases with data producers of the NSS	PCBS/NSS	Cooperation of relevant parties (Four databases per year)	5,000
	7. Applying modern techniques to improve data dissemination	PCBS/NSS	Providing modern techniques/tools on data dissemination	5,000

(*): This activity contributes to the achievement of sub-objective 2.1 increased number of joint ventures and operations with the producers and users of the NSS.

The First Strategic Objective: Improve the use of statistics in decision making
Sub-objective 1.3: Increased awareness of statistics

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2014	1. Conducting workshops to promote awareness by statistical sectors	PCBS/NSS	Cooperation of relevant parties	4,000
	2. Preparing leaflets and brochures to promote statistical awareness	PCBS/NSS	Two brochures	2,000
	3. Conducting a study on the response burden	PCBS		5,000
	4. Preparing a comparative report on response rates	PCBS		2,000
	5. Adding PARADATA[4] questions on household surveys	PCBS		0
	6. Web portal of NSS			

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[4] The PARADATA of a survey are data about the process by which the survey data were collected.

The First Strategic Objective: Improve the use of statistics in decision making

Sub-objective 1.3: Increased awareness of statistics

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2015	1. Conducting workshops to promote awareness by statistical sectors	PCBS/NSS	Four workshops	4,000
	2. Preparing leaflets and brochures to promote statistical awareness	PCBS/NSS	Two brochures	2,000
	3. Conducting a study on the response burden			
	4. Preparing a comparative report on response rates			
	5. Adding PARADATA questions on household surveys			
	6. Web portal of NSS			

The First Strategic Objective: Improve the use of statistics in decision making

Sub-objective 1.3: Increased awareness of statistics

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2016	1. Conducting workshops to promote awareness by statistical sectors	PCBS/NSS	Four workshops	4,000
	2. Preparing leaflets and brochures to promote statistical awareness	PCBS/NSS	Two brochures	2,000
	3. Conducting a study on the response burden			
	4. Preparing a comparative report on response rates			
	5. Adding PARADATA questions on household surveys			
	6. Web portal of NSS	PCBS	Cooperation of data sources	5,000

The First Strategic Objective: Improve the use of statistics in decision making

Sub-objective 1.3: Increased awareness of statistics

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2017	1. Conducting workshops to promote awareness by statistical sectors	PCBS/NSS	Four workshops	4,000
	2. Preparing leaflets and brochures to promote statistical awareness	PCBS/NSS	Two brochures	2,000
	3. Conducting a study on the response burden	PCBS		5,000
	4. Preparing a comparative report on response rates			
	5. Adding PARADATA questions on household surveys			
	6. Web portal of NSS			

The First Strategic Objective: Improve the use of statistics in decision making

Sub-objective 1.3: Increased awareness of statistics

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2018	1. Conducting workshops to promote awareness by statistical sectors	PCBS/NSS	Four workshops	4,000
	2. Preparing leaflets and brochures to promote statistical awareness	PCBS/NSS	Two brochures	2,000
	3. Conducting a study on the response burden			
	4. Preparing a comparative report on response rates	PCBS		2,000
	5. Adding PARADATA questions on household surveys			
	6. Web portal of NSS			

The First Strategic Objective: Improve the use of statistics in decision making

Sub-objective 1.4: Improved statistical knowledge

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2014	1. Conducting workshops and seminars (schools, universities, business sector)	PCBS	Two workshops for each directorate	3,000
	2. Establishing and developing an educational resource center	PCBS		5,000
2015	1. Conducting workshops and seminars (schools, universities, business sector)	PCBS	Two workshops for each directorate	3,000
	2. Establishing and developing an educational resource center	PCBS		5,000
2016	1. Conducting workshops and seminars (schools, universities, business sector)	PCBS	Two workshops for each directorate	3,000
	2. Establishing and developing an educational resource center	PCBS		2,000
2017	1. Conducting workshops and seminars (schools, universities, business sector)	PCBS	Two workshops for each directorate	3,000
	2. Establishing and developing an educational resource center	PCBS		2,000
2018	1. Conducting workshops and seminars (schools, universities, business sector)	PCBS	Two workshops for each directorate	3,000
	2. Establishing and developing an educational resource center	PCBS		2,000

The Second Strategic Objective: Set-Up better partnerships with users and producers of the NSS

Sub-objective 2.1: Increased number of joint ventures and operations with the producers and users of the NSS

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2014	1. Implementation of national satellite accounts	PCBS	1. Implementing a technical assistance mission on tourism for 10 days 2. Implementing a technical assistance mission on health for 10 days 3. Implementing a technical assistance mission on education for 20 days 4. Providing suitable training and rehabilitation activities 5. Cooperation among data sources	60,000
	2. Implementation of the Population, Housing and Establishments Census 2017			
	3. Preparing standards and procedures for dissemination of official statistics (internet and publications)			

The Second Strategic Objective: Set-Up better partnerships with users and producers of the NSS

Sub-objective 2.1: Increased number of joint ventures and operations with the producers and users of the NSS

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2015	1. Implementation of national satellite accounts	PCBS	1. Implementing a study visit mission on education for one week 2. Implementing a technical assistant mission on the environment for 20 days 3. Cooperation among data sources	30,000
	2. Implementation of the Population, Housing and Establishments Census 2017	PCBS/NSS	Work plan and a detailed budget	300,000
	3. Preparing standards and procedures for dissemination of official statistics (internet and publications)			

The Second Strategic Objective: Set-Up better partnerships with users and producers of the NSS

Sub-objective 2.1: Increased number of joint ventures and operations with the producers and users of the NSS

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2016	1. Implementation of national satellite accounts	PCBS	Cooperation among data sources	0
	2. Implementation of the Population, Housing and Establishments Census 2017	PCBS/NSS	Work plan and a detailed budget	700,000
	3. Preparing standards and procedures for dissemination of official statistics (internet and publications)	PCBS		3,000
2017	1. Implementation of national satellite accounts	PCBS	Cooperation among data sources	0
	2. Implementation of the Population, Housing and Establishments Census 2017	PCBS/NSS	Work plan and a detailed budget	7,000,000
	3. Preparing standards and procedures for dissemination of official statistics (internet and publications)			

The Second Strategic Objective: Set-Up better partnerships with users and producers of the NSS

Sub-objective 2.1: Increased number of joint ventures and operations with the producers and users of the NSS

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2018	1. Implementation of national satellite accounts	PCBS	Cooperation among data sources	0
	2. Implementation of the Population, Housing and Establishments Census 2017	PCBS/NSS	Work plan and a detailed budget	2,000,000
	3. Preparing standards and procedures for dissemination of official statistics (internet and publications)			

The Second Strategic Objective: Set-Up better partnerships with users and producers of the NSS

Sub-objective 2.2: Partnerships opened with additional players in the NSS

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2014	1. Signing new memorandums of understanding and updating signed ones	PCBS		500
	2. Implementing a study to measure the extent of application and updating the signed memoranda of understanding	PCBS		1,000
2015	1. Signing new memorandums of understanding and updating signed ones	PCBS		500
	2. Implementing a study to measure the extent of application and updating the signed memoranda of understanding	PCBS		1,000
2016	1. Signing new memorandums of understanding and updating signed ones	PCBS		500
	2. Implementing a study to measure the extent of application and updating the signed memoranda of understanding	PCBS		1,000
2017	1. Signing new memorandums of understanding and updating signed ones	PCBS		500
	2. Implementing a study to measure the extent of application and updating the signed memoranda of understanding	PCBS		1,000

The Second Strategic Objective: Set-Up better partnerships with users and producers of the NSS

Sub-objective 2.2: Partnerships opened with additional players in the NSS

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2018	1. Signing new memorandums of understanding and updating signed ones	PCBS		500
	2. Implementing a study to measure the extent of application and updating the signed memoranda of understanding	PCBS		1,000

The Second Strategic Objective: Set-Up better partnerships with users and producers of the NSS

Sub-objective 2.3: Consolidated organization of the NSS (legal framework)

