



Twinning Fiche

Project title: Support the strengthening of official statistics in order to better answer the needs of the users and building on exchanges and transfers with/from the EU statistical system

Beneficiary administration: Palestinian Central Bureau of Statistics - PCBS

Twinning Reference: PS 18 ENI ST 01 19

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EU funded project

TWINNING TOOL

1. Basic Information

1.1 Programme: ENI/2018/40-179 “PEGASE¹: Direct Financial Support to Recurrent Expenditures of the Palestinian Authority 2018, 2019 and 2020”. Direct Management.

For British applicants: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions to the grant agreement.

1.2 Twinning Sector

The Twinning sector is statistics.

2. Objectives

2.1 Overall Objective

This proposal is fully embedded in the vision that PCBS has developed for the national statistical system and that was clearly stated in its third National Strategy for the Development of Statistics (NSDS) 2018-2022. As such, the Twinning Proposal will contribute to the same overall objective which is: **“To consolidate the statistical infrastructure necessary for monitoring the Sustainable Development Goals (SDGs) as part of the National Policy Agenda 2018-2022”**.

In this overall framework, the objective of the Twinning Proposal is to **“To support the strengthening of official statistics in order to better answer the needs of the users and building on exchanges and transfers with/from the EU statistical system”**.

2.2 Specific objectives

The proposal has three inter-related specific objectives:

- **Specific objective 1: To contribute to the improvement of the communication and dissemination strategy of PCBS.**

The development of communication tools that are targeted and relevant for the various categories of users of statistics, in the country and outside the country, is a key requirement for an effective communication strategy. In this area, PCBS worked closely with the MEDSTAT IV project and carried out a detailed assessment of its current practices. Recommendations have been made and discussed internally and the Twinning Proposal is geared at support the implementation of some of the recommendations made. There will be a need for strengthening results already achieved under the regional project in particular for a better comprehensiveness of all the individual initiatives that have been taken for the communication with specific users and the linkage to establish with dissemination (tools and media). Particular attention will also be given to the structure and the configuration of the data banks as well as to the trust and confidence that the users give to official statistics.

¹ Mécanisme Palestino-européen de Gestion de l’Aide Socio-économique

- **Specific objective 2: To contribute to the dissemination and analysis of the results of the Agriculture Census**

The Agriculture Census is highly demanded by PCBS and the Ministry of Agriculture as it was only rarely carried out in the past. It could bring a large number of valuable information to feed various aspects of the statistical work in Palestine², this going beyond the needs for the agriculture sector alone (business register, national accounts, prices and employment statistics, informal sector ...). It will also allow addressing more precisely some of the SDGs, 1, 2 and 5 in particular. The operation will run in the period 2019-2021. PCBS has prepared a very detailed plan of operation. Due to the calendar of operations, the support that will be given to PCBS through the Twinning project will focus on the latest phases, in particular on the dissemination and analysis of the results.

- **Specific objective 3: To support PCBS investments in the modernisation and the improvement of the national statistical system**

In line with the NSDS 2018-2022, this component will first focus on the larger and deeper deployment of the GIS technology in the various sectors and operations of PCBS, including the Agriculture Census. It is important to embark the whole National Statistical System (NSS) and this will imply working on a necessary improvement in the coordination within the NSS. Modernisation also carries a human resources component with efforts and investments in training and in the valorisation and dissemination of knowledge and new practices. The ultimate goal is to consolidate the reputation of PCBS and the trust the users may have on the quality of official statistics. The proposal will thus focus on different aspects of quality in particular the development of a meta-data framework and the progressive achievement of the European Foundation for Quality Management (EFQM) Excellence model.

Details of the results to be achieved in view of meeting the above mentioned specific objectives are given in section 3 below. A logical framework is attached in annex 1.

2.3 Elements targeted in strategic documents

The European Joint Strategy 2017-2020 in support of Palestine is aligned with the Palestinian National Policy Agenda (NPA) 2017-2022. Twinning was introduced in the EU programming for Palestine for the first time in the European Joint Strategy 2017-2022. Statistics were one of the first priority areas that were identified in coordination with the National Contact Point within the Office of the Palestinian Prime Minister for twinning support.

This Twinning project is fully embedded in the implementation of the NSDS 2018-22.

The topics that are covered by this Twinning are all directly related to sub-objectives of the NSDS 2018-22 strategy as presented in the table below. This guarantees that the results achieved will be in line with the strategy.

Topics covered by the Twinning project	Main related Objectives/Sub-Objectives of the NSDS 2018-22
Improvement of the communication and dissemination strategy of PCBS	Sub-objective 3.3: Improved dissemination policy and tools
Support to the Agriculture Census	Sub-objective 1.2: Increased availability and accessibility

² This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on this issue.

