Palestine Data Strategy (PDS) 2022-2026

«Accompanying the transformation of the statistical system

Towards an integrated data strategy»

December, 2021

This document is prepared in accordance with the standard procedures stated in the Code of Practice for Palestine Official Statistics 2006.

Palestine Data Strategy (PDS)

2022-2026

Acknowledgments

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Executive Summary

This strategy document 2022-2026 is the 4th one that the Palestinian National Statistical System (NSS) has prepared. It has been extensively discussed with all the members of the National Statistical System and represents a consensual approach to the priorities for the development of statistics in Palestine.It builds on a thorough analysis of the lessons learned during the implementation of the previous strategies; it also considers the recent and quick changes in the way official statistics are produced and disseminated; these changes have been exacerbated by the Covid19 pandemic. Today, official statistics face critical challenges that have been acknowledged internationally by the community of statisticians. There is a crucial need for transforming and adjusting the entire statistical system. In this critical endeavour, the Palestinian statistical system can count on its strong resilience and capacity to adjust under difficult environments. These capacities are praised by all the partners in the country and outside.

The main goal of the strategy 2022-2026 for the Palestinian statistical system is to give more value to data within the NSS through more focus given to quality and coverage. This will accompany the transformation of the statistical system as to improve the measurement of the progress made in the implementation of the Agenda 2030. To make the transformation effective (Tier 1 of the strategy), enabling factors must be considered: there are steering factors that must be either ignited and/or consolidated when they already exist (Tier 2 of the strategy) and there are supporting factors that must be deployed with a strengthened intensity (Tier 3 of the strategy).

The first tier which aims at the transformation of the statistical system is the core of the strategy as it covers all the activities that will boost the strong and growing partnership among the actors of the NSS, that will open opportunities for the development of concrete working relations with the owners of the new data sources and strengthen the linkages between the producers and the users of official statistics. It will also cover the investments that will be made in the management of the data, this including their gathering, their secured transfer and exchange, their processing for official statistics and their use. It will also address data science and the building of a data-driven culture within the country.

Steering factors and interventions (Tier 2) will set a solid framework for the transformation of the integrated data system. This will first concern quality and excellence in the management of the data and in the production of official statistics. The strong commitment to quality will accompany other efforts that the NSS will make to improve trust and confidence in statistics and to raise awareness among the users on the importance of quality statistics for evidence-based decision-making. Quality and trust will also be built through a better compliance with international norms and standards by all the actors of the NSS.

Supporting factors and interventions (Tier 3) will address the foundations of the integrated data system with a strong focus on the human resources and the technologies that are necessary to make the transformation feasible. This tier will also cover interventions related to the improvement of data governance and stewardship as well as of data analytics. It will also include the programme of the NSS for large statistical operations (surveys and censuses) that are needed to regularly validate structural patterns in the socio-economic and cultural fabric of the country.

Each tier has been translated into a set of targeted activities that are described in the core

of this document and in the detailed work plan, year by year that is given in annex. The implementation of the strategy will be closely monitored with a dual system of indicators addressing both the results achieved and their overall impact on the strength of the integrated data system. Regular implementation reports will be prepared by PCBS, in coordination with its partners in the NSS, and largely disseminated.

The strategy contains constitutive elements that may help mitigating some of the risks that its implementation may generate regarding the support from the government, the satisfaction of the users, the cooperation of all the members of the NSS towards the common objectives and the mobilisation of the staff in PCBS and in other NSS partners. The Covid19 pandemic and the Israeli occupation may also open practical opportunities for making the expected transformation an effective answer to the challenges they both create and that are faced by the NSS.

List of acronyms:

CFG	Core Funding Group.
EFQM	European Foundation for Quality Management.
GIS	Geographic Information System.
GSBPM	Generic Statistical Business Process Model.
LFS	Labour Force Survey.
MoA	Ministry of Agriculture.
MoE	Ministry of Education.
MoF	Ministry of Finance.
MoH	Ministry of Health.
MoEHE	Ministry of Higher Education and Scientific Research.
MoNE	Ministry of National Economy.
MoU	Memorandum of Understanding.
MTIT	Ministry of Telecommunications and Information Technology.
NSDS	National Strategy for the Development of Official Statistics.
NSS	National Statistical System.
NVR	National Voluntary Report.
PDS	Palestine Data Strategy.
PalTel	Palestine Telecommunications Company.
PMA	Palestine Monetary Authority.
PCBS	Palestinian Central Bureau of Statistics.
SBR	Statistical Business Register.
SDDS	Special Data Dissemination Standard.
SDGs	Sustainable Development Goals.

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Foreword

This strategy document 2022-2026 is the 4th one that the Palestinian National Statistical System (NSS) prepared and is now sharing with the partner's in the NSS which is a system that includes all producers and providers of data which is necessary for producing and disseminating official statistics, and it includes PCBS and all ministries and government institutions, private sector, civil sectors, universities and scientific research centers. In 2012, PCBS prepared a guideline for the national statistical system showing the role and tasks this system.

It builds on the lessons learned from the previous phases, particularly the recent National Strategy for the Development of Statistics (NSDS) 2018-2022 "Monitoring the SDGs", but also on the conclusions reached from a large process of national consultation that was carried on under the lead of the Palestinian Central Bureau of Statistics (PCBS) all along 2020 and 2021. It also integrates a reflection on the latest challenges that the Palestinian NSS is facing, and it is inspired also by the conclusions of the multiple and recent regional and international events on statistics to which Palestine contributed actively.

The strategy 2022-2026 gives a vision for the development of statistics in Palestine for the next few years that consolidates what has been achieved so far while, at the same time, exploring new paths for the modernization of the system and its transformation through innovation in approaches, tools, and methods for statistics, monitoring the Sustainable Development Goals (SDGs), measuring trends, gender equality, and good governance. The main goal is to pursue and to strengthen the search for quality and relevance in the production and dissemination of official statistics as well as to better answer the needs of the users with a particular reference to the measurement of the SDGs which remains a central concern for the whole Palestinian statistical eco-system.

Starting with the first NSDS 2009-2013, the strategic orientations for the NSS have been designed as the result of a national consensus among the actors involved. Under the lead of PCBS, as the coordinator of the system, all parties have been given a chance to express their views and to contribute to the design of the vision, the priorities, and the objectives of the successive strategies. They also have been involved in the regular monitoring of the results achieved. The approach has been pursued for the present strategy.

We do hope that this strategy will contribute to the transfer of the Palestinian NSS to an advanced stage, comparable to best statistical systems in the world, and contribute to the

provision of modern official statistics with high quality in various fields to promote the use of statistical data in planning, decision-making, the optimal utilization of data, preparing development policies, monitoring the Sustainable Development Goals (SDGs), increasing partnerships to facilitate the exchange of statistical data, and keeping pace with modern technologies in the production and dissemination of statistical data.

December, 2021

Dr. Ola Awad

President of PCBS

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A consensual preparation and a reflection on the lessons learned

The present strategy is the result of a long-lasting reflection, coordination, and analysis process within the NSS, led by PCBS but involving all the actors who contribute to the mobilisation of data sources for official statistics.

Because of the new data-driven approach, the number of the actors involved increased progressively and more perspectives have been brought together within the NSS to better encompass the extent of the present data revolution. Bringing all these perspectives together is not easy as actors do not necessarily speak the same language, do not necessarily share the same visions or neither experience the same constraints and opportunities. However, there is a strong willingness on the part of all to contribute to the transformation of the data eco-system as to make available all the evidence that is needed for a rich and objective democratic debate in the country.

The discussions among the partners on the new strategy culminated with a zoom workshop that was held on 26/10/2020 that brought together more than 50 persons, representatives from all the actors of the NSS. The minutes of the meeting highlighted the following issues:

• The attendees unanimously agreed on the importance of the current strategy 2022-2026, and its crucial role in developing the official Palestinian statistical system in cooperation with all partners, in providing up-to-date, high-quality, and reliable statistics that cover various required and important areas to meet national, regional and international needs.

• They also restated importance of and need for cooperation from all partners in the national statistical system to solve and confront all the obstacles and problems facing the pillars of this system, hence ensuring that they are resolved, and that the system continues to provide and update the statistical needs of the Palestinian community.

The implementation of all the strategies for statistics has been the object of regular assessments and evaluations. These assessments have been made under the lead of the PCBS, but additional external evaluation have been carried out on time to time to consolidate the process. For the latest 2018-2022 strategy, annual internal reviews have been made and a special external mid-term review that was commissioned by the PCBS and the Core Funding Group (CFG) and realised with the involvement of experts from the ONS-UK and from a consultancy company. These various elements brought valuable lessons that have been analysed by the NSS to feed the reflection on the development of the statistical eco-system.

The latest internal review of the 2018-2022 NSDS[1] concluded that the strategy contributed to strengthening the use of statistical data by data users as well as the partnership between them. Furthermore, the NSDS helped in the development of the institutional building through the almost full implementation of its activities. As major realisations, the bases for a reliable statistical business register were established in cooperation and partnership with ministries and related institutions and modern data gathering and processing techniques have been developed for the large statistical operations, using extensively GIS. In the same orientation, the relations of PCBS with its partners were strengthened by signing 67 Memorandums of understanding (MoU) whether at the national or international levels.

The main conclusions of the mid-term review of the 2018-2022 NSDS insisted on the fact that the *"PCBS is viewed as a strong organization proving high quality data. The organisation gets a seat at the table at many of the key policy discussions and is a strong advocate for the SDGs. Many stakeholders commented on just how well PCBS responded to the COVID-19 crisis: by understanding new user needs, collecting new data, and becoming part of key decision-making committees, this gave us a flavour of how effective they are becoming in this space. This alongside work on the SDGs has given PCBS even more visibility in recent years. The organisation has also managed to continue to deliver on their pre-existing commitments and priorities and has achieved rate of more than 80% of targets in all of the years under review. Overall, the PCBS is making excellent progress towards the goals stated in the NSDS"[2]*. The report continued stating that due to the scale and type of the ambitions, there was unfortunately no 'quick fix solutions.

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1 Achievements' report on the 2018-2022 NSDS – Period January 2018 to December 2020 – PCBS, February 2021.

2 Extract from the mid-term review of the 2018-2022 NSDS, February 2021.

Rationale of the strategy

There is today a sense of urgency to transform and to modernize the statistical work building on the latest developments in the whole data value chain and in the digitalisation of information and communication products. This is a challenge for statistical institutes all over the world as to preserve the scientific foundations for official statistics in a context where data is now available in large and growing quantities and where the changes and evolutions in the socio-economic fabric of our societies are accelerated. It is today less easy than before to measure, to describe, to analyse and to make projection under this fast-changing environment.

These issues are being discussed in all the latest international meetings and events addressing statistics. New and more relevant approaches for gathering data sources, producing, and disseminating statistics have emerged and are now tested in different countries. The rapid expansion of digitalisation in all human and societal activities is now sought as an opportunity to expand data sources for statistics and the development in communication and information technology is viewed as a booster for the dissemination of statistics and fruitful exchanges between producers and users of statistics. The way statistics are produced and used is thus evolving profoundly and this is generating strong pressures on statistical systems and tools and, in turn, on institutions and human resources at the heart of the production of statistics.