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2014	Forming and strengthening of the national work committees in various fields	PCBS/NSS	1. Cooperation of components of NSS in the formation of committees	10,000
2015	Forming and strengthening of the national work committees in various fields	PCBS/NSS		10,000
2016	Forming and strengthening of the national work committees in various fields	PCBS/NSS	2. Decision of Council of Ministers	10,000
2017	Forming and strengthening of the national work committees in various fields	PCBS/NSS	3. Listing and preparing standard forms	10,000
2018	Forming and strengthening of the national work committees in various fields	PCBS/NSS		10,000

The Second Strategic Objective: Set-Up better partnerships with users and producers of the NSS

Sub-objective 2.4: Improved commitment at policy level

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2014	Activity 1 of sub-objective 2.2 achieves this objective			
2015	Activity 1 of sub-objective 2.2 achieves this objective			
2016	Activity 1 of sub-objective 2.2 achieves this objective			
2017	Activity 1 of sub-objective 2.2 achieves this objective			
2018	Activity 1 of sub-objective 2.2 achieves this objective			

The Third Strategic Objective: Enhance the quality of statistics

Sub-objective 3.1: Increased trust in statistics by users

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2014	1. Establishing a database for regional and international applications received by PCBS	PCBS		3,000
	2. Implementing a study on frequent or cross indicators in regional and international questionnaires to be made available on PCBS website	PCBS		0
	3. Meeting PCBS requirements and obligations under signed agreements with regional and international partners	PCBS		0
	4. Implementing joint activities and projects with regional and international organizations	PCBS		0
	5. Preparing a report on data requests and number of visitors to PCBS website	PCBS		1,000
	6. Conducting user satisfaction survey			
	7. Applying techniques to enhance the ease of use of data and user satisfaction			

The Third Strategic Objective: Enhance the quality of statistics

Sub-objective 3.1: Increased trust in statistics by users

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2015	1. Establishing a database for regional and international applications received by PCBS	PCBS		3,000
	2. Implementing a study on frequent or cross indicators in regional and international questionnaires to be made available on PCBS website	PCBS		0
	3. Meeting PCBS requirements and obligations under signed agreements with regional and international partners	PCBS		0
	4. Implementing joint activities and projects with regional and international organizations	PCBS		0
	5. Preparing a report on data requests and number of visitors to PCBS website	PCBS		1,000
	6. Conducting user satisfaction survey	PCBS		30,000
	7. Applying techniques to enhance the ease of use of data and user satisfaction	PCBS	Specialized workshops with data users	2,500

The Third Strategic Objective: Enhance the quality of statistics

Sub-objective 3.1: Increased trust in statistics by users

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2016	1. Establishing a database for regional and international applications received by PCBS	PCBS		0
	2. Implementing a study on frequent or cross indicators in regional and international questionnaires to be made available on PCBS website	PCBS		0
	3. Meeting PCBS requirements and obligations under signed agreements with regional and international partners	PCBS		0
	4. Implementing joint activities and projects with regional and international organizations	PCBS		0
	5. Preparing a report on data requests and number of visitors to PCBS website	PCBS		1,000
	6. Conducting user satisfaction survey			
	7. Applying techniques to enhance the ease of use of data and user satisfaction			

The Third Strategic Objective: Enhance the quality of statistics

Sub-objective 3.1: Increased trust in statistics by users

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2017	1. Establishing a database for regional and international applications received by PCBS	PCBS		0
	2. Implementing a study on frequent or cross indicators in regional and international questionnaires to be made available on PCBS website	PCBS		0
	3. Meeting PCBS requirements and obligations under signed agreements with regional and international partners	PCBS		0
	4. Implementing joint activities and projects with regional and international organizations	PCBS		0
	5. Preparing a report on data requests and number of visitors to PCBS website	PCBS		1,000
	6. Conducting user satisfaction survey	PCBS		30,000
	7. Applying techniques to enhance the ease of use of data and user satisfaction	PCBS	Specialized workshops with data users	2,500

The Third Strategic Objective: Enhance the quality of statistics

Sub-objective 3.1: Increased trust in statistics by users

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2018	1. Establishing a database for regional and international applications received by PCBS	PCBS		0
	2. Implementing a study on frequent or cross indicators in regional and international questionnaires to be made available on PCBS website	PCBS		0
	3. Meeting PCBS requirements and obligations under signed agreements with regional and international partners	PCBS		0
	4. Implementing joint activities and projects with regional and international organizations	PCBS		0
	5. Preparing a report on data requests and number of visitors to PCBS website	PCBS		1,000
	6. Conducting user satisfaction survey			
	7. Applying techniques to enhance the ease of use of data and user satisfaction			

The Third Strategic Objective: Enhance the quality of statistics

Sub-objective 3.2: National quality framework approved and implemented

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2014	1. Preparing and applying national framework for data quality	PCBS/NSS	1. Implementing a technical assistance mission for two weeks 2. Cooperation of components of the national statistical system for the framework application	11,000
	2. Application of EFQM[5]	PCBS	1. Implementing a technical assistance mission 2. Cooperation of components of the national statistical system for the framework application	15,000
	3. Preparing and implementing the national framework for metadata			
	4. Developing methods of data collection (web, portable and handheld devices)	PCBS	Implementing a local technical assistance mission	5,000

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[5] EFQM: Is a model that represents a framework for enterprise management systems, and help them to examine approaching excellence in performance, and this form is used as an assessment tool.

The Third Strategic Objective: Enhance the quality of statistics

Sub-objective 3.2: National quality framework approved and implemented

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2015	1. Preparing and applying national framework for data quality	PCBS/NSS		1,000
	2. Application of EFQM	PCBS	1. Implementing a technical assistance mission 2. Cooperation of components of the national statistical system for the framework application	15,000
	3. Preparing and implementing the national framework for metadata	PCBS/NSS	1. Implementing a technical assistance mission 2. Cooperation of components of the national statistical system for the framework application 3. Obtaining a decision or legislation on the commitment of NSS components in the preparation, implementation, exchange and dissemination of official statistics	5,000
	4. Developing methods of data collection (web, portable and handheld devices)	PCBS	Implementing a local technical assistance mission	5,000

The Third Strategic Objective: Enhance the quality of statistics

Sub-objective 3.2: National quality framework approved and implemented

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2016	1. Preparing and applying national framework for data quality	PCBS/NSS		1,000
	2. Application of EFQM	PCBS	1. Implementing a technical assistance mission 2. Cooperation of components of the national statistical system for the framework application	15,000
	3. Preparing and implementing the national framework for metadata	PCBS/NSS		1,000
	4. Developing methods of data collection (web, portable and handheld devices)	PCBS	Implementing a local technical assistance mission	5,000

The Third Strategic Objective: Enhance the quality of statistics

Sub-objective 3.2: National quality framework approved and implemented

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2017	1. Preparing and applying national framework for data quality	PCBS/NSS		1,000
	2. Application of EFQM	PCBS	1. Implementing a technical assistance mission 2. Cooperation of components of the national statistical system for the framework application	15,000
	3. Preparing and implementing the national framework for metadata	PCBS/NSS		1,000
	4. Developing methods of data collection (web, portable and handheld devices)	PCBS	Implementing a local technical assistance mission	5,000

The Third Strategic Objective: Enhance the quality of statistics

Sub-objective 3.2: National quality framework approved and implemented

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2018	1. Preparing and applying national framework for data quality	PCBS/NSS		1,000
	2. Application of EFQM	PCBS	1. Implementing a technical assistance mission 2. Cooperation of components of the national statistical system for the framework application	15,000
	3. Preparing and implementing the national framework for metadata	PCBS/NSS		1,000
	4. Developing methods of data collection (web, portable and handheld devices)	PCBS	Implementing a local technical assistance mission	5,000

The Fourth Strategic Objective: Utilization of administrative records for statistics

Sub-objective 4.1: Harmonized standards and classifications

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2014	1. Launching the statistical classifications system on PCBS website	PCBS		4,000
	2. Cooperation with the interoperability team (Zinnar) to circulate the classifications and criteria adopted at PCBS	PCBS		2,000
	3. Preparing and updating additional manuals and classifications to be adopted and circulated	PCBS/NSS		1,000
	4. Developing standards and procedures for documenting statistical data (data and publications)	PCBS/NSS		1,000
	5. Developing standards and procedures for data processing			