Modernisation and improvement of the statistical system (GIS, Meta-data frameworks, EFQM, data security, statistical data bank, use of non-statistical sources)	Sub-objective 2.2: Modernised and up-to-date NSS Sub-objective 3.1: Improved work environment Sub-objective 2.1: Consolidated coordination within the NSS Sub-objective 3.2: Approved and implemented national quality framework
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3. Description

3.1 Background and justification

Statistics is at the core of evidence-based policy-making and of the democratic debate. PCBS is committed to providing its users with high quality data through professional expertise and up-to-date techniques and processes for the production and the dissemination of its products. To reach this objective, PCBS can count on very qualified staff, who proved capable of running successfully large and complex statistical operations, on supportive management eager to provide or search for the necessary partnership and on a work organisation that is inclusive of all the partners for statistics in the country. In the region, PCBS is often cited as an example of professionalism and efficiency and is regularly a force of initiative and development for statistics.

PCBS relies on external support for a substantial part of its activities, national resources being scarce particularly for statistics. During the past 10 years, it has developed a relation of trust with most of the donors that allowed gathering the necessary funding to run the indispensable large statistical operations (mainly censuses and surveys). From these operations, the staff learned a lot and took advantage of them to use modern technologies and improve methods and processes. The upcoming ones, and in particular the Agriculture survey, will help to consolidate the progress made and to continue to improve the statistical system.

Under its participation in the MEDSTAT IV project, PCBS has developed a new sense of international/regional cooperation building on a more pro-active approach for its modernisation and the search for partnerships to assist in the transformation of the statistical system. As an example, PCBS developed a new dissemination process for its external trade statistics through a technical support and advice from the Morocco “Office des changes”. Technicians from Palestine and Morocco jointly worked together for this noticeable result. The same approach has also been developed in other areas (business registers, data on employment and migration, food security and poverty). PCBS has reached a level of achievement that now allows developing technical partnerships. These partnerships will support the efforts and investments made at the local level and will aim at expanding their expected benefits. PCBS is ready to move forward the twinning approach that is proposed under this project.

To communicate on statistical data is today a difficult challenge for statistical offices. There are multiple categories of users to satisfy who have all different patterns for the consumption of information. The emergence and rapid development of the social media also put extra pressure on the Statistical offices. PCBS is not spare by this evolution and has tried, in the past, to answer the various solicitations from the users. PCBS has acquired a lot of experience in the field of communicating statistics to the public at large as well as to decision makers and other users, including a release calendar, press releases, methodological and analytical papers and publications. Among the practices developed, the following are worth mentioning: a User-Producer Dialogue programme, Monthly Newsletters, Monthly bulletin to the Council of Ministers, Statistical literacy project, on-line statistical catalogues and databases, channels for the feedback of the users, including users’ satisfaction survey.

Within PCBS, special units have been given the responsibility of communicating with the public: the Public Relations Unit and the Dissemination Department (User Services, Research Centre, Web dissemination, Library). Dissemination at PCBS is decentralized in the sense that technical departments prepare their respective statistical reports. The Dissemination Department develops and safeguards dissemination standards, while the Public Relations Unit interacts with the media and the public at large.

An additional issue relates to the structure of the data banks in PCBS. For the time being, they are not unified and are scattered in different files, supports and formats. This hampers the ability of PCBS to develop a comprehensive approach regarding the consultation of the data but also the provision of specific dissemination services to the users.

In this area, PCBS must work closely with the other producers of data in the country in order to spread largely the awareness of the need to get closer to the users. In addition, it will be important to set regular contacts with the users to get their feed-back on the products proposed in order to improve the answer given to their needs.

The last operation on the agriculture sector was launched in 2010 and there is an urgent need for updating databases and indicators that are key for many sectors of statistics in the country. In particular, the Agriculture Census will provide support to develop indicators of SDG 1 “End poverty in all its forms everywhere”, SDG 2 “End hunger, achieve food security and improved nutrition and promote sustainable agriculture”, and SDG 5 “Achieve gender equality and empower all women and girls”. In addition, it can provide data that contribute to monitoring SDG targets 2.1 on access to food, 2.3 on productivity and income of smallholders, 2.4 on sustainable food production systems, 5.4 on unpaid domestic work, and 5.a.1 on ownership or secure rights over agricultural land (FAO, 2017).

The Agriculture Census will be the next large statistical operation that the PCBS planned to carry out in close cooperation with the Ministry of Agriculture. The data that will be collected will greatly help in better understanding the structure of the sector and designing and orienting policies and programmes in a sector that still represents a lot in terms of growth and employment potential. Another objective of the census is to contribute to the development and updating of the farm register. This will usefully complement the work that PCBS recently carried out for the development of the statistical business register. PCBS and Ministry of Agriculture (MoA) will work together to establish the statistical farm register that will be at a later stage managed and updated by MoA after the end of the Agriculture Census. The Twinning project will provide technical support to contribute to the consolidation of the farm register with the statistical business register.

The financing plan of the census is mainly oriented to the field operations and to the processing of the data. So far, the publication and analysis plan that has been designed by PCBS is not covered by the census budget. This may be addressed partially through a communication strategy covering the results of the Agriculture census and other key statistical products but this will have to be complemented in order to draw the maximum profit of the new data collected.