The Covid 19 pandemic has exacerbated these pressures, but it has also demonstrated that the transformation of the statistical eco-system was an urgent priority and that the efforts already made in bringing the statistical system were going in the right direction. The pandemic showed that the socio-economic and cultural environment/context could be dramatically altered in an extremely limited period, this affecting in turn the use of traditional methods and tools to measure these contexts and the changes they experience. This is particularly alarming at a time when evidence-based decisions must be taken that may have dramatic outcomes/consequences on people lives and living conditions. The crisis is opening opportunities to sharpen the thinking of statisticians when it comes to using non-statistical sources such as administrative data, big data, open data, and citizen generated data to compile current economic indicators and official statistics. The crisis also opened opportunities for data analytics and the way and speed at which information/data is used for feeding the democratic debate.

Palestine has been hardly hit by the pandemic and is still suffering from its impact on all the segments of its development. The difficult political context of the country has exacerbated the socio-economic consequences of the pandemic that have hit hard the whole population.

There is a critical number of issues that require relevant and quick attention from the decision makers based on thorough and comprehensive analyses for which evidence-based observations and conclusions are crucial. At the same time, official statistics are severed from the assets on which they usually base their scientific and professional objectivity: field investigations (surveys and censuses) must be delayed or re-organised to accommodate sanitary recommendations;

most of the staff in the public service is confined, its mobility is limited and thus its productivity reduced.

The Palestinian statistical system is very sophisticated and is recognised internationally as one of the most developed in the region. The system is used to function in a difficult environment where the organisation of field operations is regularly impaired by restrictions in mobility and access and where plans are often jeopardised by uncontrolled constraints. The system has built a strong resilience to these extreme conditions of work and, in the recent years, the PCBS has engaged a series of actions that should lead to modernizing data collection, to building strong partnerships within the actors of the system and to developing cost-effective systems based on the systematic use of administrative records for statistics. It has also initiated an internal digital transformation and developed electronic tools for collecting, processing, and disseminating statistics, particularly based on GIS.

Even if these efforts have been mostly targeted to the supply side – production of statistics and a little less on the demand side – use of statistics -, progress is very noticeable in many areas of the statistical work: the coverage, the quality, the accessibility, the availability and the relevance of the statistical production and dissemination have been dramatically improved in the last 10 years. Thanks to these improvements, PCBS is today able to estimate more than 60% of the SDGs indicators[3]. This must now be consolidated into a more comprehensive vision of statistical development that should generate more value from and for data and should involve all the actors of the NSS.
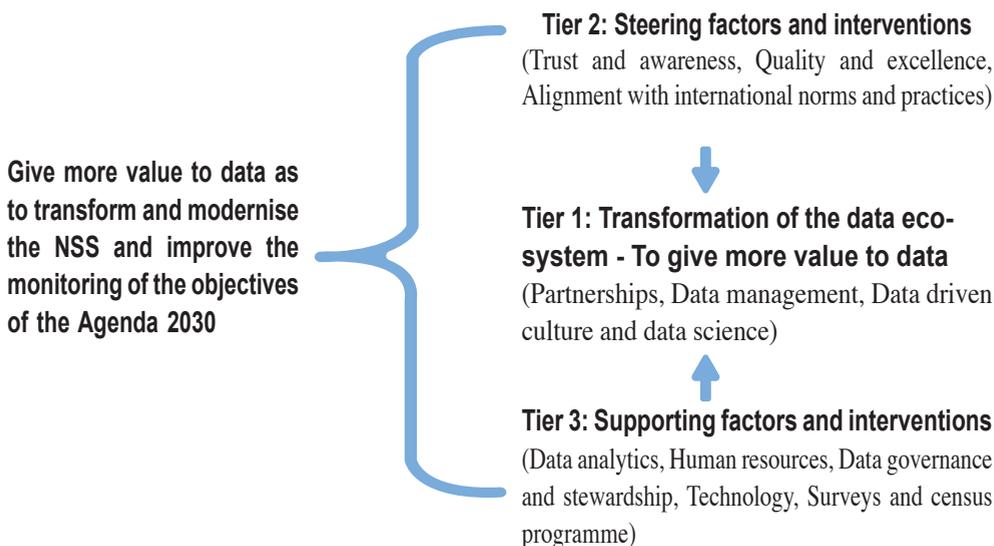
The next five years are crucial to adjust the organisation of the NSS, to modernize the methods and approaches that are followed to produce statistics and to change the practices all over the system. The scope of the transformation is large and deep as it encompasses structures, institutions as well as human and technical resources. The survival of objective and quality data references for decision making and for the feeding of the democratic debate, i.e., the survival of official statistics, is heavily dependent of the success of this transformation. After three rounds of successive NSDS (2009-2013, 2014,2018, 2018-2022), the NSS is now used to strategic planning and to a participative design of a commonly agreed set of objectives and results to be achieved. The present strategy 2022-2026 is the result of such a process, and this guarantees the involvement of all the parties concerned towards reaching the assigned goals.

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3 The proportion was around 40% in the first National Voluntary Report (NVR) on SDGs that the country realised in 2018.

Overall logic of the interventions

The main goal of the strategy 2022-2026 for the Palestinian statistical system is **to give more value to data within the NSS through more focus to quality and coverage.** This will accompany the transformation of the statistical system as to improve the measurement of the progress made in the implementation of the Agenda 2030. To make the transformation effective, enabling factors must be considered: there are steering factors that must be either ignited and/or consolidated when they already exist and there are supporting factors that must be deployed with a strengthened intensity. This three-tier articulation is shown in the graph below.

Give more value to data as to transform and modernise the NSS and improve the monitoring of the objectives of the Agenda 2030

Tier 2: Steering factors and interventions
(Trust and awareness, Quality and excellence, Alignment with international norms and practices)

Tier 1: Transformation of the data eco-system - To give more value to data
(Partnerships, Data management, Data driven culture and data science)

Tier 3: Supporting factors and interventions
(Data analytics, Human resources, Data governance and stewardship, Technology, Surveys and census programme)

The first tier (the transformation of the data eco-system) is the core of the strategy as it covers all the activities that will boost the strong and growing partnership among the actors of the NSS, open opportunities for the development of concrete working relations with the owners of the new data sources and strengthen the linkages between the producers and the users of official statistics. It will also cover the investments that will be made in the management of the data, this including their gathering, their secured transfer, their processing for statistics and their use. It will also address data science and the building of a data-driven culture within the country.

The second tier (Steering factors and interventions) should set a solid framework for the transformation of the data eco-system. This will first concern quality and excellence in the management of the data and in the production of official statistics. The strong commitment to quality will accompany other efforts that the NSS will make to improve trust and confidence in statistics and to raise awareness among the users on the importance of quality statistics for evidence-based decision-making. Quality and trust will also be built through a better compliance with international norms and standards by all the actors of the NSS.

The third tier (Supporting factors and interventions) should address the foundations of the data eco-system with a strong focus on the human resources and the technologies that are necessary to make the transformation feasible. This tier will also cover interventions related to the improvement of data governance and stewardship as well as of data analytics. It will also include the programme of the NSS for large statistical operations (surveys and censuses) that are needed to regularly validate structural patterns in the socio-economic and cultural fabric of the country.

Acting on these three tiers simultaneously will guarantee that the Palestinian National statistical system (NSS) will be in a position, in a close future, to build and disseminate statistics using diversified available sources of data and to better answer the requirements of the users, with a particular focus on the measurement of the progress made in the implementation of the 2030 Agenda, while preserving the inherent quality of official statistics. In short, the strategy aims at doing more with what already exists, at increasing the value of data in statistical processes and at promoting evidence-based debates and decision-making. These three tiers are successively discussed in the section "Details per component".

Monitoring and evaluation

The implementation of the NSDS 2018-2022 has been closely monitored with a dual system building on (i) the level of achievement of the strategy activities and (ii) targets and indicators related to the working plans. Each year an internal evaluation (Achievement report) has been realised on these two complementary levels. In addition, an external mid-term has also been carried out on first quarter 2021.

The monitoring system for the new strategy will continue to cover both the degree of performance achieved in the implementation of the working plans (output and result indicators- assessing if the activities planned have been achieved or not) and the impact that the plan has on the transformation of the national data eco-system (impact indicators). The aim with the new system is to focus more on this second aspect. It is also foreseen to involve more the partners of the PCBS in the NSS, not only to share and discuss the results of the assessments but also to participate in the assessments themselves.

As for the performance, the system will build on a structure similar to the one developed by PCBS for the NSDS 2018-2022 with a limited number of indicators related to the level of achievement of the activities planned under the strategy. Regarding the monitoring of the impact, the system will be improved as to give more consideration to each component and sub-component of the strategy, as illustrated in annex 2. Partners of the PCBS will be mobilised for the final design of the system and for its regular updating.

Details per component

Details per component

Tier 1: What do we want to achieve with the transformation of the data eco-system?

This tier addresses several interlinked issues: 1.1 the extensive use of available data, 1.2 the effective transformation of the data ecosystem, 1.3 the development of concrete results from key partnerships within the NSS and, 1.4 the creation of a sound and reliable business register. The structure of the intervention under this first tier is given in the table below and discussed in sequence in the sections below.

Tier 1: What do we want to achieve with the transformation of the data eco-system?	1.1 Extensive use of available data.	1.1.1 Extended use of administrative record data.
		1.1.2 Extended use of trusted data.
		1.1.3 Integrating the concepts of data science into statistical work.
		1.1.4 Spreading awareness and the culture of data science within the NSS.
		1.1.5 Joint-ventures with different sectors using big data.
		1.1.6 Applying all statistical terms and concepts about official statistics in Palestine.
	1.2 Effective transformation of the data ecosystem.	1.2.1 Dynamic and connected partnerships.
		1.2.2 Improved data management within the NSS.
	1.3 Development of concrete results from key partnerships within the NSS.	1.3.1 Progressive data transfer from the Municipalities to PCBS.
		1.3.2 Automated database based on Government Finance Statistics.
		1.3.3 Consolidated partnership with the Ministries of Education and Health.
		1.3.4 Consolidated partnership with the Palestine Monetary Authority.
		1.3.5 Operational links with PalTel.
		1.3.6 Consolidated partnership with Tourism and Antiquities police.
	1.4 A sound and reliable Business Register.	

1.1 Extensive use of available data

For a long time, the Palestinian statistical system has been organised around the implementation of large-scale statistical operations (such as surveys and censuses) that provided most of the sources necessary to produce standard official statistics covering the socio-economic context and evolution of the country. These operations were carried out at regular intervals to constantly update the available data. The country did not do differently than others as this was the usual mode of operation for producing official statistics.

Responding to pressing financial issues, the system has adjusted through both extending the intervals between the large-scale operations and trying to use other sources of data, less expensive to gather and to process, to cover the periods between successive surveys and censuses. This approach developed in two complementary directions: the extended use of administrative data and the exploration of new data sources.

A lot of attention has thus been brought at mobilising administrative data, mainly from technical ministries (Education, Health by priority but not exclusively) and other government agencies. The PCBS has been continually active in the last 10 years in establishing working relations with these government organisations and many Memoranda of Understanding have been signed to ensure a proper circulation/exchange of information within the National statistical system. Even if there is a strong willingness on the part of the other government agencies to collaborate with PCBS, they are still far for being "data driven" and there is still a lot of room for improving the format of the exchanges to make them more secure and regular as well as for supporting data management in these organisations.