The Fourth Strategic Objective: Utilization of administrative records for statistics

Sub-objective 4.1: Harmonized standards and classifications

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2015	1. Launching the statistical classifications system on PCBS website			
	2. Cooperation with the interoperability team (Zinnar) to circulate the classifications and criteria adopted at PCBS	PCBS		2,000
	3. Preparing and updating additional manuals and classifications to be adopted and circulated	PCBS/NSS		1,000
	4. Developing standards and procedures for documenting statistical data (data and publications)			
	5. Developing standards and procedures for data processing	PCBS/NSS		1,000

The Fourth Strategic Objective: Utilization of administrative records for statistics

Sub-objective 4.1: Harmonized standards and classifications

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2016	1. Launching the statistical classifications system on PCBS website			
	2. Cooperation with the interoperability team (Zinnar) to circulate the classifications and criteria adopted at PCBS	PCBS		2,000
	3. Preparing and updating additional manuals and classifications to be adopted and circulated	PCBS/NSS		1,000
	4. Developing standards and procedures for documenting statistical data (data and publications)			
	5. Developing standards and procedures for data processing			

The Fourth Strategic Objective: Utilization of administrative records for statistics

Sub-objective 4.1: Harmonized standards and classifications

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2017	1. Launching the statistical classifications system on PCBS website			
	2. Cooperation with the interoperability team (Zinnar) to circulate the classifications and criteria adopted at PCBS	PCBS		2,000
	3. Preparing and updating additional manuals and classifications to be adopted and circulated	PCBS/NSS		1,000
	4. Developing standards and procedures for documenting statistical data (data and publications)	PCBS/NSS		1,000
	5. Developing standards and procedures for data processing			

The Fourth Strategic Objective: Utilization of administrative records for statistics
Sub-objective 4.1: Harmonized standards and classifications

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2018	1. Launching the statistical classifications system on PCBS website			
	2. Cooperation with the interoperability team (Zinnar) to circulate the classifications and criteria adopted at PCBS	PCBS		2,000
	3. Preparing and updating additional manuals and classifications to be adopted and circulated	PCBS/NSS		1,000
	4. Developing standards and procedures for documenting statistical data (data and publications)			
	5. Developing standards and procedures for data processing			

The Fourth Strategic Objective: Utilization of administrative records for statistics

Sub-objective 4.2: Increased commitment by producers

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2014	1. Conducting specialized technical meetings with data producers of the components of NSS	PCBS		1,000
	2. Conducting training courses or on job training about used standards and classifications within the national statistical system, depending on the nature of work and their need	PCBS		3,000
	3. Conducting visits to ministries to identify their current status and the classifications and standards in use	PCBS	Cooperation and coordination between PCBS and components of NSS	2,000
	4. Developing electronic services for exchanging data between producers (web services)	PCBS		4,000

The Fourth Strategic Objective: Utilization of administrative records for statistics

Sub-objective 4.2: Increased commitment by producers

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2015	1. Conducting specialized technical meetings with data producers of the components of NSS	PCBS		1,000
	2. Conducting training courses or on job training about used standards and classifications within the national statistical system, depending on the nature of work and their need	PCBS		3,000
	3. Conducting visits to ministries to identify their current status and the classifications and standards in use			
	4. Developing electronic services for exchanging data between producers (web services)	PCBS		4,000
2016	1. Conducting specialized technical meetings with data producers of the components of NSS	PCBS		1,000
	2. Conducting training courses or on job training about used standards and classifications within the national statistical system, depending on the nature of work and their need	PCBS		3,000
	3. Conducting visits to ministries to identify their current status and the classifications and standards in use			
	4. Developing electronic services for exchanging data between producers (web services)	PCBS		4,000

The Fourth Strategic Objective: Utilization of administrative records for statistics

Sub-objective 4.2: Increased commitment by producers

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2017	1. Conducting specialized technical meetings with data producers of the components of NSS	PCBS		1,000
	2. Conducting training courses or on job training about used standards and classifications within the national statistical system, depending on the nature of work and their need	PCBS		3,000
	3. Conducting visits to ministries to identify their current status and the classifications and standards in use			
	4. Developing electronic services for exchanging data between producers (web services)	PCBS		4,000
2018	1. Conducting specialized technical meetings with data producers of the components of NSS	PCBS		1,000
	2. Conducting training courses or on job training about used standards and classifications within the national statistical system, depending on the nature of work and their need	PCBS		3,000
	3. Conducting visits to ministries to identify their current status and the classifications and standards in use			
	4. Developing electronic services for exchanging data between producers (web services)			

The Fourth Strategic Objective: Utilization of administrative records for statistics

Sub-objective 4.3: Improved statistical planning process in ministries and government institutions

Year	Activity	Responsibility	Risk and assumptions	Estimated cost ($)
2014	Conducting technical meetings about planning statistical activities for data producers in the components of NSS	PCBS/NSS		1,000
2015	Conducting technical meetings about planning statistical activities for data producers in the components of NSS	PCBS/NSS		1,000
2016	Conducting technical meetings about planning statistical activities for data producers in the components of NSS	PCBS/NSS		1,000
2017	Conducting technical meetings about planning statistical activities for data producers in the components of NSS	PCBS/NSS		1,000
2018	Conducting technical meetings about planning statistical activities for data producers in the components of NSS	PCBS/NSS		1,000

5.2 Estimated Budget

Following the drafting of the strategic objectives and sub-objectives of the NSDS in coordination with members of the Advisory Council for Official Statistics, a workshop was held for data users from ministries, governmental institutions, the private sector, universities and research centers and civil society bodies to introduce the strategic objectives and identify the activities necessary to achieve these objectives and the costs of implementation. Once the costs had been 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 annual core statistical program implemented by PCBS.

The following is the estimated total budget:

Strategic Objectives and Sub-Objectives	Year/ Estimated cost ($)					Total cost ($)
	2014	2015	2016	2017	2018	
The First Strategic Objective: Improve the use of statistics in decision making	149,000	111,000	119,000	83,000	101,000	563,000
Sub-objective 1.1: Better fed policy formulation with relevant data.	71,000	25,000	71,000	25,000	71,000	263,000
Sub-objective 1.2: Overall resources for statistics used more efficiently.	57,000	72,000	32,000	42,000	17,000	220,000
Sub-objective 1.3: Increased awareness of statistics.	13,000	6,000	11,000	11,000	8,000	49,000
Sub-objective 1.4: Improved statistical knowledge.	8,000	8,000	5,000	5,000	5,000	31,000
The Second Strategic Objective: Set-Up better partnerships with users and producers of the NSS	71,500	341,500	714,500	7,011,500	2,011,500	10,150,500
Sub-objective 2.1: Increased number of joint ventures and operations with the producers and users of the NSS	60,000	330,000	703,000	7,000,000	2,000,000	10,093,000
Sub-objective 2.2: Partnerships opened with additional players in the NSS	1,500	1,500	1,500	1,500	1,500	7,500
Sub-objective 2.3: Consolidated organization of the NSS (legal framework)	10,000	10,000	10,000	10,000	10,000	50,000
Sub-objective 2.4: Improved commitment at policy level.	0	0	0	0	0	0
The Third Strategic Objective: Enhance the quality of statistics	35,000	62,500	23,000	55,500	23,000	199,000
Sub-objective 3.1: Increased trust in statistics by users	4,000	36,500	1,000	33,500	1,000	76,000
Sub-objective 3.2: National quality framework approved and implemented.	31,000	26,000	22,000	22,000	22,000	123,000
The Fourth Strategic Objective: Utilization of administrative records for statistics	19,000	13,000	12,000	13,000	8,000	65,000
Sub-objective 4.1: Harmonized standards and classifications	8,000	4,000	3,000	4,000	3,000	22,000
Sub-objective 4.2: Increased commitment by producers	10,000	8,000	8,000	8,000	4,000	38,000
Sub-objective 4.3: Improved statistical planning process in ministries and government institutions.	1,000	1,000	1,000	1,000	1,000	5,000
Total cost of implementing strategic activities	274,500	528,000	868,500	7,163,000	2,143,500	10,977,500
Promotion cost of the strategy	10,000	0	0	0	0	10,000
Monitoring and evaluation	10,000	10,000	15,000	10,000	15,000	60,000
Internal committee	10,000	10,000	10,000	10,000	10,000	50,000
TA mission for evaluation	0	0	5,000	0	5,000	10,000
Total cost of the strategy	294,500	538,000	883,500	7,173,000	2,158,500	11,071,500
Core statistical program for PCBS	7,500,000	7,500,000	7,500,000	7,500,000	7,500,000	37,500,000
Grand total	7,794,500	8,038,000	8,383,500	14,673,000	9,658,500	48,547,500

6. Monitoring and Evaluation

The implementation and monitoring of NSDS activities are considered key tasks data base indicators to monitor and evaluate performance on a regular basis, assessment of the quality of outputs, the contribution to the achievement of strategic objectives and the overall objective to develop an integrated, sustainable and effective national statistical system.