The experience gained in the recent past through the Population Census regarding data collection, processing and dissemination will certainly help for carrying out the Agriculture census. It also created a sound basis for the modernisation and the rationalisation of the statistical system, this including PCBS but also the other data producers, drawing benefits from new techniques and practices in the use of GIS and the improvement of quality and documentation. Most of the staff now masters using tablets and GIS to collect, transfer and process data. Through the EU-MED cooperation of statisticians, PCBS was involved in several regional events on quality tools that may now be further implemented.

Official statistics are facing growing challenges that are generated by rapid changes in the way data are produced, processed, delivered to and appropriated by the users. The demand for

statistics is also rapidly evolving, mainly boosted by the needs for a close monitoring of the progress made with the achievement of the SDGs. Technological evolution is accelerating together with improvements in standards, norms and methodologies; new sources of information (Big Data, administrative records) are looked at more in details by statisticians in search for cheaper means of production in times of budget restriction. Big Data - defined as traces of human actions picked up by digital devices - is seen as one solution to fill data gaps and provide more timely and detailed information. Many efforts are underway to focus on how different types of Big Data (e.g., telecom data, social media, sensors, etc.) can be used to fill specific data gaps. Staff from PCBS already benefited from training courses on Big Data (MEDSTAT, ESTP) and the knowledge acquired could already be used to identify and analyse some data sources. The pressure is high on the organisation of the work and, in turn, on the technicians and managers in the statistical offices.

The modernisation of the statistical systems covers all the dimensions linked to the challenges briefly addressed above and PCBS has been working on all fronts in the recent years in order to make progress regarding its adjustment to the new and changing environment of statistics. Under the NSDS 2018-2022, PCBS addressed mainly the relevant requirements for the production of the SDGs indicators, focusing in particular on the use of administrative data and the coordination within the National Statistical System (NSS). Task forces and Memoranda of Understanding have been signed with most of the partners of PCBS in the NSS. Particular efforts have also been done regarding the legal framework for statistics.

Last but not least, 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. PCBS received some recommendations from two missions from an EU member state in 2016 and 2017 which have been instrumental in improving practices.

3.2 Ongoing reforms

At the beginning of 2018, PCBS finalised a very open and comprehensive consultation process within the NSS and with the donor community for the endorsement of the third NSDS covering the period 2018-2022. This NSDS is a central strategic and programming document for the statistical system in Palestine that should allow the country to better assess the results achieved in the implementation of the agenda 2030 and sustainable development. The Twinning project builds on the vision that has been developed with the NSDS and will contribute to achieving some of the objectives that have already been set and endorsed. PCBS already started implementing the activities covering the strategic scope of the NSDS and is giving a high priority to extending the coverage of its production, improving the quality of statistics in the country, building partnership within and outside of the NSS and consolidating the trust and confidence that users have in the professionalism and independence of official statistics.

3.3 Linked activities

In the course of the 2014-2016 period, Palestine received approximately USD 11 Million financial support to its national statistical system and ranked in the top 7 fragile states who benefited from international support for statistics. This support mainly materialised in surveys and in the 2015-2018 Population and housing census.

The EU provided support to capacity strengthening in PCBS in 2012-2015 (EUR 1.42 Million) and in 2017 (EUR 0.5 Million) in the framework of the implementation of the NSDS 2015-2018. In 2017, it supported the Population Census with a grant of EUR 1.50 Million.

Palestine is a partner in the EU-MED cooperation for statistics that been established in 2013 under the co-chairmanship of Eurostat. The partnership is very lively and is based on a Forum, for strategic orientations (co-chaired by Eurostat and one MED partner country) and working groups on selected statistical sectors, led by MED countries (Palestine is leading the working groups on Transport statistics and on Business registers and statistics). Eurostat and DG NEAR support this partnership through activities and funding (training courses, technical meetings, study visits, technical assistance missions). Palestine is an active partner within the EU-MED cooperation for statistics.

In the framework of the last months of the MEDSTAT IV project, technical assistance has been provided to PCBS in two areas closely linked with the scope of the Twinning Proposal (communication for statistics and use of census data for sector needs, in the present case migration statistics). The conclusions of these missions will greatly help shaping in more detail some of the activities that are proposed under this Twinning Proposal.

Support already given to activities that are also covered by the Twinning project

In the area of communication and dissemination, PCBS is currently working in the following areas and the following partners:

- Assessment of the communication strategy under a technical mission by Denmark statistics organised under the umbrella of MEDSTAT IV. The conclusions and recommendations of the mission have been discussed internally and this allowed to set priorities in this sector that will be targeted by the Twinning project,
- Support to the digitalisation of statistics, in particular from the Population Census 2017, and to the development of the web-portal dedicated to the results of the census by the German cooperation. This support will end this year and contributes to feeding the data banks that the Twinning project will target in its activities,
- Support given by the German cooperation (350 000 euro) to analysing the use of the statistical data produced by the NSS through a multi-level survey targeting the public sector, the private sector and, in some aspects, the general population. This comes in complement to what PCBS does through its regular satisfaction survey (last one in 2018). This support will end in 2019 and the results will help better shaping the communication strategy of PCBS and prioritising some of the twinning dissemination activities targeting specific users.