As a preparation for the design of the 2022-2026 strategy, PCBS carried out an analysis of the strengths and the weaknesses of the 15 Government organisations that are its main partners in the NSS[4]. The study covered The Ministry of Education (MoE), the Ministry of Health (MoH), the Ministry of Finance (MoF), the Ministry of Higher Education and Scientific Research (MoEHE), the Ministry of National Economy (MoNE), the Ministry of Social Development, the Ministry of Telecommunication and Information Technology (MTIT), the Ministry of Tourism and Antiquities, the Ministry of Local Governance, the Ministry of Public Work and Housing, the Ministry of Culture, the Ministry of Awqaf and Religious Affairs, the Palestine Monetary Authority (PMA), the Environment Quality Authority, and the Palestinian Water Authority.

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4 Palestinian Central Bureau of Statistics, Reality of administrative records sources survey 2019, SWOT analysis of the main partners of PCBS in the NSS. Ramallah - Palestine.

Most of these organisations have set a statistical unit and have developed data banks on their respective sectors and they all progress, at different extent, in improving the production and dissemination of data. The main issues that are to be improved within the NSS are the transfer of data between these partners and PCBS (in all its dimensions: content, format, media, frequency), the adoption of standards and classifications that are comparable and the strengthening of capacities in data processing and quality assessment. Under the 2022-2026 strategy, PCBS will pursue the contacts and will discuss with its partners feasible road maps to take the most benefits from a regular and secure data exchange.

Today, at a time of crisis, the goal is to prioritize the use of data sources that are already available, extending the search beyond administrative data, before focusing on collecting new data. The goal of the NSS is thus to expand data gathering to new sources that are rapidly developing/growing such as big data, open data, citizen-generated data, and other data available on electronic/digital formats and that are related to the different segments of the country socio-economic development. Relations and exchanges will therefore be extended to new partners, from non-government organisations and the private sector and this poses a new challenge for PCBS who will lead the contacts.

The development of a data driven culture must be built within the country, this encompassing the people involved in data collection, data storage, data security, data processing, data dissemination and data analysis. In addition increasing reliance on data in policy-making and planning, where the main partners in the NSS are geared at using all available data within a coherent and comprehensive system of exchange and cross-fertilization of experiences. The strengthening of the local human capacities in understanding and analysing the present data revolution and its impact on all human activities goes far beyond the training and retraining of statisticians. Numerous avenues will be explored to give a concrete translation to the requirements of Data science. The PCBS is already engaged with the American Arab University of Palestine in various activities that will be reinforced and multiplied. The activities will target different segments of the population, i.e. executive people and professionals in various sectors of activity, civil servants, students but also new-graduates and students. Through seminars, workshops, events, study programmes, the aim will be to provide to these groups the core skills that are necessary to build a data-enabled culture within different sectors and communities.

As part of the previous 2018-2022 NSDS, initial thoughts and developments have been made in this area that were related to the measurement of the progress made in the achievement of the Sustainable Development Goals. The measurement of some of the targets linked to the SDGs requires the availability of highly disaggregated data at a very local level. There is thus a prior experience that needs to be strengthened and amplified.

1.2 Effective transformation of the data ecosystem

Having in mind this search for more efficiency in the use of available data for statistics, there are two main elements that are conducive to making effective the expected transformation of the data eco-system: dynamic and connected partnerships, improvements in data management.

First, it is crucial to develop dynamic and connected partnerships within the NSS with both the actors who are producers/providers of data and those who are the users of statistics. Based on the initial SWOT analysis of the actors in the NSS mentioned above, a mapping of the existing available data will first be done to clearly identify who does what and how. Beyond establishing contacts and formal agreements (a task which has mostly been achieved by PCBS under the previous strategy), attention will be given to concrete and operational issues, specifying what to share, which data or variables, for what reference period, at what level of detail, in which format, and how often.

A template for how data should be structured and transferred will be quickly developed and agreed upon in collaboration with the all the data owners identified in the mapping. For some actors of the NSS, a format is already available for the exchange of administrative data, on which it will be possible to extend partnerships. Data quality assessments and the application of consistent standards is important before the data are used for statistical purposes.

PCBS has expertise on many of these matters and support can be offered to the data owner. When data are shared on a micro data level, it will be important to establish a statistical database or register; the use of common classifications, data models, and data formats across various providers will considerably help setting a global consistency within the system and will be supported as much as possible. Finally, it will be key to ensure that data are kept confidential to external actors. No data will be published that lead to breaking confidentiality of respondents.

Second, data management must be modernized within the NSS, under the lead of the PCBS. Key aspects in this area are connectivity (the actors of the NSS must be connected among them through secure and efficient electronic links), work organisation (the responsibilities of each of the actors of the NSS must be clearly set regarding data transfer and security in addition to data gathering, processing, dissemination and analysis), the sharing of tools and methods (the relation between the actors of the NSS must be opened and transparent) and the exchange and integration of experiences (the system must learn from experience and improve itself with the lessons learned). This issue has been at the centre of the discussions/reflections among the members of the NSS for a long time; obstacles and constraints are well known. What mostly remains to be done is to translate good will into a concrete improvement of the whole system.

There are two favourable elements that may help in this endeavour: the e-government initiative and the coordination for the SDGs. Started in 2010, the e-government

initiative is still a work in progress.

If the results regarding the on-line use of government services (Government to population and government to businesses) are not clearly visible, the initiative has opened under the lead of the MTIT and of the MoF opportunities for several shared government-to-government (G2G) systems (e-mail, websites, financial and human resources applications). The work around the implementation of the SDGs and the measurement of the progress made by Palestine is led by the Palestinian Government but PCBS plays an important role in the process. For the preparation of the National Voluntary Review, a National SDG Team has been set-up involving 24 organisations (Government, non-government, private sector) and 12 working groups were established. This has initiated a coordinated investment and approach which is progressively strengthened through the annual SDGs national reviews.

There are certainly lessons to be learnt from both processes that will help in improving data management within the NSS.

What is discussed above is an extremely ambitious agenda that will certainly not be implemented overnight[5]. However, it is important to initiate the process quickly as to set concrete and successful examples that will open the way for further progress.

1.3 Development of concrete results from key partnerships within the NSS

The conclusions of the preparatory meetings that were held within the NSS to prepare this strategy have led to consider three types of partnerships that should be the object of a special attention; they carry a strong potential to produce official statistics with existing data from available sources:

- **Municipalities**, starting with the ones that could provide the most relevant and reliable data. They are important data collectors: they document vital and demographic data on their inhabitants, but they also register all economic, social, and cultural activities that are carried out under their boundaries. Consequently, they are extraordinarily rich in data that may be used to complement and/or validate standard statistical operations (population and establishment censuses in particular). However, their capacities to process these data are most often very weak: human resources are few and generally not entirely familiar with the techniques for data documentation, processing, storage, and archiving; they lack the proper equipment to efficiently process registers on the various type of information they gather; they are often not connected to a secure internet access. The constraints are many but the benefits from supporting them to improve progressively their capacities in data management may reveal to be numerous for many segments of official statistics. PCBS will quickly prepare a mapping of the capacities of

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5 "Many of their (PCBS) current goals are ambitious and will require sustained efforts over the longer term: there are no quick fixes to the use of admin data or the improved use of data – This requires a long-term administrative records strategy that enhances the culture of using administrative records data for statistical purpose. Extract from the mid-term review of the 2018-2022 NSDS, February 2021.

the 121 municipalities (96 in the West bank and 25 in the Gaza Strip) and will share with the other members of the NSS a plan for setting cooperation goals and activities, starting with the largest of them.

- **The key ministries of Education**, **Health, and Tourism and Antiquities Police.** Those ministries are key providers of data in sectors/areas that are important priorities for the government and for the whole population. Those ministries have a long history of collaboration with the PCBS for what concerns the production, the analysis and the dissemination of education health statistics and Tourism and Antiquities police. MoUs have been signed between them and data is exchanged on a regular basis. However, the way data is exchanged today cannot allow a modern treatment that would guarantee a fast and secured processing and a strong quality control. Investments, in the form of equipment, human capacity and data management, are still to be done in close collaboration with PCBS who may bring its own experience and capacity. Improvement must also be considered for data transfer.

- **The Palestine Monetary Authority (PMA)**. The PMA is a key partner of PCBS in many aspects of statistics, this including in particular economic statistics and National accounts, monetary and financial, external sector statistics as well as Business statistics. A MoU has been signed and there is an understanding that there are mutual benefits to get from a more intense collaboration in data production and forecasts.

- **Some organisations from the private and non-profit sectors**. Initial contacts have already been established by PCBS with PalTel (Palestine Telecommunications Company). Through their activities, they gather data that are relevant to produce economic statistics (telecommunication) and to better assess consumption patterns of the Palestinian population. Some of the available data may also help contribute to studies on mobility, this being useful in the compilation of transport statistics. The content of the partnership must be clearly discussed between the company and PCBS, particularly in relation with legal issues, confidentiality, and security as well as with data quality and the format for data exchange. PalTel is engaged in the digitalisation of its activities thus opening a solid ground for a modern and efficient cooperation. The lessons learned with this company will then help extending the contacts and the working relations with others.

1.4 A Sound and Reliable Business Register

One of the main and long-standing targets of PCBS has been to develop a sound Statistical Business Register (SBR) which could be the base for drawing reliable samples for different kind of economic surveys. The first efforts were already initiated in the 90s through carrying out regular economic censuses (each five years). The answers to the surveys implemented in between two censuses were used to update the SBR. This process revealed to be expensive and PCBS reflected on a system that would allow using other updating sources thus extending the periods between two economic censuses and being more cost-efficient. During the last 10 years, PCBS strengthened its working relations with other government agencies gathering data and information on the business sector as to discuss more systematic exchanges. Were particularly concerned the Ministry of Finance, include Custom Administration and the Municipalities who all are regularly gathering specific information on businesses in the country for different purposes: fiscal control and taxes, permits and authorisations, right of establishment, social obligations …). There are in Palestine 153,922 businesses, 84% being active in trade and services and 89% having less than 5 employees. The data that are collected today concern the name of the company, its contact details, its main activity, and its citizenship, the number of establishments, the number of employees and its capital. No information is presently collected on the turnover and the benefits.

The development of the establishment's databases for major municipalities and local councils is an important project that is closely followed by PCBS. The municipalities have a very comprehensive coverage of the business sector on the ground and on a day-to-day basis. They also have the legal ground that enable them to manage and to regulate establishments operating within their borders. Working with them, through the Ministry of Local Governance, is a primary objective for PCBS, starting with the biggest ones. The data gathered from the municipalities may then be cross-checked with other sources, from the MoF, include Custom Administration and other organisations as to get the most accurate picture of the sector. The work already started and consolidating it is a major target of the 2022-2026 data strategy.

Tier 2: What are the steering factors to ignite?

Making possible and effective the transformation towards a data-driven eco-system in the Palestine NSS will require that steering factors be activated which are strong enough to generate a dynamic within the whole eco-system. Investments have already been realised by the NSS on many of these factors through the previous NSDSs and progress is clearly noticeable for some of them. For others, there is a bigger effort required. The most important of these steering factors are presented in the table below and discussed the sections below.