Methods to monitor and evaluate strategic projects by regional and international institutions are based on monitoring the implementation of activities, the evaluation of achievements, measuring the impact of the activities implemented, to what extent they fulfilled the related objective, and evaluating the level of understanding by users of the objectives. These multiple methods of evaluation rely 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, plus studies and

surveys conducted by external agencies such as committees of experts and consultants. Large enterprises distribute evaluation into stages during the implementation and post-implementation of strategy. Assessment 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 assessment 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 new strategies.

For the purposes of the regional Euro-Mediterranean statistical cooperation program for example, and during the process of implementing the strategy, monitoring is based on quarterly reports every three months to measure progress on the completion of activities in accordance with the annual plan for the sub-program extracted from semi-annual and annual reports. External agencies assist in the evaluation process in diverse ways, such as interviewing the participants and those implementing the project after completing questionnaires to measure the impact of the activities and extent of achievement of the objectives.

ESCWA also monitors and evaluates its programs by sending out questionnaires and using the assistance of external agencies as described above: this format is followed in regional and international institutions including the International Monetary Fund, European Union and United Nations.

The monitoring and evaluation of previous strategies took place using a variety of methods as referred to above and through periodic reports (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. In this instance, PCBS will benefit from the evaluation of strategies to

build on previous development, and will be assisted by external institutions from outside the NSS to conduct statistical evaluation and measure the impact of performance.

6.1   Determinants of the Monitoring and Evaluation System

An integrated system must be established to regulate the process of monitoring and implementing strategic activities, taking into consideration the following:

- Listing and follow-up activities to execute and justify non-implemented activities.

- Assessing the quality of achievement of strategic activities according to the statistical practices charter, which includes various levels of quality in statistical work.

- Measuring the impact and assessing performance in the achievement of strategic objectives and sub-objectives by an independent third party to examine accuracy and objectivity and increase public confidence in the national statistical system.

- The monitoring system includes the identification of good practice in the field of statistical work, such as coordination and partnership between components of the national statistical system.

6.2   The Implementation Mechanism and Performance Indicators

Periodic reports on progress will take place on the implementation of the activities of the strategy for submission to the Advisory Council for Official Statistics. It is important to hold expanded annual workshops with partners within the national statistical system

to discuss progress reports and present the findings to the Advisory Council for Official Statistics.

Performance is measured systematically using a monitoring process based on a number of performance indicators to measure effectiveness and impact, including the following:

1. Performance indicator related to the strategic objective
2. Performance indicator related to the sub-objective
3. Performance indicator related to the annual strategic plan
4. Index performance on a semi-annual basis.

6.3 Measuring Impact of Performance

Performance 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 geared towards data users, particularly policy makers.

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Annexes
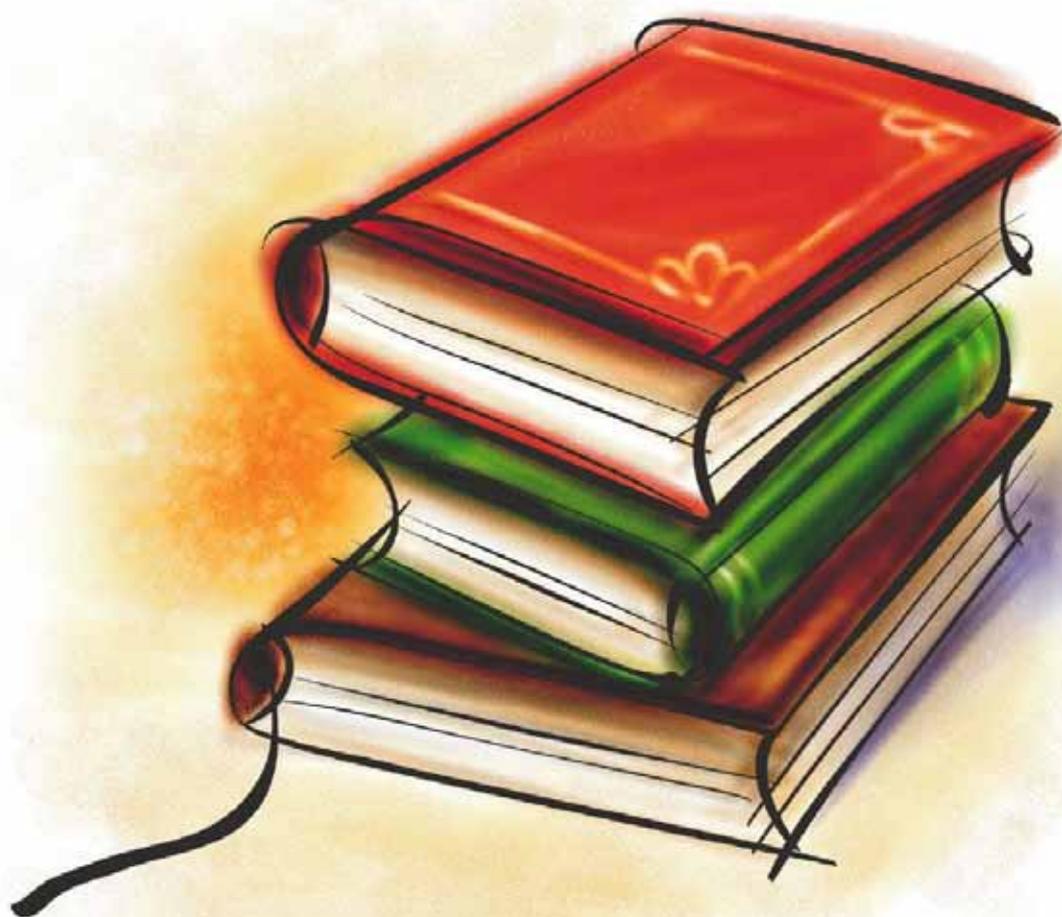
Annex 01: Team of preparation of the National Strategy for the Development of the Official Statistics 2014-2018

Nazmi Harb	Director General of Planning and Development directorate / Team Leader
Mohammad Omari	Deputy Director General of Planning and Development directorate / Member
Maen Salhab	Director of the Statistical Yearbooks Department / Member
Bader Ihsoun	Director of Planning and Development Department / Member
Amjad Harb	Director of Systems Development Department / Member
Zahran Ikhlaif	Director of Environment Statistics Department / Member
Aladdin Salameh	Director of Projects and Fundraising Department / Member
Reema Abu-Al-Hayja	Head of External Training Division / Member

Annex 02: Participants in the workshops of preparing the National Strategy for the Development of the Official Statistics 2014-2018

Workshop of Analysis and diagnosis of the National Statistical System
Location: Palestinian Central Bureau of Statistics (PCBS)
Date: Monday, 18/03/2013

Name	Job Title	Institution
Eng. Abdel Gawad Daas	Computer Engineer	Palestinian Authority Land
Nadia Abdel-Karim AlRoom	Head of Statistical Division	Supreme Court / Supreme Judicial Council
Kanaan AlGamal	Director of UNRWA Programs	Department of Refugee Affairs
Said Salama	Director General of Studies	Department of Refugee Affairs
Baha Abu Amsha	Head of Statistical Division	Office of the Chief Justice
Walid Bahgat Dweikat	Director of Market Studies	Palestinian Telecommunications Company
Shaher Mosa	Head of Statistical Division	Palestine Monetary Authority (PMA)
Mohammed Faleh Hussein	Research Assistant	Palestine Monetary Authority (PMA)
Mohamed Ahmed Hathnaway	Economic Researcher	Institute for Palestine Economic Policy Research (MAS)