In the area of GIS, some PCBS staff participated in the training course organised by MEDSTAT IV (Rome, 2017) and two TA missions were also organised by ISTAT in 2016 and 2017. This helped PCBS in developing its capacities in GIS and using them intensively at the occasion of the Population Census 2017 for both the processings, the analysis and the dissemination of the results. There is thus a solid ground now in PCBS that will be instrumental for the deployment of the activities planned under the Twinning project.

Future expected support

The next large operation to be implemented by PCBS will be the Agriculture Census 2018-2020 for which preparatory work has already begun. On the USD 8 Million overall budget of the census, the Government of Palestine and the EU will contribute for a large part but PCBS is still looking for support and already signed an agreement with the Swiss cooperation for the funding of some activities in 2019. Several donors have also been approached.

Statistics Denmark, ISTAT-Italy and INSEE-France carried out technical programming missions in 2018. As a result of the programming mission, Italy-ISTAT is providing technical assistance on two issues: for the measurement of the SDGs and for the consolidation of the Statistical Business Register. The projects, started respectively in September and December 2018, will last for two years. Statistics Denmark identified several topics of common interest such as the use of administrative data, quality, Dissemination and communication, the

measurement of the SDGs and the use of micro-data by researchers, many of the areas covered by the Twinning Proposal. INSEE-France initiated a light technical support in the area of National Accounts.

In addition PCBS signed an MoU on mutual technical cooperation with Hungary Statistics Office (2017) and signed an MoU with Bulgarian Statistics (April 2019).

3.4 List of applicable *Union acquis*/standards/norms:

Under its participation to the MEDSTAT family of projects (from 1996 to 2019), Palestine was introduced to most of the EU norms and standards regarding statistics in the Energy, Environment, Labour Market, Migration, Tourism, Transport sectors. One of the objectives of the successive MEDSTAT projects was to bring methods and practices in the ENP-S countries closer to the ones of the European Statistical System (ESS).

Under the EU-MED cooperation of statisticians, PCBS worked closely with Eurostat and the other ENP-S countries in the finalisation of a specific Code of practices in statistics for the region that is largely inspired by the EU Code of Practices. Discussions with the partners of PCBS in the national statistical system on the implementation of the recommendations of the code of practices have started. All the work planned under the Twinning should converge towards applying the code of practice.

Regarding quality, PCBS is implementing to all its operations the Generic Statistical Business Process Model (GSBPM) which is a quality standard and tool that largely promoted by Eurostat.

3.5 Components and results per component

The results to be achieved under this Twinning are presented successively below for each of the mandatory results.

Mandatory result 1 (component 1): Improved communication and dissemination strategy of PCBS

PCBS would like to develop a more comprehensive approach to communication in particular in the light of the large operations already finalised (Population Census) and those that are planned (Agriculture Census) taking into account that a large amount of data will have to be disseminated. The measurement of the SDGs also poses a real challenge for communication. With the support of MEDSTAT IV, an assessment of the current practices in communication and dissemination has been carried out and some recommendations have been made that are now discussed internally in PCBS. Priority areas have been identified that will be addressed in the next few years and that the Twinning Project should help to implement. The following sub-results will contribute to achieving this result (not exhaustive list):

Sub-result 1.1: Upgraded statistical data banks.

PCBS uses an old version of PX-Web to manage its data banks. This greatly limits its ability to propose attractive services to the users when consulting and downloading data from the web-site. The system will start to be upgraded in 2019 with a particular focus on the SDGs indicators. Under the Twinning project, the upgrading will be progressively extended to the whole available production and to the development of specific applications for the users. The staff in the dissemination unit will have to be trained in all the functionalities of the new version of PX-Web as well as to the potential it offers in order to draw a maximum benefit from the upgrading process.

Sub-result 1.2: Increased interaction of media and specialists with PCBS website and accounts on social media.

The Twinning project will help to assess the results achieved and to consolidate the processes and tools that have been developed for supporting communication through social media. A particular attention will be paid to the visualisation tools that may facilitate the attractiveness of PCBS products for the users, with a focus on the SDGs indicators. A mapping of the users (who are they, what do they look for, how do they approach statistics ..;) will be made to feed guidelines for the communication through social media together with activities linked to the improvement of the press releases. The Twinning project will also assist PCBS in the creation of visual animations and infographics.

Sub-result 1.3: Raised awareness among users (media, decision makers and public) about the importance of statistical data, in particular the SDGs indicators

Under this result, PCBS wants to reduce the distance with the public and the users and to clarify its role within the public administration and as a service provider for the Palestinian community. It aims at increasing the use of statistical indicators and data by all segments of the society.

PCBS already carried out some awareness campaigns at the occasion of specific events (such as the statistical day or PCBS anniversaries). Building on the experience, an emphasis should now be put on the clarity and attractiveness of the messages, giving a human face to PCBS. In the past, competitions for statistics proved to raise a lot of attention among users and benefited to the image of PCBS. Lessons could be drawn from these experiences in order to replicate them more systematically and improve their impact. It is also important to build bridges with the research community and the universities, motivating their collaboration for analysing statistics and improving their access to data. The recent Population Census and the upcoming Agriculture Census will considerably increase the volume of data available to disseminate and they will constitute the core of the statistics around which the statistical awareness will be built.