Tier 2: What are the steering factors to ignite?	2.1 Strengthening trust in official statistics.	2.1.1 Increased trust from the users
		2.1.2 Increased trust from the owners of new sources of data.
	2.2 Promoting awareness on the importance of statistics for evidence-based decision making.	2.2.1 Assessing users' satisfaction.
		2.2.2 Generating political support to data transformation.
	2.3 Putting quality high in the statistical agenda.	2.3.1 Targeting excellence.
		2.3.2 A permanent attention to Quality and Quality Culture.
	2.4 Alignment with international standards.	2.4.1 Maintaining official statistics reputation in Palestine within the international statistical community.
		2.4.2 Harmonising methods and classifications within the NSS.

2.1 Strengthening trust in official statistics

An important aspect to steer the process is the trust that:
- The users of statistics have in the ability of the NSS to continue to provide quality and relevant statistics through using non-statistical sources.
- The owners of the new sources of data that will be mobilised have in the ability of the NSS to harmoniously integrate their inputs into a comprehensive data-driven quality process who will bring benefits to all.

In both cases, the challenge is mostly directed to the PCBS who is the "statistical producer of the last resort" and the responsible for the consistency and the quality of the national statistical production. PCBS has already a remarkably high reputation, nationally and internationally, as a scientific organisation, independent, working according to international principles and providing objective measurement on all the segment of the country development. But trust is the result of a constant attention, and the investments will be continued in this area to maintain the level reached so far and even to continue to improve it. This will be done through a series of activities

directed to all the segments of the demand for statistics and to all the actors of the new data-driven environment[6].

2.2 Promoting awareness on the importance of statistics for evidence-based decision making

Trust is also based on the level of awareness that the partners, within and outside the NSS, have on the importance of evidence-based decision-making and on the role that statistics have in bringing objective evidence to analyses and debates. The quality of official statistics is not always recognised as such neither are their advantages compared to other numerous information, not always scientifically and professionally verified, and validated, that are today easily available to all on the web. There is a lot of data available, but it takes time and method to transform data into official statistics. In this area, PCBS has also been continually active in the past directing communication and information activities to various groups of users, decision makers first, but also journalists, medias, private sector, school pupils and the whole population. The results are good and illustrated in the successive satisfaction surveys and measuring the Utilization of Statistics in Policy Making in Public and Private Sectors Survey that have been carried out regularly under PCBS's supervision. As for trust, maintaining awareness requires constant efforts particularly in difficult times. Statistics are easily forgotten when comes the time of arbitrating financial allocations, from the national budget or from international support, with activities and interventions having a more immediate and visible outcome.

A key factor that will steer the whole process is certainly the political support that the strategy for the transition of the NSS will receive from the government and its concretisation in terms of legal and financial interventions. As part of the awareness activities, advocacy for official statistics will take many forms (issue papers, seminars and workshops, targeted meetings, communication tools, social media posts …) consolidating on what has already be achieved. Lessons have already been drawn from experience that will feed the discussion within the NSS on this topic. A specific communication strategy targeting the Government is being developed and implemented by PCBS that will build on the regular production of key reports and analyses on priority policy issues. With the external donors, regular meeting will be held as to follow a recommendation of the mid-term review of the 2018-2022 NSDS. This was a regular practice in the past that will be reinstated. All the activities planned to consolidate trust and confidence in statistics as well as to improve quality and to reach excellence around official statistics will converge to building a strong support from the whole country.

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6 By targeting specific categories and classified groups of users.

2.3 Putting quality high in the statistical agenda

The data driven NSS is condemned at demonstrating high quality results and at promoting and building excellence. It is a condition for establishing and consolidating trust in statistics and for maintaining a high awareness, but it is also a necessity to efficiently manage the new potential that is considered through expanding the sources of data for statistics. In this area also, PCBS has been active as it is confirmed in the conclusions of the recent mid-term review of the 2018-2022 NSDS[7]. However, efforts must be continued in several directions such as the documentation and the sharing of good practices within the NSS and the development of more partnerships with the academic world, researchers, and the scientific community, in Palestine, in the region and beyond. A particular emphasis will be put in the 2022-2026 strategy on applying the GSBPM to all the statistical processes within the PCBS and on consolidating the investment made in the implementation of the European Foundation for Quality Management (EFQM) Excellence model[8]. The results will be analysed and shared with the partners in the NSS.

2.4 Alignment with international standards

The alignment with international standards and practices is another factor that will steer the transformation of the NSS. Palestine is already extremely far in the compliance with international standards and methods; PCBS is considered as a highly developed statistical institute in this area, being often asked to provide support to neighbouring countries. Its specific political context may have affected some segments of statistics (such as external trade or financial statistics) where norms and standards are impossible to apply. However, the issue is more an internal one, related to the harmonisation within the NSS. PCBS can quickly comprehend the requirements from the international standards and has the capacity to adjust the methods and practices accordingly. However, this is not true for all its partners in the NSS, who may have some difficulties in implementing changes and some reluctance for making the required investment. PCBS has been supportive to the other members of the NSS in the past and will continue to help when and where needed to keep a high level of compliance.

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7 "For many years, PCBS has been striving for excellence; using National & International Standards (ISO, EFQM, NSDS…) to implement the right process, tools & good practices". Extract from the mid-term review of the 2018-2022 NSDS, February 2021.
8 PCBS has already reached the first level of excellence (Committed to Excellence - C2E).

Tier 3: What are the supporting factors to implement and/or to strengthen?

The supporting factors to the transformation of the NSS address different aspects of the data- driven eco-system that is expected to be developed in Palestine. They concern capacities (human and technical) but also the data value chain covering all the interventions from the identification of new data sources to their integration in the production process of official statistics as well as the dissemination and the analysis of the statistics compiled using these new data sources. They also cover data governance aiming at giving more value to data. Finally, they also cover traditional data collection processes that will continue to feed the NSS with structural information. These different elements are synthetically presented in the table below.

Tier 3: What are the supporting factors to implement and/or to strengthen?	3.1 A modern and powerful technology.	3.1.1 Developed computing environment using virtual network technology.
		3.1.2 Linking and harmonising data bases/banks.
		3.1.3 Improving data dissemination.
	3.2 Capacitated human resources.	3.2.1 Designing a relevant training programme for the whole NSS.
		3.2.2 Valorisation of human resources.
	3.3 Encompassing the whole data value- chain.	3.3.1 Improving data availability and accessibility.
		3.3.2 Developing data analytics.
	3.4 A feasible and relevant census and survey programme.	

3.1 A modern and powerful technology

Developing a connected NSS, opening and managing platforms of exchange, securing the archiving and the storage of data, adjusting data dissemination to the new characteristics of the demand for information, easing access to data and facilitating research and analysis, communicating on statistics, all these activities will require a modern and powerful technology. Some of the actors of the NSS, and particularly PCBS, may already have developed capacities in this area. However, all these activities require highly specialised applications that may not be available commonly and may not be entirely mastered in the country. Progress in this area is extremely fast and to catch-up with the lasted technology may be difficult financially and humanly.

The whole NSS needs support in this area. As part of the preparation of this strategy, PCBS initiated a diagnostic of the priority needs that will be the basis for valuing the most pressing requirements for PCBS and for its partners in the NSS in terms of equipment, applications, and training/re-training of staff. This is a particular pressing issue for PCBS for the management of its data banks. This may limit its ability to propose attractive services to the users when consulting and downloading data from

the website. There is also a need to harmonise processes and applications on which are based the various operations managed by PCBS.

There are different areas where the modernisation of the technology used for statistics is crucial. GIS and its use in statistics is in constant evolution. Knowledge of GIS is a skill that is increasingly needed in National Statistical Systems. Mainly through the implementation of the Population Census 2017, PCBS already developed an internal capacity to use GIS for data collection, processing and dissemination that translated into several geo-referenced tools. The enhancement of PCBS skills in the use of GIS for statistical purpose would serve its ambitions regarding a sustainable introduction and use of GIS throughout the whole statistical production, from the design of statistical operations to the dissemination of data. The twinning project could help in assessing the way that the GIS was implemented and in providing recommendations for an improved development of the system thorough the whole PCBS operations.

Data security covers the tools but also the procedures related to various dimensions such as data storage, data transfer, data disclosure, data confidentiality to name only some of the. PCBS is working on the assessment of its IT infrastructure, including all the aspects linked to data security.

Several data banks and data platforms have been developed by PCBS and other actors of the NSS based on needs and requirements that were specific to each tool. Today, there is a need for a better harmonised system that will allow easy cross-sectional analyses and cross-references.

3.2 Capacitated human resources

Human resources are highly qualified in PCBS; so far, they have been able to continue to deliver quality work programmes despite the degrading conditions generated by the impact of the Covid 19 crisis on their work. There is a large cohort of senior and experienced statisticians who will retire in the next few years, and the PCBS management is preparing for a transition building on the reinforcement of the capacities of middle-range staff in management, organisation, and leadership. The transition will not be easy and may take some time to be fully absorbed by the institution. Support is needed not only in the managerial functions but also in the mastering of new information and communication technologies, applied to the statistical work. PCBS has designed and implemented regular annual training plans that mixed technical[9] and managerial[10] topics and that addressed different groups of staff, with a particular focus on newly recruited individuals. The training plans included courses given internally as well as opportunities offered by regional or international partners. What exists today is not a comprehensive plan but a simple concatenation of existing and ad hoc training opportunities.

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9 Such as Data science, SPSS for statistical analysis, GIS …
10 Project management (MS Project), Quality …

The situation is even less organised in the other actors of the NSS where statistical activities are more marginal, this being reflected in the allocations of human resources to data management. Some of the PCBS training courses have been opened to them but only on a limited scale. Support to these organisations could be developed using existing capacities in PCBS as a leverage for the transfer of knowledge and of knowhow. Under the 2022-2026 strategy it is planned to prepare and implement a comprehensive human resources training and valorisation plan (a comprehensive capacity development plan) that will cover all the staff working on data, in PCBS and within the NSS, and that will consolidate the efforts made in training with the ones made in human resources and career development. Initial thoughts have been given within PCBS to such a comprehensive plan and the goal is develop it progressively, in close cooperation among all the actors of the NSS, along the 2022-2026 period.

3.3 Encompassing the whole data value-chain

Data governance[11] must be considered all along the data value chain. In the past, statistical work was mainly related to the supply side of the data eco-system, this including data gathering, processing, storage, and dissemination. Today, the process is considered more comprehensively along its whole value chain, including data analytics. The concept covers the availability of data, gathered from traditional collection tools (surveys, censuses) as well as from non-statistical sources, on a large coverage, horizontal (sectors and themes) and vertical (different levels of disaggregation). This is mainly related to the needs of data generated by the measurement of the SDGs. Data analytics also covers descriptive analysis, predictions, and prospective research as part of the statistical work. This is a development that is recommended by the mid-term review of the 2018-2020. In the search of new partnerships that is at the core of the transformation of the NSS, PCBS will explore collaborations with universities and research centres for the analysis of the available data and their valorisation for policy design, this contributing to building excellence.

Another element supporting the transformation of the NSS is the improvement of data governance within the NSS. Despite intensive efforts, there are still today inconsistencies in the way data are gathered, processed, stored, and exchanged within the NSS that are causes for duplication of efforts and waste of scarce resources. Coordination within each organisation of the NSS, including PCBS, and among these organisations, is essential to guarantee the efficiency of the whole system. PCBS has an important role to play on this issue through the development of data stewardship[12]. While they are involved in the same activities (data management), data owners and data stewards have different roles: the data Stewardship's role is to ensure that organizational data and metadata meet quality, accuracy, format, and value criteria; to ensure that data is properly defined and understood (standardized).