Name	Job Title	Institution
Majdi Nuri	Studies Officer	Palestine Capital Market Authority
Saleh Hasasneh	Employee	Applied Research Institute "Areej"
Dr. Mahmoud El Manasra	Associate Professor	Arab American University
Wesam Samara	Department of Planning	Al-Quds Open University
Nevin Makkawi	Statistical Analyst	Al-Istiqlal University
Rima Diwan	Director of Research and Analysis	Ministry of Communication and Information Technology
Ghadir Ala'raj	Director of Statistics	Ministry of Public Works and Housing
Mostafa Salim Saffarini	Director of Housing Cooperative	Ministry of Public Works and Housing
Rola Dawood	Chief of Planning Unit	Ministry of Information
Mohamed Asem Daraghmeh	Director of Monitoring and Evaluation	Ministry of Culture
Saleh Motawea	Department of Statistics	Ministry of National Economy
Murad Nasser	Budget Manager	Ministry of Awqaf and Religious Affairs
Eng. Aladdin Ayesh	Director of Monitoring and Evaluation	Ministry of Planning and Administrative Development
Munjid Soliman	Head of Statistical Division	Ministry of Education

Name	Job Title	Institution
Iyad Ghanem	Deputy Director of Statistics	Ministry of Agriculture
Sabri Humaydan	Statistics Coordinator	Ministry of Tourism and Antiquities
Jihan Ahmed Daibes	Head of Policy Division	Ministry of Social Affairs
Rasha Ahmed	Statistical Assistant	Ministry of Social Affairs
Dr. Jawad al-Al Bitar	Director of Palestinian Health Information Center	Ministry of Health
Nazih Arman	Director of Policy	Ministry of Labor
Iman Taha	Director of Statistics	Ministry of Transport
Kaenat Jaradat	Director of Statistics	Ministry of Prisoners' Affairs
Zaghloul Samhan	Director General of Planning	Ministry of Environmental Affairs
Darren Khalil	Head of the Research Unit	Jawwal Company
Ola Ali Saleh	Analyst needs and behaviors of the clients	Jawwal Company

Workshop of Strategic Objectives Articulation and Problems Tree Analysis
Location: Caesar Hotel, Ramallah

Date: Sunday and Monday, 07- 08/04/2013

Name	Job Title	Institution
Ola Awad	President of PCBS	PCBS
Mahmoud Jaradat	Assistant of President for Statistical Affairs	
Afif Abdul-Aziz	Assistant of President for Complementary Affairs	
Nazmi Harb	DG, Planning and Development Directorate	
Dr. Saleh Al-Kafri	DG, Economic Statistics Directorate	
Loay Shehadeh	DG, Ministers Cabinet Unit	
Inaya Zidan	DG, Samples, Methodology and Quality Directorate	
Sufian Abu-Harb	DG, Information Systems Directorate	
Amin Dreidi	DG, Administrative and Financial Affaires	
Raed Samarah	DG, Field Work Directorate	
Haleema Saeed	DG, International Relationship Directorate	
Abdullah Najjar	DG, Population and Housing Censuses Directorate	
Mahmoud Abd-Alrahman	DG, Area Statistics Directorate	
Mustafa Khawaja	Deputy of DG, Area Statistics Directorate	

Name	Job Title	Institution
Jawad Al-Saleh	DG, Population and Social Statistics Directorate	
Khalid Abu-Khalid	Deputy of DG, Population and Social Statistics Directorate	
Majdi Samara	DG, Palestinian Statistical Training Center	
Dr. Samir Abdallah	Director General	Palestine Economic Policy Research Institute (MAS)
Eng. Bader Abu Zahra	DG, Monitoring and Evaluation	Ministry of Planning and Administrative Development
Mohammad Abdelkader Alhusainy	Chairman of the Board	Faisal Alhusainy Foundation
Fatina Watha'ify	DG, Policies and Planning	Ministry Of Women's affairs
Imad Shannan	DG, Civil Affairs, West Bank	Ministry of Interior
Eng. Sa'ada Hammouda	DG of Planning	Ministry of Education
Habib Abu Nafesa	Director of Finance Department	Engineers Association
Muna Al Khaleely	Secretary of the Union	General Union of Palestinian Women
Dr. Allam Jarrar	Member of the Coordinating Committee	NGO's Network

Workshop of Strategic Objectives and Activities
Location: Palestinian Central Bureau of Statistics (PCBS)
Date: Wednesday, 08/05/2013

Name	Job Title	Institution
Reema Mahmoud Diwan	Director of Analyses and Research Department	Ministry of Communications and Information Technology
Eng. Bader Abu Zahra	DG, Monitoring and Evaluation	Ministry of Planning and Administrative Development
Waleed Al Astal	Director	Ministry of Transport
Munjid Soliman	Head of Statistical Division	Ministry of Education
Dr. Jawad al-Al Bitar	Director of Palestinian Health Information Center	Ministry of Health
Kaenat Jaradat	Director of Statistics	Ministry of Prisoners' Affairs
Mohammad Badran	Finance Department	Ministry of Finance
Nazih Arman	Director of Policy	Ministry of Labor
Sabri Humaydan,	Statistics Coordinator	Ministry of Tourism and Antiquities
Rasha Ahmad	Statistical Assistant	Ministry of Social Affairs
Hanan Abu Dayya	Planning and Projects Department	Ministry of Interior
Mohamed Asem Daraghmeh	Director of Monitoring and Evaluation	Ministry of Culture

Name	Job Title	Institution
Murad Naser	Budget Manager	Ministry of Awqaf and Religious Affairs
Eng. Dareen Al Tory	Planning and Development Department	Ministry of Al Quds Affairs
Mohammad Faleh Husain	Researcher Assistant	Palestinian Monetary Authority (PMA)
Nahrain Amin Daraghmeh	Network Department Director	Palestinian Land Authority
Ohood Habash	Head of Development Division	PCBS
Mahmoud Jaradat	Assistant of President for Statistical Affairs	PCBS
Rasha Sarrawy	Statistical Assistant	PCBS
Rania Alawneh	Head of Division	PCBS
Anwar Al Sha'er	Supervisor	Paltel Group
Waseem Zoghby	Director of Institutional Research	Bethlehem University
Mohammad Jadallah	Statistics Department Director	Ministry of Local Government
Majdy Noory	Studies Officer	Palestine Capital Market Authority
Niveen Salameh	Director of the Implementation of Government Decisions	Ministers Cabinet
Wisam Samarah	Administration	Al Quds Open University
Nadia Al Room	Head of Statistics Division	Supreme Judicial Council
Majed Ma'aly	Secretary General	Palestinian Businessmen's Association

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 statistical system. These will form the basis for the development of the main goals of the National Strategy for Official Statistics 2014-2018:

Strengths:

1. Existence of a sound legal environment:

An appropriate legal and professional environment is available in Palestine for the production and dissemination of official statistics, in addition to regulations to ensure the flow of data from its sources and the production and dissemination of official statistics. The legal environment comprises mainly:

- General Statistics Law No. 4 of 2000, which was adopted in July 2000.
- Regulations for the General Statistics Law No. 4 of 2000.

2. Existence of a specific, effective, professionally independent statistical institution to support, promote and develop the Palestinian statistical system:

- Adoption of strategic planning for statistical work since the establishment of PCBS.

- Continuity and fulfillment of the statistical program in exceptional circumstances (Israeli measures, Gaza split, emergency situations).

- Implementation of the statistical program and the publication of the results free of any political influences.

- Adoption of international standards and professional statistical classifications in statistical work.

- Effective means of data dissemination, including databases and data visualization.

- Providing raw data files to the public.