Mandatory result 2 (Component 2): Targeted support to the Agriculture Census

The Agriculture Census will be implemented within a three-year period, the preparatory work being already started. The focus of this result will be put on the full utilisation of the results for statistical purposes in the agriculture sector and beyond and the analysis of the results in association with national and international researchers. PCBS also wants to develop interactive mapping, geospatial techniques, digitalized database that can be easily linked with other databases. This in turn will help to better disseminating and using the census results by any type of user.

The following sub-results will contribute to achieving this result (not exhaustive list):

Sub-result 2.1: Contributing to the quick dissemination of the preliminary results

The Twinning project will particularly focus on accelerating the dissemination of the preliminary results from the census. Using tablets for data collection will allow for a rapid consolidation of the results this being in turn instrumental for providing fresh data to the users. This advantage will have to be exploited in the best way possible in order to provide quick results on the main macro indicators, particularly on the production and employment of the sector.

Sub-result 2.2: Supporting the analysis and the dissemination of the results

The Census will allow producing a large volume of very relevant information for the measurement of the SDGs and in particular for what links agriculture with environment, food security, employment generation, gender and the creation of wealth. All the information gathered are key for decision making in a sector that is still important in terms of production and employment. A dissemination plan will be established within the census operation and the

Twinning project will focus on the preparation of targeted data visualisation products using the key indicators extracted from the census results. In addition, the cooperation of the researchers and academics, at both national and international levels, will be sought for analysing the data and provide PCBS with first-hand comments on the quality of the data.

Mandatory result 3 (Component 3): Modernised and improved statistical system

Monitoring national development plans and the 2030 Agenda on Sustainable Development requires high quality data, broken down by socio-economic groupings and with a strong spatial dimension. The Twinning project intends to help complementing what is currently being done by PCBS, focusing on contributions for several aspects: the development of a comprehensive Geographic Information System (GIS), the improvement of data security, the progress on the EFQM excellence, the development of a meta-data framework and the reflections on data science. The following sub-results will contribute to achieving this result (not exhaustive list):

Sub-result 3.1: Improved use of GIS techniques and tools in statistical operations

The enhancement of PCBS skills in the use of GIS for statistical purpose would serve its ambitions with regard to 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. The Twinning Project will also support the upgrading of the system that is being carried out by PCBS as well as for the development of GRID system according to EU standards.

Sub-result 3.2: The support to the establishment of the national Meta-data framework

The Twinning project should support PCBS continued efforts of standardization and unification of concepts, and classifications to include the partners within the Palestinian National Statistical System by generalizing the use of standard manuals of glossary of terms and concepts, and classifications manuals in Ministries and National Institutions. Partial cooperation has been achieved with some Ministries and Institutions in this field that should lead to the establishment and implementation of a national metadata framework in Palestine. The Twinning project will help in reviewing the results achieved in implementing the framework and in giving recommendations for more efficient results.

Sub-result 3.3: The improvement of data security

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

Sub-result 3.4: Moving to step 2 of the European Foundation for Quality Management (EFQM) Excellence model

The EFQM Excellence Model is a practical tool to help organisations to do organisational assessments by measuring where they are on the path to Excellence, helping them understand the gaps and stimulating solutions. This model has been widely adopted throughout Europe. For PCBS, entering this process of self-assessment represents the reward for all the efforts and investments made in the past for increasing quality in all the different levels of its work from the production to the dissemination of statistics. It is a long and painful path but with huge benefits, internally regarding the organisation and the modernisation of the work, and externally, first with the national users and second with regional and international partners. PCBS has already reached the first level of excellence (Committed to Excellence - C2E) and is now progressing for the second level (Recognition for Excellence – R4E). The Twinning

project will accompany PCBS in the preparation of a road map for regular quality self-assessments.

Sub-result 3.5: Exploring the use of non-statistical sources with key local partners

The Twinning project will contribute to testing the benefit for statistics of using new sources of data for improving the measurement of the progress made with the SDGs. Two main sources will be particularly explored: the administrative records from key partner Ministries (mainly the Ministry of Agriculture and the Ministry of Finance) and the data generated by two national establishments: the Electricity Company and the national Telecom Company.

3.6 Means/input from the EU Member State (MS) Partner Administration(s)

The implementation of the project requires one Project Leader (PL) who will be responsible for supervising and coordinating the Twinning project and will be supported by a Resident Twinning Advisor (RTA) who will work on-site with the beneficiary administration and who will be responsible for the management and implementation of the project activities.

3.6.1 Profile and tasks of the PL

The MS Project Leader is expected to be an official or assimilated agent with a sufficient rank to ensure an operational dialogue at political level. This should guarantee the capacity to lead the implementation of the project and the ability to mobilise the necessary expertise in support of its efficient implementation. A balance should be struck between seniority and the time that can be dedicated to the project.