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11 Data governance covers all the norms, principles and rules governing the production and the use of data, beyond their pure technical management. See also: https://unstats.un.org/unsd/undataforum/blog/Shaping-the-data-governance-landscape/

12 "In the new data ecosystem, NSOs can broaden their mandate and play the role of data stewards at different levels and with different arrangements, to ensure the efficient utilization of all data sources while safeguarding data quality, confidentiality and security". https://unstats.un.org/unsd/statcom/52nd-session/side-events/20210210-1M-data-stewardship-and-the-role-of-NSOs-in-the-changing-data-landscape/

Such a function is necessary within each of the organisations in the NSS but must also be considered for the whole NSS.

3.4 A feasible and relevant census and survey programme

Finally, to support the transformation of the NSS, it is important to carry on with the planned survey and census programme as this will provide structural data that are necessary for regularly re-basing estimates made using non-statistical sources. The extension of the data sources does not mean abandoning these more traditional campaigns of data collection but rather to leave more time between each of them, thus saving valuable resources. PCBS has developed along the years a strong experience in running these operations. It has also initiated a deep transformation for the processing and the dissemination of the results from these operations, building on GIS. The experience is now being evaluated but there are already positive prospects for the future.

There are several survey operations that are carried out on regular basis (annually or more frequently) and that concern price data collection (for the compilation of different price indexes), tourism and hotels, labour force (LFS), the Household expenditures and consumption surveys and the users' satisfaction surveys. Some other surveys are also carried out by not as regularly: The Household culture survey, the Information and Communication technology survey, the victimization survey, Time use surveys. Censuses are carried out under longer intervals (each 5 or 10 years). An Agriculture census which was implemented in 2021, and the establishment database for local authorities will be carried out in 2022. All these operations are crucial for the compilation of key statistics but also to make a regular photography on structural elements of the socio-economic fabric of the country. These operations are realised by PCBS, and in some occasions in close collaboration with other government agencies (the MoA for the Agriculture census).

Work plan and calendar of activities

Work plan and calendar of activities

For each Tier, each sub-component and each result, specific key activities have been identified that are presented in the tables below. The detailed work plan 2022-2026 is attached in annex 3.

Tier 1: What do we want to achieve with the transformation of the data eco-sy stem?

Sub-component 1.1: Extensive use of available data.	
1.1.1 Extended use of administrative record data.	1.1.1.1 Harmonizing the format for the exchange of data between the partners and PCBS. 1.1.1.2 Improvement plans in data gathering, processing, storage and transfer in partner organisations. 1.1.1.3 Transfer of know-how from PCBS.
1.1.2 Extended use of trusted data.	1.1.2.1 Identification of the new sources of data. 1.1.2.2 SWOT for each new data source. 1.1.2.3 Create a partnerships with the owner of the new data sources.
1.1.3 Integrating the concepts of data science into statistical work.	1.1.3.1 Training and workshops of statisticians in data science.
1.1.4 Spreading awareness and the culture of data science within the NSS.	1.1.4.1 Training a group for our partners in the NSS.
1.1.5 Joint-ventures with different sectors using big data.	1.1.5.1 Implementing projects using big data.
1.1.6 Applying all statistical terms and concepts about official statistics in Palestine	1.1.6.1 Periodic follow-up to ensure updating statistical indicators. 1.1.6.2 Updating openness standards and applying them on statistical indicators.
Sub-component 1.2: Effective transformation of the data ecosystem.	
1.2.1 Dynamic and connected partnerships.	1.2.1.1 Capacity assessments for data management for the NSS and other data providers. 1.2.1.2 Setting-up data exchange and analysis platforms.
1.2.2 Improved data management within the NSS.	1.2.2.1 Coordination for data mobilisation, transfer, processing, dissemination, and analysis. 1.2.2.2 Preparation of related communication material on data-driven systems and data management.

Sub-component 1.3: Development of concrete results from key partnerships within the NSS.	
1.3.1 Progressive data transfer from the Municipalities to PCBS.	1.3.1.1 Data mapping (municipalities and other partners). 1.3.1.2 Design of support programmes to improve data processing and transfer. 1.3.1.3 Agreements and protocols for data transfer and data analysis. 1.3.1.4 Tests, evaluations, and assessments of the results achieved. 13.1.5 Documentation and sharing of results and lessons learned within the NSS and beyond. Note: The same activities are repeated for the results (1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6).
1.3.2 Automated database based on Government Finance Statistics.	
1.3.3 Consolidated partnership with the Ministries of Education and Health.	
1.3.4 Consolidated partnership with the Palestine Monetary Authority.	
1.3.5 Operational links with PalTel.	
1.3.6 Consolidated partnership with Tourism and Antiquities police.	
Sub-component 1.4: A sound and reliable Business Register.	
1.4.1 A sound and reliable Business Register.	1.4.1.1 Support to the establishment databases in municipalities. 1.4.1.2 Meetings with partners (municipalities and local authorities). 1.4.1.3 Agreements with partners (municipalities and local authorities). 1.4.1.4 Preparing programs for developing databases 1.4.1.5 Gathering and cross-checking with other sources (MoF, Customs,…). 1.4.1.6 Identifing and consolidating of indicators concept. 1.4.1.7 Moblize of data files.

Tier 2: What are the steering factors to ignite?

Sub-component 2.1: Strengthening trust in official statistics.	
2.1.1 Increased trust from the users.	2.1.1.1 Permanent dialogue with the users of official statistics, by target groups. 2.1.1.2 Formatting a team to prepare the user tailored communication strategy. 2.1.1.3 Consulting with partners in the NSS. 2.1.1.4 Assessing the current status of the communication (SWOT Analysis). 2.1.1.5 Preparing and endorsing the final version of communication strategy.
2.1.2 Increased trust from the owners of new sources of data.	2.1.2.1 Transparency on the use of the new sources and return on the data exchanged (analyses). 2.1.2.2 Transfer of know-how.
Sub-component 2.2: Promoting awareness on the importance of statistics for evidence-based decision making.	
2.2.1 Assessing users' satisfaction.	2.2.1.1 Users' satisfaction surveys (implementation and analysis) including trust measurement of the users and suggest tools to gather feedback from users.
2.2.2 Generating political support to data transformation.	2.2.2.1 Advocacy material (evidence-based decision making). 2.2.2.2 Preparing the tools for measuring the impact of the use of statistics in policy making by public and private sectors survey. 2.2.2.3 Collecting and analyzing data for the survey of measuring the impact of the use of statistics in policy making by public and private sectors. 2.2.2.4 Preparing a report on the results of the survey of measuring the impact of the use of statistics in policy making by public and private sectors. 2.2.2.5 Seminars on data management. 2.2.2.6 Arranging donor meetings to discuss financial and project implementation issues. 2.2.2.7 Create electronic portal for international partners include international agreements.

Sub-component 2.3: Putting quality high in the statistical agenda.	
2.3.1 Targeting excellence.	2.3.1.1 Building and boosting partnerships and collaborations with universities, research centres and academics within the country. 2.3.1.2 Building and boosting partnerships and collaborations with universities, research centres and academics outside the country.
2.3.2 A permanent attention to Quality, and Quality Culture.	2.3.2.1 Applying the GSBPM on PCBS statistical projects, and promoting this module through PCBS website. 2.3.2.2 Development of the Quality Management System.
Sub-component 2.4: Alignment with international standards.	
2.4.1 Maintaining official statistics reputation in Palestine within the international statistical community.	2.4.1.1 Participation and contribution in/to international statistical events a such as, IAOS conference, the European Conference on Quality in Official Statistics, ISI conference, and Word Data Forum. 2.4.1.2 Technical cooperation and exchange conducted in cooperation with several parties, such as METAC, IMF, UNSD, ISTAT, EU, other MED countries and regional and international organisations.
2.4.2 Harmonising methods and classifications within the NSS.	2.4.2.1 Conducting meetings/workshops with NSS members to review the updates of Meta data standards including new statistical methods. 2.4.2.2 Availability and updating of the Metadata components (the glossary of statistical terms, indicators, variables and classifications….etc) to the other NSS members.

Tier 3: What are the supporting factors to implement and/or to strengthen?

Sub-component 3.1: A modern and powerful technology.	
3.1.1 Developed computing environment using virtual network technology.	3.1.1.1 Modern equipment and material.
3.1.2 Linking and harmonising data bases/banks.	
3.1.3 Improving data dissemination.	

Sub-component 3.2: Capacitated Human resources.	
3.2.1 Designing a relevant training programme for the whole NSS.	3.2.1.1 Needs assessment (PCBS and NSS). 3.2.1.2 Analyzing training needs depending on administrative records sources current status survey, or training forms of the annual planning database. 3.2.1.3 Definition and delivery of training programme.
3.2.2 Valorisation of human resources.	3.2.2.1 Preparing terms of reference for designing of the comprehensive capacity development strategy . 3.2.2.2 Receiving a technical mission for designing of the comprehensive capacity development strategy. 3.2.2.3 Design of the comprehensive capacity development strategy.

Sub-component 3.3: Encompassing the whole data value-chain.	
3.3.1 Improving data availability and accessibility.	3.3.1.1 Partnership for the mobilisation and the use of data and micro-data. 3.3.1.2 Mapping and assessment of the statistical system.
3.3.2 Developing data analytics.	3.3.1.3 Synergies and coordination to evaluate the national statistical system. 3.3.1.4 Communication with partners on statistics. Note: The same activities are repeated for the results (3.3.1, 3.3.2).

Sub-component 3.4: A feasible and relevant census and survey programme.	
3.4.1 A feasible and relevant census and survey programme.	3.4.1.1 Updating Geographical database / Maps for the Population, Housing and Establishments Census 2027 (Combined between admistrative records and traditional methods). 3.4.1.2 Preparing Palestinian Localities Guidance for the Population, Housing and Establishments Census 2027. 3.4.1.3 Holding meetings with government ministries and private institutions for the Population, Housing and Establishments Census 2027. 3.4.1.4 Evaluation of administrative records data. For the Population, Housing and Establishments Census 2027. 3.4.1.5 Implementing the pilot for Population, Housing and Establishments Census 2027. 3.4.1.6 Preparing Agriculture Statistical Atlas 2021. 3.4.1.7 Preparing Establishment Statistical Atlas. 3.4.1.8 Preparing Agriculture census reports 2021. 3.4.1.9 Development of Establishments Databases for Local Authorities. 3.4.1.10 Agreements with partners. 3. 4.1.11 Listing Establishments for local authorities. 3.4.1.12 Preparing programs for local authorities. 3.4.1.13 Connecting major municipalities with the establishments database. 3.4.1.14 Connecting local authorities with the establishments database.

Prerequisites for success

Prerequisites for success

The transformation of the statistical system that is expected to be made effective through the implementation of the strategy will require a strong support of several form (political, technical, organisational, financial) from different groups, and particularly: within the PCBS (its management and its staff), within the NSS (all the members and partners), within the country (Government and users of official statistics), from external partners. In addition, the implementation of the strategy may be jeopardized by external events that cannot be controlled by the NSS.