- Development of a strategy to ensure the compatibility of PCBS programs with the needs of users, focusing on the following aspects:

    – Identifying the priorities and needs of users within the statistical program.
    – Presenting and discussing PCBS plans and strategies with users.
    – The implementation of a program of dialogue with data producers and users.
    – Promotion of the use of statistics in scientific research.
    – Dissemination of statistical data in collaboration and partnership with users.

3. Highly qualified human resources at PCBS and at some statistical units in Palestinian institutions:

- Development of a policy for human resource development of the national statistical system.

- Qualified and specialized young professionals with accumulated practical experience in statistical work in the fields of social, economic and environmental matters available at PCBS.

- Qualified and specialized young professionals with accumulated practical experience in statistical units in Palestinian institutions in areas of education, health, labor, social affairs and Awqaf (religious affairs).

4. Adoption by PCBS of best practices in the production and dissemination of official statistics:

- Adoption of the ten principles of official statistics.

- Charter of Practices of Palestinian Official Statistics: these practices describe the official principles of statistical work, the role of the components of the national statistical system and the system of support for statistical bodies. It also describes work procedures related to data quality, accessibility of statistical data, maintaining data confidentiality and emphasizing the balance between the need for statistics and their burden on respondents.

5. Existence of the Palestinian Center for Statistical Training to strengthen capacity within the national statistical system:

- The Palestinian Center for Statistical Training continues efforts to enhance the capacity of staff in PCBS and statistical units in ministries and government institutions through the identification of training needs and the implementation of training courses to meet these needs.

- The Palestinian Center for Statistical Training is a national center that provides periodic and continuous training for PCBS staff and statistical units in the national statistical system in accordance with the needs of statistical work and career paths.

6. Commitment to a national effort to improve administrative records:

- The existence of a national committee for the construction and development of the population register.

- The existence of a central committee for administrative records to consolidate and develop records produced by statistical units.

- The presence of the Permanent National Committee for the construction of a central business register.

7. Disseminating metadata of PCBS surveys:

- Processing metadata documenting PCBS methodologies for the implementation of all surveys conducted since 2000 to the present day.

- Publishing and disseminating available metadata databases on the PCBS website.

8. Network of local, regional and international relations:

- Signing of memoranda of understanding between PCBS and data producers in the government sector for the development of statistical work and promotion of joint work and unification of efforts.

- Signing of memoranda of understanding between PCBS and Palestinian universities to exchange experience and promote the use of statistical data for the purposes of scientific research.

- The presence of specialized bodies dealing with public and international relations in PCBS, ministries and government institutions that have established strong relations with regional and international organizations related to statistical work, such as the Statistics Division of the United Nations, UNESCO, UNICEF, the World Health Organization, United Nations Fund for Population, Food and Agriculture Organization, ESCWA, the World Bank and the International Monetary Fund.

Weaknesses:

1. Weak physical and human resources in most statistical units:

- Inadequate human resources in most statistical units.
- Insufficient number of specialized statisticians in most statistical units.
- Limited budgets for most statistical units.

2. Lack of statistical units where required in ministries:

- According to the results of the 2012 survey of administrative records conducted by PCBS, 46% of ministries and government institutions did not have a statistical unit.

3. Under-coverage of administrative and central records:

- Administrative records and central registers fail to cover many details of topics
- Lack of organized administrative records in many statistical units.
- Administrative records available in some statistical units are not computerized.

4. Heavy reliance on donor funding for statistical programs:

- The statistical program of PCBS relies primarily on funding from donors.
- Statistical projects in ministries and government institutions rely mainly on external funding.

5. Limited commitment by some units to the use of statistical standards adopted in the statistical process:

Despite the Cabinet decree adopting statistical standards, terms, concepts and classifications as drafted by PCBS and circulated to ministries and government institutions, use of these standards is limited in statistical work by ministries and government institutions.

6. Lack of clarity in the roles and responsibilities of some statistical bodies and frequent changes in organization structure in ministries:

- Statistical work is not a priority in some statistical units in ministries and governmental institutions.
- Instability in administrative and technical personnel working in statistical units in ministries and governmental institutions.

7. Weak planning in many statistical bodies:

- Lack of clear and specified vision, mission and goals for statistical work in some statistical units.
- Lack of a specific statistical program in many statistical units.

8. Absence of a national metadata framework:

Due to the lack of efficient administrative records in many statistical units, there is no incentive to provide metadata.

9. Weak statistical knowledge among specific categories of user:

PCBS has exerted efforts to promote statistical awareness among various categories of user, including:

- Developing a brochure on the national statistical system circulated to users.
- Developing a guide to the national statistical system.
- Developing "how to" documents to enhance understanding among statistical field workers.
- Seminars in universities:

PCBS should continue efforts to promote awareness among various statistical categories of user, especially businessmen and students in schools and universities.

Opportunities:

1. Expand interest in official statistics at local and international levels:

- An increase in the number of requests for the services provided by PCBS from various users' groups.

- Increased interest by local and international organizations in Palestinian official statistics.

2. Endorsement of the amended Statistical Law:

- The current Statistical Law explains the nature of the work of PCBS without specifying the role of statistical units and their contribution to the statistical process.

- The Amended Statistical Law confirms the independence of PCBS and clarifies clearly the roles of the components of the national statistical system.

3. Increased use of official statistics in decision and policymaking and national development plans:

- Based on the results of the PCBS survey on the uses of statistics in policymaking, the use of statistics in policymaking and government decision making increased from 71% in 2010 to 81% in 2012.

- The National Development Plan for 2011-2013 is based mainly on statistical indicators issued by PCBS in the preparation of sectoral and national indicators.

- Evaluation and follow-up of a national plan based on statistical indicators.

- A national partnership and efforts to establish a supervisory system are underway to provide statistical indicators on various fields.

4. The e-government project:

- Within the context of the plan to establish e-government in Palestine, work is underway to draft legislation that regulates data security, protection, flow, right of access, electronic transactions, etc.

- The establishment of an infrastructure of information technology to link ministries and governmental institutions within a unified governmental network.

- The establishment of an integrated framework for the exchange of information (Zinar) to standardize the classifications and standards used by ministries and governmental institutions, and a Cabinet decree to compel ministries and governmental institutions to adopt these standards in administrative records and the production of statistics.

- Promotion of electronic services in the interests of governmental institutions, non-governmental organizations and citizens is currently underway.

5. Ensuring an appropriate, advanced IT environment for the production and dissemination of official statistics:

- A strong infrastructure of information technology is available in many of the ministries and governmental institutions but is not used effectively by many of the statistical units.

6. The Advisory Council for Official Statistics:

- The Advisory Council for Official Statistics is an essential pillar to support the development and adoption of statistical methodologies and the development of plans and strategies for national statistics.

7. **Adoption of statistical systems manual:**

- The Manual of Statistical Systems defines the relationship between the major parties of the statistical system, their functions, powers and roles.

- Promotion of the establishment and development of statistical units and encouraging statistical awareness of the importance of official statistics.

8. **Contribution of PCBS Statistical Training Center in strengthening the capacity of personnel in the statistical system:**

- The PCBS Statistical Training Center prepares an annual plan, with the participation of statistical units and employees within the statistical system, to identify internal and external training needs.

- The PCBS Statistical Training Center implements a training program that reflects the training plan and is drawn up annually for workers in the statistical system.

- Contribution to the promotion and development of technical and administrative skills of workers in the statistical system.

9. **Statistical units in the national statistical system and promoting their role:**

- There are only a few statistical units in ministries and governmental institutions.

10. **Cooperation of respondents in official statistics:**

- Response rates in surveys carried out by PCBS exceeded 85%, which is a high rate internationally.

Threats:

1. The continued Israeli occupation:

- Israeli measures against the Palestinian people have a negative impact on the process of collecting statistical data and geographic coverage.

2. Continued political and economic instability:

- Political split between the West Bank and Gaza Strip.
- Economic recession and financial crisis in the state of Palestine.
- Uncertain prospects for a political solution to the Palestinian issue.