3.6.1.1 Tasks

While continuing to perform the daily duties in the Member State administration a Member State PL must devote time to conceiving, supervising and co-ordinating the Twinning project. Involvement of the Member State PL is expected during the preparation of the Member State proposal and attendance of the PL to the selection meeting is obligatory. The participation in quarterly meetings of the Project Steering Committee is obligatory. Participation in some communication and visibility activities is expected. The degree of involvement of the PL in particular regarding the development the work plan and subsequent updates and the communication and visibility plan largely depends on the complexity of the project. The Member State PL is supported by the RTA, who works on-site with the Beneficiary administration.

3.6.1.2 Profile

Candidates for the MS PL post must meet the following criteria:

- Relevant university degree or equivalent professional experience of 8 years,
- Minimum 3 years of specific professional experience,
- General knowledge of EU policy in statistics is required,
- Experience on EU cooperation practices and rules. Particular focus on Twinning projects, would be considered as an asset,
- Fluency in English.

3.6.2 Profile and tasks of the RTA

A Resident Twinning Advisor (RTA) will be appointed and will reside in Palestine for 24 months and will work under the supervision of the MS Project Leader. The RTA will be located in the premises of PCBS in Ramallah.

3.6.2.1 Tasks

The RTA is the backbone of a Twinning project throughout its entire duration and he/she is in charge of the day-to-day implementation.

Following the signature of the initial work plan by the Member State PL and the Beneficiary PL counterpart, the RTA concentrates on ensuring the timely and correct implementation of the activities as outlined in the initial and subsequent work plans.

In addition:

- The RTA is expected to provide advice and technical assistance to the representatives of the Beneficiary administration,
- The RTA keeps the Beneficiary PL informed about the implementation and reports regularly to the Member State PL,
- During the project implementation, the RTA regularly updates the work plan to be transmitted to the Project Steering Committee under the authority of the Member State PL.

The RTA shall be supported by a full time project assistant performing general project duties and providing translation and interpretation services as necessary.

3.6.2.2 Profile

Candidates for the RTA post must meet the following criteria:

- University degree in economics or statistics or equivalent professional experience of 8 years in these domains,
- Minimum 3 years of professional experience in one of the domains covered by the proposal, if possible related to communication and dissemination of statistics,
- General knowledge of the EU policies in the Middle East, statistics in the MED countries and of EU cooperation practices and rules, and knowledge of the technical domains mentioned in the description of the results,
- Experience in management of projects and teams, coordination of activities, report writing,
- Fluency in English, knowledge of Arabic would be considered an asset.

3.6.3 Profile of the components leaders

The Twinning project is described via components corresponding to mandatory results/outputs, it is thus important that all activities pertaining to one component be implemented in a coherent way. To ensure such coherence, the Member State shall designate for each component a short-term expert who, besides contributing directly to individual activities, acts as Component Leader and coordinates, in close cooperation with the RTA, the intervention of all other Member State experts mobilised for the same component.

All the component leaders must meet the following criteria:

- Relevant university degree or equivalent professional experience of 8 years,
- Minimum 3 years of professional experience in one the domain covered by the Twinning project.

In addition, for each component, the leaders must have:

Leader for component 1: Communication and dissemination

- A professional experience for the design and implementation of the communication strategy, including specific capacities in the dissemination of statistics through the social media

Leader for component 2: Quality of the Agriculture survey

- A recent professional experience in undertaking Post-enumeration surveys.

Leader for component 3: Modernisation

- A professional experience in the use of non-statistics sources, including administrative data, data from the private sector and Big Data.

3.6.4 Profile and tasks of short term experts

3.6.4.1 Areas of competence for the short-term experts

In addition to the component leaders the following technical competences will have to be mobilised through Short term experts (the list is not exhaustive):

Component 1:

- Expertise in data banks management,
- Expertise in the writing of press releases,
- Expertise in Infographics,
- Expertise in “branding” and the relations with the users.

Component 2:

- Expertise in the preparation of analysis plans.
- Expertise in data analysis
- Expertise in the Publication of agriculture data

Component 3:

- Expertise in GIS,
- Expertise in meta-data frameworks and systems,
- Expertise in Data security,
- Expertise in EFQM.

3.6.4.2 Profiles of the Short term experts

Short-term experts will be made available for the implementation of the Twinning project who will deliver their expertise under the overall responsibility of the Member State PL and the coordination and supervision of the RTA. Short term experts are expected to perform specific tasks/activities. The detailed expert input shall be established when setting the twinning work plan including the drafting of Terms of Reference.

General Qualifications and Skills required of the short-term Experts:

- Relevant university degree or equivalent professional experience of 8 years,
- Minimum 3 years of professional experience in the domain for which they are mobilised,
- Experience in development cooperation; prior work in the Middle East region would be an asset,
- Fluency in English, knowledge of Arabic would be an asset.

4. Budget

The maximum budget available for the Grant is Euro 1.5 million.

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting:

The Office of the European Union Representative (West Bank and Gaza Strip, UNRWA) will be responsible for tendering, contracting, and accounting.