Main challenges that may limit the effectiveness of the strategy.	Measures that will be taken to mitigate these limits to the implementation of the strategy.
Getting a strong political and financial support to the implementation of the strategy from: the Government, external partners/dnors, the users of official statistics. All these supports are essential fo deploying the resources and setting the legal and organisational frameworks that are necessary to the effective implementation of the strategy 2022-2026. Government may be sensible to statistics but may also have other higher priorities to support and limited budget to spend. The donors may not be convinced that the transformation is possible in a short period of time and may ask for a more gradual development. The users may acknowledge and praise the progress made in the last decade by official statistics but may still not be entirely satisfied with the data available.	The strategy contains activities that are geared at (i) promoting awareness on the importance of statistics for evidence-based decision making (expected result 2.2.2), (ii) increasing trust from the users (expected result 2.1.1) and assessing their level of satisfaction (expected result 2.2.1) and at increasing trust in official statistics in general. These measures should help in creating a favourable environment for the implementation of the strategy and the transformation of the system. Regarding the financing of the system, the transformation carries a lot of elements geared at reducing the costs of production of statistics (use of administrative data and other open sources). The continuous participation and contribution of PCBS to/in international and regional statistical events may help convincing the donors of the commitment of the NSS for the transformation and thus generate a stronger external support.
Getting the full cooperation and commitment from the members of the NSS for: the regular transfer of data, the alignment to international standards and norms, the opening of the cooperation to other owners of data sources, and the targeting of excellence and quality. Members of the NSS have different capacities and may not all be ready and capable to answer all the demands generated by the transformation of the system.	Again, several activities will be embedded in the strategy to mitigate these issues. But PCBS has built over the regular transfer of data is well established with some partners and these examples may help in convincing other NSS members of the benefits that can be drawn. The concern to quality has already been discussed on many occasions within the NSS and the initial results achieved so far will be a good basis to go further. Harmonisation in methods and norms may be more difficult to reach across the board but the progress made so far are encouraging.

Main challenges that may limit the effectiveness of the strategy.	Measures that will be taken to mitigate these limits to the implementation of the strategy.
Commitment of the staff of the PCBS and of key members of the NSS: • Data quality in all statistical operations (gathering, processing, production, dissemination, storage, archiving), • Human resources valorisation, • Technical capacities, The staff and management at PCBS but also from other members of the NSS has been adversely affected by the difficult socio-economic and security situation in the country. Some may be de-mobilised and may not fully contribute to the transformation. In addition, in most public offices, there will be large departures of pensioners that will need to be replaced.	Experience has shown that, despite adverse working conditions, the public service in Palestine may continue to function and to deliver its mandate. There is a high level of resilience that may activate staff enthusiasm and willingness to progress when necessary. At the level of PCBS, the management is well aware of the difficulties that the transformation may generate and is working on a human valorisation strategy that will accompany the implementation of the activities planned. A rejuvenated staff may be more inclined at serving changes and transformation.
Working conditions under the Covid Pandemic may increase the challenges that the NSS will face in all the segments of the statistical work.	The pandemic may be considered as a threat for statistics, but it is also a unique opportunity to identify bottlenecks and to develop methods and practices that are more effective and relevant under today's working conditions. Since the initial outbreak of the pandemic in 2020, the NSS has already innovated, deploying new practices for data collection. This will be consolidated through the implementing strategy.
Working conditions under the Israel occupation complexify the programming and the implementation of statistical operations.	The NSS has been working under these difficult conditions for years and has developed a strong capacity to adjust to fast changing conditions of work.

Financial requirements

In the recent past, statistical work suffered from large resources imbalances generated by, on the one hand, the high cost of the large data gathering operations (such as surveys and censuses) on which the production of official statistics was mainly based and, on the other hand, the low priority it received in the financial allocations from both Governments and external donors. In short, high demand but low supply. Statistics were asking for too many resources at a time when the availability of these resources was declining due to drastic cuts in spending.

The present 2022-2026 strategy intends to act at both the demand and the supply levels to correct this imbalance:

- The transformation of the statistical system will target the use of sources of data that are mostly free of charge to produce statistics, such as administrative data and other open data sources. This practice will allow to carry surveys and censuses less regularly and at larger intervals, thus saving resources and decreasing the level of the necessary resources to run the work programmes. There will certainly be other spending requirements, particularly to maintain the level of technical capacities in the NSS, but, overall, the demand for funding will be kept at a reasonable level,
- In parallel, the PCBS will continue to promote evidence-based decision making and to raise awareness on the crucial role official statistics must play in a democratic and open society, particularly in the specific context of Palestine. This should lead to maintain a continuous financial allocation from the government and to keep the required external financial support to an acceptable level.

In short, the strategy will help doing better, through reallocating resources (mainly from data collection to the development of new capacities), while keeping a stable level of financial requirements, as compared to what was asked in the previous years.

The financial requirements for the implementation of the 2022-2026 data strategy is attached in annex 4.

Annexes

Annex 1: Synthetic content of the 2022-2026 Data strategy.

Annex 2: Measurement indicators.

Annex 3: Detailed work plan.

Annex 4: Financial requirements.

Annex 5: Core Statistical Program (Activities / Projects) for PCBS.

Annex 1: Synthetic content of the 2022-2026 Data strategy

Tier	Sub-component	Expected results
Tier 1: What do we want to achieve with the transformtion of the data eco- system?	1.1 Extensive use of available data.	1.1.1 Extended use of administrative records data.
		1.1.2 Extended use of trusted data.
		1.1.3 Integrating the concepts of data science into statistical work.
		1.1.4 Spreading awareness and the culture of data science within the NSS.
		1.1.5 Joint-ventures with different sectors using big data.
		1.1.6 Applying all statistical terms and concepts about official statistics in Palestine.
	1.2 Effective transformation of the data ecosystem.	1.2.1 Dynamic and connected partnerships.
		1.2.2 Improved data management within the NSS.
	1.3 Development of concrete results from key partnerships within the NSS.	1.3.1 Progressive data transfer from the Municipalities to PCBS.
		1.3.2 Automated database based on Government Finance Statistics.
		1.3.3 Consolidated partnership with the Ministries of Education and Health.
		1.3.4 Consolidated partnership with the Palestine Monetary Authority.
		1.3.5 Operational links with PalTel.
		1.3.6 Consolidated partnership with Tourism and Antiquities police.
	1.4 A sound and reliable Business Register.	

Tier	Sub-component	Expected results
Tier 2: What are the steering factors to ignite?	2.1 Strengthening trust in official statistics.	2.1.1 Increased trust from the users.
		2.1.2 Increased trust from the owners of new sources of data.
	2.2 Promoting awareness on the importance of statistics for evidence-based decision making.	2.2.1 Assessing users' satisfaction.
		2.2.2 Generating political support to data transformation.
	2.3 Putting quality high in the statistical agenda.	2.3.1 Targeting excellence.
		2.3.2 A permanent attention to Quality, and Qualiy Culture.
	2.4 Alignment with international standards.	2.4.1 Maintaining official statistics reputation in Palestine within the international statistical community.
		2.4.2 Harmonising methods and classifications within the NSS.
Tier 3: What are the supporting factors to implement and/ or to strengthen?	3.1 A modern and powerful technology.	3.1.1 Developed computing environment using virtual network technology.
		3.1.2 Linking and harmonising data bases/banks.
		3.1.3 Improving data dissemination.
	3.2 Capacitated human resources.	3.2.1 Designing a relevant training programme for the whole NSS.
		3.2.2 Valorisation of human resources.
	3.3 Encompassing the whole data value-chain.	3.3.1 Improving data availability and accessibility.
		3.3.2 Developing data analytics.
	3.4 A feasible and relevant census and survey programme.	

Annex 2: Measurement indicators

Tier	Sub-component	Indicators
Tier 1: What do we want to achieve with the transformation of the data eco-system?	1.1 Extensive use of available data.	Index of statistical capacity in the large municipalities (staff, technology, data bank).
	1.2 Effective transformation of the data ecosystem.	Annual releases based on secondary data sources (administrative records, big data, etc). Use of official statistics in the local press and in the social media.
	1.3 Development of concrete results from key partnerships within the NSS.	Joint release between PCBS and other ministries and government agencies. Data sets exchanged with PalTel (volume, frequency, quality).
	1.4 A sound and reliable Business Register.	Rate of return and of non-answer in business surveys from PCBS and others. Alternatively: level of matching of the establishments between different sources for the SBR.
Tier 2: What are the steering factors to ignite?	2.1 Strengthening trust in official statistics.	Indicators of the users' satisfaction surveys. Open data statistical capacity index.
	2.2 Promoting awareness on the importance of statistics for evidence-based decision making.	Percentage of using statistics in government policies.
	2.3 Putting quality high in the statistical agenda.	Number of PCBS's statistical projects that will be followed up on the application of GSBPM.
	2.4 Alignment with international standards.	Degree of compliance with SDDS requirements.

Tier	Sub-component	Indicators
Tier 3: What are the supporting factors to implement and/ or to strengthen?	3.1 A modern and powerful technology.	Degree of interlinkage between data platforms (within the PCBS and then within the NSS). Volume of official statistics disseminated on the social media.
	3.2 Capacitated human resources.	Number of trained statisticians in the total staff of PCBS and of other members of the NSS.
	3.3 Encompassing the whole data value-chain.	Joint studies between PCBS and Research institutes and universities (national and then international).
	3.4 A feasible and relevant census and survey programme.	Availability of structural databases.

Annex 3: Detailed work plan
Tier 1: Transformation of the data eco-system - To give more value to data
Sub-component 1.1: Extensive use of available data

Activities	Indicators	Organizations involved	
1.1.1.1 Harmonizing the format for the exchange of data between partners and PCBS.	Volume of information exchanged with partners under the unified format. Number of indicators based on administrative records data.	PCBS	
1.1.1.2 Improvement plans in data gathering, processing, storage and transfer in partner organisations.	Number of joint statistical releases.	PCBS	
1.1.1.3 Transfer of know-how from PCBS.	Number of trained partners in the NSS.	PCBS	
1.1.2.1 Identification of the new sources of data.	Number of identified new sources of data.	PCBS	
1.1.2.2 SWOT for each new data source.	Number of data sources diagnosed (SWOT analyses).	PCBS	
1.1.2.3 Create partnerships with the owners of the new data sources.	Number of the new data sources that initiated contact with them. Number of new indicators identified/ developed.	PCBS	
1.1.3.1 Training and workshops of statisticians in data science.	Number of trainees.	PCBS	
1.1.4.1 Training a group for our partners in the NSS in data science.	Number of trainees.	PCBS	
1.1.5.1 Implementing projects using big data.	Number of projects.	PCBS	
1.1.6.1 Periodic follow-up to ensure updating statistical indicators.	Rank and score of Palestine in openness at the level of the world Number of meetings.	PCBS	
1.1.6.2 Updating openness standards and applying them on statistical indicators.	Rank and score of Palestine in openness at the level of the world.	PCBS	

	Year					Estimated cost / each year ($)
	2022	2023	2024	2025	2026	
	✘	✘	✘	✘	✘	200
	✘	✘	✘	✘	✘	300
	✘	✘	✘	✘	✘	The budget is included with activities 2.3.1.1 and 2.3.1.2.
	✘		✘		✘	0
	✘		✘		✘	200
	✘	✘	✘	✘	✘	0
	✘					0
	✘					0
		✘	✘	✘	✘	30000
	✘	✘	✘	✘	✘	1000
	✘	✘	✘	✘	✘	200

Sub-component 1.2: Effective transformation of the data ecosystem

Activities	Indicators	Organizations involved	
1.2.1.1 Capacity assessments for data management for the NSS and other data providers.	Number of institutions where data management capabilities have been assessed. Number of dynamic and connected partnerships	PCBS/NSS	
1.2.1.2 Setting-up data exchange and analysis platforms.	Number of uploaded Platform (atlases, SDGs, Agricultural census).	PCBS/NSS	
1.2.2.1 Coordination for data mobilisation, transfer, processing, dissemination, and analysis.	Number of joint statistical outputs.	PCBS/NSS	
1.2.2.2 Preparation of related communication material on data-driven systems and data management.	Number of forms developed for data management with partners.	PCBS/NSS	

Sub-component 1.3: Development of concrete results from key partnerships within the NSS.