3. Uncertainty regarding the sustainability of funding required for statistical work:

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

Annex 04: Problem Tree Analysis

Lack of an integrated statistical system

- Lack of administrative data used for statistics
- Weak quality for statistics
- Weak use of statistics in decision making
- Weak partnerships with users

- Weak quality of administrative records

- Decreased trust by users in some statistics
- Lack of National quality framework

- Weak coordination within the NSS
- Confusion of roles within the NSS

- Weak commitments on standards
- Weak planning in statistical units
- Not enough commitment for statistical policy level

- Weak public and official awareness for stats

- No common vision for statistics in the NSS

- No financial sustainability for statistics programs

- Israeli measures agensit the Palestinian people

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

Overall objective: Develop an integrated, sustainable and effective national statistical system

Strategic Objectives	Indicators	Means of Verification	Assumptions and Risks
1. Improve the use of statistics in decision making	Number of policies based on official statistical data	Special surveys implemented by PCBS	The strategy is built primarily around developing partnerships within the NSS. The level of implementation is closely linked to the willingness of all the partners involved (both the government sector and civil society) to commit themselves to comprehensive and permanent cooperation and exchange (this latter aspect including the exchange of data). The strategy integrates various and multiple activities that should contribute to a better understanding among the actors of the NSS and increase the opportunities for mutual and shared benefits.
2. Set-up better partnerships with users and producers of the NSS	• Number of joint activities • Number of institutions contributing in production of statistics	Reports on data produced by statistical system	
3. Enhance the quality of statistics	Adoption of a national quality framework by the components of NSS	Reports by PCBS and components of NSS	
4. Utilization of administrative records for statistics	Number of indicators supplied by administrative records' data	Report by PCBS and statistical bodies	

NSDS (Summary of objectives, outputs and activities)	Indicators	Means of Verification	Risks and Assumptions
The First Strategic Objective: Improve the use of statistics in decision making	Number of policies built on official statistical data	Special surveys implemented by PCBS	• Frequent unwillingness/ reluctance by decision makers to use statistics in policy and decision making. • Lack of confidence among decision and policy makers in official statistics. • Full implementation of the planned activities of this strategy will strengthen confidence in official statistics by improving the quality of statistical data and increasing knowledge and awareness 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 provide the public with available statistics.

NSDS (Summary of objectives, outputs and activities)	Indicators	Means of Verification	Risks and Assumptions
Sub-objective 1.1: Better fed policy formulation with relevant data	Number of government reports based on products of national statistical system	Report by statistical bodies in ministries and governmental institutions and report by PCBS	
	• Number of Council of Ministers' decisions based on statistics • The number of decisions adopted in ministries based on statistics	• Archive of Council of Ministers • Report by PCBS	
Expected outputs			
1. A study to measure the impact of use of statistics in policy making.	Number of reports measuring the impact of use of statistics in policy-making	Report by PCBS	
2. Increasing awareness of the importance of statistics and providing statistical data for policy makers.	• Number of awareness and training workshops • Number of publications produced	Report by PCBS	

NSDS (Summary of objectives, outputs and activities)	Indicators	Means of Verification	Risks and Assumptions
Activities			
1. Implementation of a survey measuring the impact of the use of statistics in policy making by government and private sectors.	Data collection and processing	Report of survey findings by PCBS	
2. Conducting awareness training courses, workshops and meetings on the importance of the use of statistics in developing policies addressed to policy makers (by sector).	Number of awareness and training workshops	Report by PCBS	
3. Preparing specialized monthly statistical periodicals both as hard copies and electronically.	Number of periodicals	Report by NSS components	
4. Preparing policy papers on various subjects.	Number of policy-oriented papers	Report by NSS components	
5. Preparing an index of statistical outputs for the statistical system. (Catalogue)	Index of statistical outputs	Report by PCBS	
Sub-objective 1.2: Overall resources for statistics used more efficiently	Number of trainees from NSS components	Report by PCBS	
	Number of trainees from NSS components in on job training	Report by PCBS	

NSDS (Summary of objectives, outputs and activities)	Indicators	Means of Verification	Risks and Assumptions
	Number of databases developed by NSS components	Report by PCBS	
	Number of statistical processes implemented by use of new techniques (handheld devices, surveys conducted online and by internet).	Report by PCBS	
Expected outputs			
1. Implementation of training courses	Number of training courses conducted	Report by PCBS	
2. Statistical databases	Number of databases established	Report by PCBS	
3. Computerized administrative records	• Number of computerized administrative record forms • Number of ministries and institutions where administrative records are computerized	Report by PCBS	

NSDS (Summary of objectives, outputs and activities)	Indicators	Means of Verification	Risks and Assumptions
4. Data published using new techniques	Number of projects where data were published using new techniques	Report by PCBS	
Activities			
1. Conducting training courses on various statistical topics	Number of training courses conducted	Report by PCBS	
2. Conducting on job training on various statistical topics	Number of training courses conducted	Report by PCBS	
3. Establishing a database of employees in the components of the national statistical system	Computerized database	Report by PCBS	
4. Establishing and computerizing administrative records of the national statistical system [(*)]	• Number of computerized administrative record forms. • Number of ministries and institutions where administrative records are computerized	Report by PCBS	
5. Establishing geographic databases	Number of geographic databases	Report by PCBS	

NSDS (Summary of objectives, outputs and activities)	Indicators	Means of Verification	Risks and Assumptions
6. Establishing statistical databases with data producers of the NSS	Number of statistical databases established	Report by PCBS	
7. Applying modern techniques to improve data dissemination	Number of techniques used	Reports by NSS components	
Sub-objective 1.3: Increased awareness of statistics	Number of seminars and workshops implemented	Report by PCBS	
	Number of publications and brochures produced	Report by PCBS	
	Percentage of positive assessments by participants in seminars and workshops	Report by PCBS	
	Response rates in surveys	Report by PCBS	
Expected outputs			
1. Workshops and seminars	Number of workshops and seminars	Report by PCBS	
2. Leaflets, brochures and various press materials	Number of leaflets, brochures and press materials	Reports by NSS components	

NSDS (Summary of objectives, outputs and activities)	Indicators	Means of Verification	Risks and Assumptions
3. Studies on response rates	Number of studies on response rates	Report by PCBS	
4. A web portal for the NSS	Availability of web portal of the NSS	Report by PCBS	
Activities			
1. Conducting workshops to promote awareness by statistical sectors	Number of workshops conducted to promote statistical awareness	Report by PCBS	
2. Preparing leaflets and brochures to promote statistical awareness	Number of leaflets and brochures produced to promote statistical awareness	Reports by NSS components	
3. Conducting a study on the response burden	Data collection and processing	Report by PCBS	
4. Preparing a comparative report on response rates	Response rates in surveys	Report by PCBS	
5. Adding PARADATA questions on household surveys	Response rates in surveys	Report by PCBS	
6. Web portal of NSS	Processing and launching of web portal	Report by PCBS	

NSDS (Summary of objectives, outputs and activities)	Indicators	Means of Verification	Risks and Assumptions
Sub-objective 1.4: Improved statistical knowledge	Number of workshops for partners (schools, universities, business sector)	PCBS annual report of activities	
	Number of curricula updated with statistical data (schools)	MoE annual report of activities	
	Number of educational and published materials produced by the NSS components	PCBS annual report of activities	
Expected outputs			
1. Workshops and seminars with partners	Workshops and seminars conducted	Report by PCBS	
2. Educational resource center	Number of educational materials produced	Report by PCBS	
Activities			
Conducting workshops and seminars (schools, universities, business sector)	Number of workshops and seminars conducted	Report by PCBS	
Establishing and developing an educational resource center	Establishing the center	Report by PCBS	

(*): This activity contributes to the achievement of sub-objective 2.1: "Increased number of joint ventures and operations with producers and users of the NSS ".

NSDS (Summary of objectives, outputs and activities)	Indicators	Means of verification	Risks and assumptions
The Second Strategic Objective: Set-Up better partnerships with users and producers of the NSS	• Number of joint activities • Number of institutions contributing in producing statistics	Reports by data producers of statistical system	• This objective is associated with the level of cooperation and commitment by the partners to establish a lasting relationship between the components of NSS. • Advisory Council must play a key role in promoting cooperation and dissemination of best practices. • Statistical awareness activities in this strategy will be directed to decision-makers and these activities will contribute to the awareness of partners of both public sector and civil society.