Contact person: Shereen Abu-Eid

Programme Manager

EUREP

Email: Shereen.ABU-EID@eeas.europa.eu

5.2 Institutional framework

The organisational chart of PCBS is given in annex 2. Several Directorates and Departments of PCBS will be involved as counterparts for the implementation of the Twinning project, namely:

For component 1:

- The “Assistant Under-Secretary for administrative, Financial and IT Affairs” and more particularly the “Information systems and computer Directorate” and the “Dissemination and documentation Department”,

For component 2:

- In addition to the services involved in component 1 above, the “Assistant Under-Secretary for Statistical Affairs” and more particularly the “Area Statistics Directorate”,

For component 3: the two Assistant under-Secretaries above will be involved through the following units:

- the “Standards, methodologies and quality Directorate”,
- the “Cartography and GIS Department”,
- the “Information systems and Computer Directorate” and more specifically the “Dissemination and Documentation Department” and the “Data security Department”.

PCBS is aware of the importance of having an efficient coordination among all these units and this will be considered carefully for the choice of the counterparts for the Project Leader and the RTA. PCBS will also mobilise its staff behind the objectives of the Twinning project in order to make them an integral part of its development strategy.

5.3 Counterparts in the Beneficiary administration:

5.3.1 Contact person:

Contact for the general administration/information on PCBS and on the Twinning project:

Ms. Dima Masaad

International Relations Directorate

PCBS

P.O. Box 1647

Ramallah, Palestine

dmasad@pcbs.gov.ps

5.3.2 PL counterpart

Leader for the operational dialogue under the Twinning project with a strategic perspective, mainly involved in the steering of the Twinning project:

Ms Haleema Saeed,
Director General of International Relations
PCBS
P.O. Box 1647
Ramallah, Palestine
Haleema@pcbs.gov.ps

5.3.3 RTA counterpart

Person mainly involved in the day-to-day management of the activities, ensuring in particular the relations and contacts with all the other PCBS persons/units involved in the Twinning project:

Mr. Husam Khalifeh,
Economic Statistics Directorate - EU Project Manager
PCBS
P.O. Box 1647
Ramallah, Palestine
Husamkh@pcbs.gov.ps

In the recent years, Mr. Khalifeh has been dealing more specifically with the management of the EU support projects to PCBS. He was deeply involved in the preparation of this Twinning Proposal, mobilising the concerned sector units and coordinating their contributions as well as organising and supervising the preparatory technical mission.

6. Duration of the project

The Twinning project will be carried out in a total period of 24 Months (as per art. 2.2 of the SC, including final reporting).

7. Management and reporting

7.1 Language

The official language of the project is English. All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 Project Steering Committee

A project steering committee (PSC) will be established at the beginning of the project. It shall oversee the implementation of the project. The Steering Committee is composed with PCBS, the European Union Representative Office, The Ministry of Agriculture, the Member State PL, the junior Member State PL(s) (in case of consortium) and the Beneficiary PL, as well as the RTA and the RTA counterpart. Member State Component Leaders and Beneficiary Component Leader counterparts should participate in the debates on topics related to their competences.

The Project Steering Committee convened by the RTA meets at quarterly intervals and is jointly chaired by the Member State PL and the Beneficiary PL.

The main duties of the PSC include verification of the progress and achievements via-à-vis the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and

discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

The PSC will submit by the end of the meetings the minutes of the decisions taken. Official minutes will be kept in English and distributed to all parties within two weeks after the PSC meeting.

7.3 Reporting

Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements vis-à-vis the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. Sustainability

PCBS has been established in 1993 and there is today a large renewal of the staff. Today, half of the staff has been on the job for only 1 to 3 years. Starting in 2024, there will be an important number of senior professional leaving for retirement, this being estimated by PCBS at approximately 10% each year for successive 3 years. This put pressure on human resources management and valorisation, an intensive efforts being done to quickly upgrade middle management staff to take over responsibilities left vacant by the people leaving. This is the reason why the Twinning must build extensively on capacity building and training. As a consequence, there will be only a few study visits planned, most of the activities being developed around transfer of knowledge and know-how from the partner EU NSI. The Twinning Proposal is developed with in mind the establishment of peer to peer technical relations that will remain even after the end of the project.

PCBS has recently developed its third NSDS, this being an evidence that the organisation has a clear vision for its future and plans for its development. The NSDS process has been very open and transparent this allowing to build trust and confidence with local partners in the NSS but also with the Donor Community. This will certainly help PCBS to carry on with its objectives, in particular regarding the exchange with the other local data producers, on the one hand, and the mobilisation of external support for its projects, on the other hand.

PCBS is deeply rooted in the national institutional framework and involved effectively in numerous national Committees and working groups, in particular but not exclusively linked to the SDGs.

The Twinning Proposal addresses issues that are of prime priority for PCBS and are already the object of initial and draft work plans, this being a guarantee for its commitment and involvement in the achievement of the mandatory results and the follow-up of the results in the future. The staff is highly mobilised and in demand for the establishment of a peer to peer relationship with an NSI from the EU and sees it as an opportunity to progress in a more comprehensive and articulated way.