Activities	Indicators	Organizations involved	
1.3.1.1 Data mapping (municipalities and other partners).	Number of local authorities matched with tree accounts.	PCBS/NSS	
1.3.1.2 Design of support programmes to improve data processing and transfer.	Revised Tree of Accounts matched with related GFS standards. Number of statistical indicators on the website of Ministry of Local Government.	PCBS/NSS	
1.3.1.3 Tests, evaluations, and assessments of the results achieved.	Number of workshops with partners.	PCBS/NSS	
1.3.1.4 Documentation and sharing of results and lessons learned within the NSS and beyond.	Number of adopted documents of the methodology. Number of press releases.	PCBS/NSS	

	Year					Estimated cost / each year ($)
	2022	2023	2024	2025	2026	
	✗		✗		✗	100
	✗	✗				1000
	✗	✗	✗	✗	✗	100
	✗	✗	✗	✗	✗	2000

	Year					Estimated cost / each year ($)
	2022	2023	2024	2025	2026	
	✗	✗	✗	✗	✗	4000
	✗	✗	✗	✗	✗	3300 in 2022 200 in 2023, 2024, 2025 and 2026
	✗	✗				300
	✗	✗	✗	✗	✗	1500

Activities	Indicators	Organizations involved	
1.3.2.1 Data mapping (Ministries of Education and Health).	Number of indicators mapped. Number of indicators transferred.	PCBS/NSS	
1.3.2.2 Design of support programmes to improve data processing and transfer.	Number of databases.	PCBS/NSS	
1.3.2.3 Agreements and protocols for data transfer and data analysis.	Number of agreements and protocols.	PCBS/NSS	
1.3.2.4 Tests, evaluations, and assessments of the results achieved.	Number of evaluation studies (Evaluation modules, Impact measurement test).	PCBS/NSS	
1.3.2.5 Documentation and sharing of results and lessons learned within the NSS and beyond.	Number of workshops and meetings conducted with NSS to highlight the results.	PCBS/NSS	
1.3.3.1 Data mapping (Palestine Monetary Authority).	Number of data collection automated forms, for collecting data from banking sector, on production and investment available on the website of (PMA). Number of revised databases, matched with PMA automated data form.	PCBS/NSS	
1.3.3.2 Design of support programmes to improve data processing and transfer.	Number of statistical tables on financial services and investments, available on the website of (PMA).	PCBS/NSS	
1.3.3.3 Tests, evaluations, and assessments of the results achieved.	Number of press releases.	PCBS/NSS	
1.3.3.4 Documentation and sharing of results and lessons learned within the NSS and beyond.	Number of adopted documents of the methodology.	PCBS/NSS	

	Year					Estimated cost / each year ($)
	2022	2023	2024	2025	2026	
	✖	✖	✖	✖	✖	1000
	✖	✖	✖	✖	✖	500
	✖					200
	✖	✖	✖	✖	✖	1000
	✖	✖	✖	✖	✖	500
	✖	✖				3000
	✖	✖	✖			2000
		✖				300
			✖	✖	✖	500

Activities	Indicators	Organizations involved	
1.3.4.1 Data mapping (PalTel,).	Number of Databases.	PCBS/NSS	
1.3.4.2 Design of support programmes to improve data processing and transfer.	Number of indicators and databases transferred.	PCBS/NSS	
1.3.4.3 Agreements and protocols for data transfer and data analysis.	Number of agreements and protocols signed.	PCBS/NSS	
1.3.4.4 Tests, evaluations, and assessments of the results achieved.	Number of evaluation studies (Evaluation modules, Impact measurement test).	PCBS/NSS	
1.3.4.5 Documentation and sharing of results and lessons learned within the NSS and beyond.	Number of workshops and meetings conducted with NSS to highlight the results.	PCBS/NSS	
1.3.5.1 Data mapping with the Tourism and Antiquities Police.	Number of databases.	PCBS/NSS	
1.3.5.2 Design of support programmes to improve data processing and transfer.	Number of automated data forms, for guests and occupancy of hotels available on TAP database.	PCBS/NSS	
1.3.5.3 Agreements and protocols for data transfer and data analysis.	Number of agreements and protocols signed.	PCBS/NSS	
1.3.5.4 Tests, evaluations, and assessments of the results achieved.	Number of workshops with partners: Ministry of Tourism and Antiquities (MoTA), Tourism and Police (TAP) and Arab Hotel Association (AHA).	PCBS/NSS	
1.3.5.5 Documentation and sharing of results and lessons learned within the NSS and beyond.	Adopted documents of the methodology. Number of press releases.	PCBS/NSS	

	Year					Estimated cost / each year ($)
	2022	**2023**	**2024**	**2025**	**2026**	
	✕	✕	✕	✕	✕	1000
	✕	✕	✕	✕	✕	500
	✕	✕	✕	✕	✕	200
	✕	✕	✕	✕	✕	1000
	✕	✕	✕	✕	✕	500
	✕	✕	✕	✕	✕	1000
	✕	✕	✕	✕	✕	1000
	✕	✕	✕	✕	✕	200
	✕	✕	✕	✕	✕	500
	✕	✕	✕	✕	✕	200

Sub-component 1.4: A sound and reliable Business Register

Activities	Indicators	Organizations involved	
1.4.1.1 Support to the establishment databases in municipalities.	Number of municipalities that have an electronic database for the Establishments.	PCBS/NSS	
1.4.1.2 Meetings with partners (municipalities and local authorities).	Number of meetings with partners (municipalities and local authorities).	PCBS/NSS	
1.4.1.3 Agreements with partners (municipalities and local authorities).	Number of Agreements with partners (municipalities and local authorities).	PCBS/NSS	
1.4.1.4 Preparing programs for developing databases.	Number of programs for developing databases.	PCBS/NSS	
1.4.1.5 Gathering and cross-checking with other sources (MoF include Customs,…).	Percentage of matched cases between MoF file (VAT) and SBR. Number of meetings with MoF.	PCBS/NSS	
1.4.1.6 Identifying and consolidating of indicators concept.	Percentage of matched cases between MoF file (VAT) and SBR.	PCBS/NSS	
1.4.1.7 Mobilize of data files.	Number of data files.	PCBS	

	Year					Estimated cost / each year ($)
	2022	2023	2024	2025	2026	
	✕	✕	✕	✕	✕	The budget is included within sub-component 1.3
	✕	✕	✕	✕	✕	
	✕	✕	✕	✕	✕	
	✕	✕	✕	✕	✕	
		✕	✕	✕	✕	
	✕	✕	✕	✕	✕	
	✕	✕	✕	✕	✕	

Tier 2: Steering factors and interventions
Sub-component 2.1: Strengthening trust in official statistics

Activities	Indicators	Organizations involved	
2.1.1.1 Permanent dialogue with the users of official statistics, by target groups.	Number of agreements and memorandums of understanding signed to use PCBS data. Percentage of users by the preferred data source and users type. Percentage use of statistics in planning.	PCBS/NSS	
2.1.1.2 Formatting a team to prepare the user tailored communication strategy.	Number of meetings.	PCBS	
2.1.1.3 Consulting with partners in the NSS.	Number of meetings.	PCBS/NSS	
2.1.1.4 Assessing the current status of the communication (SWOT Analysis).	Number of Workshops.	PCBS/NSS	
2.1.1.5 Preparing and endorsing the final version of communication strategy.	Number of Workshops.	PCBS/NSS	
2.1.2.1 Transparency on the use of the new sources and return on the data exchanged (analyses).	Number of exchange data.	PCBS/NSS	
2.1.2.2 Transfer of know-how.	Number of trained partners in the NSS.	PCBS	

	Year					Estimated cost / each year ($)
	2022	**2023**	**2024**	**2025**	**2026**	
	✕	✕	✕	✕	✕	100
		✕				100
		✕	✕			100
			✕			300
			✕			500
	✕		✕		✕	200
	✕	✕	✕	✕	✕	200

Sub-component 2.2: Promoting awareness on the importance of statistics for evidence-based decision making.

Activities	Indicators	Organizations involved	
2.2.1.1 Users' satisfaction surveys (implementation and analysis) including trust measurement of the users and suggest tools to gather feedback from users.	General average of users' satisfaction.	PCBS	
2.2.2.1 Advocacy materials (evidence-based decision making).	Number of advocacy materials. Percentage of using of statistics in decision making.	PCBS	
2.2.2.2 Preparing the tools for measuring the impact of the use of statistics in policy making by public and private sectors survey.	Preliminary file.	PCBS	
2.2.2.3 Collecting and analyzing data for the survey of measuring the impact of the use of statistics in policy making by public and private sectors	Statistical tables.	PCBS	
2.2.2.4 Preparing a report on the results of the survey of measuring the impact of the use of statistics in policy making by public and private sectors.	Final report of the survey.	PCBS	
2.2.2.5 Seminars on data management.	Number of seminars on data management.	PCBS	
2.2.2.6 Arranging donor meetings to discuss financing and project implementation issues.	Number of meetings.	PCBS	
2.2.2.7 Create electronic portal for international partners includes international agreement.	Launching the portal. Number of visits to the portal.	PCBS	

	Year					Estimated cost / each year ($)
	2022	**2023**	**2024**	**2025**	**2026**	
		✕		✕		30,000
	✕	✕	✕	✕	✕	1000
	✕				✕	26,960
	✕				✕	
	✕				✕	
	✕	✕	✕	✕	✕	500
	✕	✕	✕	✕	✕	500
	✕	✕				3000

Sub-component 2.3: Putting quality high in the statistical agenda

Activities	Indicators	Organizations involved	
2.3.1.1 Building and boosting partnerships and collaborations with universities, research centres and academics within the country.	Number of signed MoUs. Number of training courses for partners. Number of Lectures & visits. Number of participants / trainees.	PCBS/NSS	
2.3.1.2 Building and boosting partnerships and collaborations with universities, research centres and academics outside the country.	Number of meetings/ workshops with external partners. Number of joint cooperation projects.	PCBS/NSS	
2.3.2.1 Applying the GSBPM on PCBS statistical projects, and promoting this module through PCBS website.	Number of quality reports. Number of PCBS statistical projects that will be followed up on the application of GSBPM.	PCBS	
2.3.2.2 Development of the Quality Management System.	Number of internal auditing reports. Percentage of achieving quality objectives indicators.	PCBS	