NSDS (Summary of objectives, outputs and activities)	Indicators	Means of verification	Risks and assumptions
Sub-objective 2.1: Increased number of joint ventures and operations with the producers and users of the NSS	Number of joint activities (projects, activities, surveys, reports, press releases)	Reports by PCBS	
Expected outputs			
1. Joint national statistical surveys and projects	Number of surveys and projects implemented	Reports by data producers of statistical system	
2. Document on standards and procedures for dissemination of official statistics	Number of standards and procedures implemented	Report by PCBS	
Activities			
1. Implementation of national satellite accounts	Number of satellite accounts implemented	Satellite accounts published reports by PCBS on education and tourism	
2. Implementation of the Population, Housing and Establishments Census 2017	Number of census results reports	Preliminary and final census results reports by PCBS	
3. Preparing standards and procedures for dissemination of official statistics (internet and publications)	A list of developed standards and procedures	Report by PCBS	

NSDS (Summary of objectives, outputs and activities)	Indicators	Means of verification	Risks and assumptions
Sub-objective 2.2: Partnerships opened with additional players in the NSS	Number of signed MoUs and cooperation agreements with partners	Reports by PCBS	
Expected outputs			
MoUs and cooperation agreements with partners	Number of signed MoUs with partners	Reports by PCBS	
Activities			
1. Signing new memorandums of understanding and updating signed ones	Number of signed MoUs	Reports by PCBS	
2. Implementing a study to measure the extent of application and updating the signed memoranda of understanding	An implemented and approved study	Reports by PCBS	
Sub-objective 2.3: Consolidated Organization of the NSS (Legal Framework)	Number of national taskforces formed	Reports by PCBS	
Expected outputs			
Taskforce committees in the national statistical system.	Number of national taskforces formed	Reports by PCBS	

NSDS (Summary of objectives, outputs and activities)	Indicators	Means of verification	Risks and assumptions
Activities			
Forming and strengthening of national work committees in various fields	Number of national taskforce committees in different topics	Reports by national taskforces	
Sub-objective 2.4: Improved commitment at policy level	Number of MoUs implemented with governmental institutions and decision making institutions	Reports by PCBS	
Expected outputs			
MoUs between decision making institutions and components of NSS	Number of MoUs implemented	Reports by PCBS	
Activities			
Activity 1 of sub-objective 2.2 achieves this objective			

NSDS (Summary of objectives, outputs and activities)	Indicators	Means of verification	Risks and assumptions
The Third Strategic Objective: Enhance the quality of statistics	Adoption of a national framework for quality by the components of NSS	Reports by PCBS and components of NSS	• To increase confidence in statistics by users requires a major change in thinking patterns and the prevailing culture towards statistics and their uses. • Activities aimed at increasing awareness and knowledge as well as improving the quality of statistics should contribute to creating a better understanding about the issues and the role of statistical analysis based on scientific facts.
Sub-objective 3.1: Increased trust in statistics by users	Number of data requests and number of website visitors	Reports by PCBS	
	Percentage of users who have confidence in official statistics	Report by PCBS on user satisfaction surveys	
Expected outputs			
1. User satisfaction survey report	Report on survey results	Reports by PCBS	
2. A report on requests for data by users	Report on responding to data requests	Reports by PCBS	
Activities			
1. Establishing a database for regional and international applications received by PCBS	Number of reports issued and extracted from the database	Reports by PCBS	
2. Implementing a study on frequent or cross indicators in regional and international questionnaires to be made available on PCBS website	The completed and approved study	Reports by PCBS	

NSDS (Summary of objectives, outputs and activities)	Indicators	Means of verification	Risks and assumptions
3. Meeting PCBS requirements and obligations under signed agreements with regional and international partners	Number of reports on PCBS obligations in regional and international agreements	Signed agreements via PCBS	
4. Implementing joint activities and projects with regional and international organizations	Number of implemented activities and projects	Participation and projects database in PCBS	
5. Preparing a report on data requests and number of visitors to PCBS website	Number of data requests and number of website visitors	Reports by PCBS	
6. Conducting user satisfaction survey	Data collection and processing	Reports by PCBS	
7. Applying techniques to enhance the ease of use of data and user satisfaction	New techniques added and used	Report by PCBS	
Sub-objective 3.2: National quality framework approved and implemented	Adoption of a national quality framework by the components of NSS	Reports by PCBS	
Expected outputs			
1. National framework to enhance data quality	A national framework for quality established and applied	Report by PCBS and components of NSS	
2. New methods of data collection	Data collected by new techniques	Report by PCBS	

NSDS (Summary of objectives, outputs and activities)	Indicators	Means of verification	Risks and assumptions
Activities			
1. Preparing and applying national framework for data quality	A national framework for quality approved and published	Report by PCBS and NSS components	
2. Application of EFQM	Approval to apply the system from an international body	Report by PCBS	
3. Preparing and implementing the national framework for metadata	A national metadata framework approved and published	Report by PCBS	
4. Developing methods of data collection (web, portable and handheld devices)	Newly introduced, used and added techniques	Report by PCBS	

NSDS (Summary of objectives, outputs and activities)	Indicators	Means of verification	Risks and assumptions
The Fourth Strategic Objective: Utilization of administrative records for statistics	Number of indicators supplied by administrative records data	Report by PCBS and statistical bodies	• The main risks are increasing the commitment of statistics producers in standards and classifications in government institutions that may be unstable, as well as job mobility. • To reduce the impact of these risks by implementing these activities to achieve strategic goals, create opportunities for ministries through cooperation, and improve geographical coverage of statistics and the quality of administrative records.
Sub-objective 4.1: Harmonized standards and classifications	Ministerial resolutions approving and adopting new classifications	Council of Ministers archive	
	Number of beneficiaries of training courses	Report by PCBS	
Expected outputs			
1. Adoption of new classifications	Resolution from Council of Ministers	Report by PCBS	
2. Statistical classifications published on PCBS website	Number of classifications published	Report by PCBS	
3. Reports on the application of standards and classifications	Number of reports	Report by PCBS	
Activities			
1. Launching the statistical classifications system on PCBS website	Number of classifications published	Report by PCBS	
2. Cooperation with the interoperability team (Zinnar) to circulate the classifications and criteria adopted at PCBS	Number of classifications published by Zinnar	Report by PCBS	

NSDS (Summary of objectives, outputs and activities)	Indicators	Means of verification	Risks and assumptions
3. Preparing and updating additional manuals and classifications to be adopted and circulated	Number of approved manuals and classifications	Report by PCBS	
4. Developing standards and procedures for documenting statistical data (data and publications)	Number of approved standards and procedures	Report by PCBS	
5. Developing standards and procedures for data processing	Number of approved standards and procedures	Report by PCBS	
Sub-objective 4.2: Increased commitment by producers	Number of relevant ministries that use standards and classifications	Report by PCBS	
	Number of new quality data forms supplied to PCBS by relative ministries	Report by PCBS	
Expected outputs			
1. Developed technical capabilities and trained staff of NSS components	Number of qualified trainees, ministries and governmental institutions	Report by PCBS	
2. Electronic services for data exchange	Electronic services developed and used	Report by PCBS	
Activities			
1. Conducting specialized technical meetings with data producers of the components of NSS	Number of meetings conducted	Report by PCBS	

NSDS (Summary of objectives, outputs and activities)	Indicators	Means of verification	Risks and assumptions
2. Conducting training courses or on job training about used standards and classifications within the national statistical system, depending on the nature of work and their need	Number of training courses implemented	Report by PCBS	
3. Conducting visits to ministries to identify their current status and the classifications and standards in use	Number of visits conducted	Report by PCBS	
4. Developing electronic services for exchanging data between producers (web services)	Number of electronic services developed	Report by PCBS	
Sub-objective 4.3: Improved statistical planning process in ministries and government institutions	Number of institutions that have statistical program	Report by PCBS in cooperation with statistical bodies	
Expected outputs			
Plans for statistical programs of components of NSS	Number of ministries that have drafted statistical plans	Report by PCBS in cooperation with statistical bodies	
Activities			
Conducting technical meetings about planning statistical activities for data producers in the components of NSS	Number of meetings conducted	Report by PCBS	