Sub-component 2.4: Alignment with international standards

Activities	Indicators	Organizations involved	
2.4.1.1 Participation and contribution in/to international statistical events and fora for a such as, IAOS conference, the European conference on Quality in Official Statistics, ISI conference, and Word Data Forum.	Number of conferences, meetings, & forums. Number of participants.	PCBS	
2.4.1.2 Technical cooperation and exchange conducted in cooperation with several parties, such as METAC, IMF, UNSD, ISTAT, EU, other MED countries and regional and international organisations.	Number of technical missions. Number of international and regional requests received to PCBS.	PCBS	
2.4.2.1 Conducting meetings/workshops with NSS members to review the updates of Meta data standards including new statistical methods.	Number of meetings /workshops with NSS members.	PCBS/NSS	
2.4.2.2 Availability and updating of the Metadata components (the glossary of statistical terms, indicators, variables and classifications….etc.) to the other NSS members.	Number of NSS members that apply standards and classifications adopted by PCBS.	PCBS/NSS	

	Year					Estimated cost / each year ($)
	2022	2023	2024	2025	2026	
	✕	✕	✕	✕	✕	12500
	✕	✕	✕	✕	✕	1000
	✕	✕	✕	✕	✕	3000
	✕	✕	✕	✕	✕	1500

	Year					Estimated cost / each year ($)
	2022	2023	2024	2025	2026	
	✕	✕	✕	✕	✕	40000
	✕	✕	✕	✕	✕	75000 (7500*10)
		✕		✕		2000
		✕		✕		1000

Tier 3: Supporting factors and interventions
Sub-component 3.1: A modern and powerful technology

Activities	Indicators	Organizations involved	
3.1.1.1 Modern equipment and material.	Number of upgraded data centers. Number of new installed servers. Number of new installed central storage units. Number of backup systems renewed and operated. Number of new installe documents archiving systems. Number of Virtual Machines (VM) technology replacing current architecture.	PCBS	

Sub-component 3.2: Capacitated human resources

Activities	Indicators	Organizations involved	
3.2.1.1 Needs assessments (PCBS and NSS).	Training needs study.	PCBS/NSS	
3.2.1.2 Analyzing training needs depending on administrative records sources current status survey, or training forms of the annual planning database.	Training needs study.	PCBS/NSS	
3.2.1.3 Definition and delivery of training programme.	Number of training courses. Number of participants.	PCBS	
3.2.2.1 Preparing terms of reference for designing of the comprehensive capacity development strategy.	Terms of reference.	PCBS	
3.2.2.2 Receiving a technical mission for designing of the comprehensive capacity development strategy.	Report of the technical mission.		
3.2.2.3 Design of the comprehensive capacity development strategy.	A training strategy.		

	Year					Estimated cost / each year ($)
	2022	2023	2024	2025	2026	
	✗	✗	✗	✗	✗	250,000 in 2022 0 in 2023 30,000 in 2024 40,000 in 2025 40,000 in 2026

	Year					Estimated cost / each year ($)
	2022	2023	2024	2025	2026	
	✗	✗	✗	✗	✗	100
	✗	✗	✗	✗	✗	100
	✗	✗	✗	✗	✗	50000 (2500*20)
					✗		7500
					✗		
					✗	✗	

Sub-component 3.3: Encompassing the whole data value-chain

Activities	Indicators	Organizations involved	
3.3.1.1 Partnership for the mobilisation and the use of data and micro-data.	Number of MoUs.	PCBS/NSS	
3.3.1.2 Mapping and assessment of the statistical system.	Number of procedural controls agreed with partners.	PCBS/NSS	
3.3.1.3 Synergies and coordination to evaluate the national statistical system.	Number of technical meetings with our partners in the NSS.	PCBS/NSS	
3.3.1.4 Communication with partners on statistics.	Number of technical meetings with our partners in the NSS.	PCBS/NSS	

	Year					Estimated cost / each year ($)
	2022	**2023**	**2024**	**2025**	**2026**	
	✗	✗	✗	✗	✗	200
	✗	✗	✗	✗	✗	300
	✗	✗	✗	✗	✗	200
	✗	✗	✗	✗	✗	200

Sub-component 3.4: A feasible and relevant census and survey programme*

Activities	Indicators	Organizations involved	
3.4.1.1 Updating Geographical database/ Maps for the Population, Housing and Establishments Census 2027 (Combined between admistrative records and traditional methods).	Number of maps.	PCBS	
3.4.1.2 Preparing Palestinian Localities Guidance for the Population, Housing and Establishments Census 2027.	Number of guides.	PCBS/NSS	
3.4.1.3 Holding meetings with government ministries and private institutions for the Population, Housing and Establishments Census 2027.	Number of meetings.	PCBS/NSS	
3.4.1.4 Evaluation of administrative records data. For the Population, Housing and Establishments Census 2027.	Number of evaluated administrative records.	PCBS/NSS	
3.4.1.5 Implementing the pilot for Population, Housing and Establishments Census 2027.	Number of reports.	PCBS/NSS	
3.4.1.6 Preparing Agriculture Statistical Atlas 2021.	Number of atlases.	PCBS	
3.4.1.7 Preparing Establishment Statistical Atlas.	Number of atlases.	PCBS	

* Note: The budget is included within core statistical program for PCBS.

	Year					Estimated cost / each year ($)
	2022	**2023**	**2024**	**2025**	**2026**	
					✖	0
					✖	0
	✖					0
		✖				0
				✖	✖	0
		✖				0
			✖			0

Activities	Indicators	Organizations involved	
3.4.1.8 Preparing Agriculture Census reports 2021.	Number of preliminary report results. Number of Agriculture Census reports. Number of workshops. Number of analytical reports.	PCBS	
3.4.1.9 Development of Establishments Databases for Local Authorities.	Number of establishments' databases.	PCBS/NSS	
3.4.1.10 Agreements with partners.	Number of agreements with partners.	PCBS/NSS	
3.4.1.11 Listing Establishments for local authorities.	Number of listed Establishments.	PCBS/NSS	
3.4.1.12 Preparing programs for local authorities.	Number of prepared programs.	PCBS/NSS	
3.4.1.13 Connecting major municipalities with the establishments database.	Number of major municipalities connected with the establishments database.	PCBS/NSS	
3.4.1.14 Connecting local authorities with the establishments database.	Number of local authorities connected with the establishments database.	PCBS/NSS	

	Year					Estimated cost / each year ($)
	2022	2023	2024	2025	2026	
	✕	✕				0
	✕	✕	✕	✕	✕	0
	✕	✕	✕	✕	✕	
	✕					
	✕	✕	✕	✕	✕	
		✕	✕	✕	✕	
		✕	✕	✕	✕	

Annex 4: Financial requirements

Following the preparation of the strategic guidelines 2022-2026, and discussing them in a session with the PCBS Council, a workshop was held for data users from ministries, government institutions, private sector, universities, research centers and civil society institutions to introduce the proposed strategic objectives and sub-objectives and identify the outputs and activities necessary to achieve those objectives and then define the costs of implementation. Once the costs were determined, an estimated budget was drafted including the following:

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

The following is the estimated total budget:

Tiers and Sub-components	
Tier 1: Transformation of the data eco-system - To give more value to data.	
1.1 Extensive use of available data.	
1.2 Effective transformation of the data ecosystem.	
1.3 Development of concrete results from key partnerships within the NSS.	
1.4 A sound and reliable Business Register.*	
Tier 2: Steering factors and interventions.	
2.1 Strengthening trust in official statistics.	
2.2 Promoting awareness on the importance of statistics for evidence-based decision making.	
2.3 Putting quality high in the statistical agenda.	
2.4 Alignment with international standards.	
Tier 3: Supporting factors and interventions.	
3.1 A modern and powerful technology.	
3.2 Capacitated human resources.	
3.3 Encompassing the whole data value-chain.	
3.4 A feasible and relevant census and survey programme.**	
Total cost of implementing strategic activities.	
Monitoring and evaluation.	
Total cost of the strategy.	
Core statistical program for PCBS.	

* Note: The budget is included within Sub-component 1.3

** Note: The budget is included within core statistical program for PCBS.

	Year / Estimated Cost ($)					Total cost ($)
	2022	**2023**	**2024**	**2025**	**2026**	
	28,500	**55,600**	**51,600**	**49,800**	**49,900**	**235,400**
	1,900	31,900	31,900	31,900	31,900	129,500
	3,200	3,100	2,200	2,100	2,200	12,800
	23,400	20,600	17,500	15,800	15,800	93,100
	0	0	0	0	0	0
	165,460	**171,500**	**135,500**	**138,300**	**192,460**	**803,220**
	500	500	500	300	500	2,300
	31,960	35,000	2,000	2,000	58,960	129,920
	18,000	18,000	18,000	18,000	18,000	90,000
	115,000	118,000	115,000	118,000	115,000	581,000
	301,100	**51,100**	**81,100**	**98,600**	**98,600**	**630,500**
	250,000	0	30,000	40,000	40,000	360,000
	50,200	50,200	50,200	57,700	57,700	266,000
	900	900	900	900	900	4,500
	0	0	0	0	0	0
	495,060	**278,200**	**268,200**	**286,700**	**340,960**	**1,669,120**
	1,000	1,000	1,000	5,000	1,000	9,000
	496,060	**279,200**	**269,200**	**291,700**	**341,960**	**1,678,120**
	8,605,186	**8,777,289**	**8,952,835**	**9,131,892**	**9,314,530**	**44,781,732**

Annex 5: Core Statistical Program (Activities / Projects) for PCBS

Activity / Project	
Education and Culture Statistics.	Hotel Activity Survey.
Living Standards Statistics.	Environmental Economic Survey.
Expenditure and Consumption Survey (PECS).	Domestic & Outbound Tourism Survey.
Labour Force Survey.	Environment and Energy Household Survey.
Population Statistics.	Hotel Guests Survey.
Health Statistics.	Geographical Data base-Establishing a GID in PCBS.
Household Culture Survey.	Statistical Atlases.
Balance of Payments (BoP) module with Labor Force Survey (LFS).	National Statistical Monitoring System.
Quarterly and Annual Balance of Payments Statistics.	Sustainable Development Goals (SDGs) Indicators 2030.
Government Finance Statistics.	Developing Administrative Records.
Foreign Investment Survey.	Administrative Records Survey.
International Investment Position (IIP) and External Debt Statistics.	Building and Housing Units Register.
Consumer, Wholesale Prices and Indices.	Population Register.
Construction, Road, Water and Sewage Network Cost Index.	Time Use Survey.
Industry Production Index and Producer Price Index.	Women Empowerment Statistics.
National Accounts.	Governance Statistics.
Satellite Accounts.	Justice and Security Statistics.
Business Statistics.	Child Statistics.
Building Licenses Statistics.	Victimization Survey.
Area Statistics.	Palestine in Figures.
Transportation and Communications Statistics– Administrative Records.	Jerusalem Statistical Yearbook.
Foreign Trade Statistics.	Statistical Yearbook of Palestine.
Analysis and Forecasting.	Jerusalem Governorate Social Survey.
Information and Communications Technology Statistics (ICT).	Quality.
Business ICT Survey.	Standards and Methodologies.

Activity / Project	
ICT Household Survey.	Sampling.
Research and Development Survey.	Generic Statistical Business Process Model (GSBPM).