9. Crosscutting issues

The analysis of the results of the Agriculture Census will bring very valuable information on a large set of topics that are of high interest for the development of the country. The analysis plan of the census will first cover issues related to the agriculture output and in turn to the nutritional status of vulnerable groups of the population. Another aspect that will be analysed is the use of land and the impact of the agriculture process on environment. Environment will also be seen through the length of the impact of climate change on the agriculture processes and crop production. Data on farms will help better addressing the structure of the economic activities in the agriculture sector, this including in particular information on farm structures and agriculture employment. The data on the income generated through agriculture that will be gathered will also be useful in feeding the analysis of the country poverty. The gender perspective will be addressed as a cross-sectional issue with its implications mainly in terms of ownership of land and production modes, in terms of employment and in terms of income.

10. Conditionality and sequencing

There is no specific conditionality attached to this proposal beyond what the Twinning manual specifies for the involvement of the beneficiary institution.

It must be noted that, for component 2, the support that the Twinning project may bring is totally dependent on the timely implementation of the Agriculture Census. The work on analysis and dissemination cannot be carried out if the data are not available.

Capacity building requires sustained ownership and strategic commitment from the relevant authorities and significant investment in terms of resources and expertise. There are available infrastructure and logistics capacities, accordingly, the beneficiaries are fully committed to implement the project, meaning it appoints adequate qualified and competent staff to participate in the project implementation, as well as allocate appropriate working space and facilities.

11. Indicators for performance measurement

The indicators of performance for the project by components and expected results are detailed in the Logframe table in annex 1.

One particular aspect that will be considered will be the availability and accessibility of the statistics produced by PCBS and its local partners to a wide range of targeted users and through different and relevant communication media. In this area, the progress made will be mainly assessed through the coverage and the freshness of the data disseminated but also through the variety of tools that will be used for this dissemination, particularly regarding social media.

Another important aspect is the level of coordination and exchange achieved with the local partners in the NSS and beyond, particularly for the use of non-statistical sources. The number of MoUs signed with the partners of PCBS in the national statistical system will be an initial reference for assessing the success of the coordination. However, this will have to be complemented with a regular review of the way the agreements are effectively translated concretely for the exchange of data.

Regarding the results of the Agriculture census, and considering the experience acquired with the recent Population census, preliminary macro indicators (on production and employment in particular) could certainly be available for dissemination within six months after the field operation has ended. The data should be presented in attractive infographics. Study profiles should be elaborated quickly after the first results are available (at least 5 profiles).

The Twinning project addresses also various dimensions of the modernisation of PCBS and thus its performance will also be assessed against the progress made in each of the areas covered by the Twinning project, such as the upgrading of the GIS system, the upgrading of the data banks management and the development of guidelines in particular for data security

and for a meta-data system. There are two levels of achievement to be considered: the design of a plan or a strategy and then the implementation of the plan or the strategy. In a second step, it will be necessary to consider the work that is achieved within the PCBS but also the way the plans and strategies are shared with the partners of PCBS in the national statistical system, discussing them and then implementing them.

The performance of the project will also be assessed through its impact on the capacity reinforcement of PCBS through training, technical support and transfer of know-how and practices. Each activity carried out in the framework of the Twinning project should be evaluated by the participants involved, focusing on both its organisation and its content. The results of these “individual” evaluations should then be discussed by the Steering Committee.

12. Facilities available

The necessary office space will be made available by PCBS to host the RTA and the assistant RTA as well as for receiving the planned technical missions and hosting the required management meetings. PCBS is located in a modern and large building with all the required facilities in terms of office space, meeting rooms, internet access and IT tools.

Annexes to the Project Fiche

1. The Simplified Logical framework matrix
2. Organisational chart of PCBS

Annex 1: Simplified Logical Framework matrix

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Overall Objective	To support the strengthening of official statistics in order to better answer the needs of the users and building on exchanges and transfers with/from the EU statistical system	<p>Key indicators and detailed analyses from the results of the Agriculture Census are disseminated in various forms and through various media.</p> <p>Practical guidelines (meta-data framework, data security, data dissemination) are prepared by PCBS, discussed with the local partners (users and producers) and their implementation is started.</p> <p>Key systems are upgraded, in particular for the data-banks, the use of GIS and the EFQM rating.</p>	<p>PCBS web site , Linkedin, Facebook and twitter accounts</p> <p>Guidelines MoUs signed (or extended) and minutes of meetings with selected Ministries (MoA, MoF) and private corporates (Electricity company and Telecoms)</p> <p>PCBS and project's reports.</p>	<p>The proposal covers several grounds that are interrelated but that call for the deployment of diverse competences. This will certainly generate coordination issues that will have to be addressed by the Steering Committee.</p> <p>This Twinning Proposal brings change in the way PCBS must address international cooperation. Legal environment may not allow data flow.</p> <p>PCBS is going under a major shift in the structure of its staff and there is a huge demand for human resources training and capacity building.</p>	<p>PCBS improved dramatically its statistical processes in the last years and this allowed large improvement in the quality of the products, their relevance and their accessibility. PCBS has reached a level of development that is favourable to new kind of cooperation, this including twinning. The staff is well trained and masters its statistical operations. There is a need for exchanging experiences from the peers in order to improve the work, this being a key feature of a twinning approach.</p>

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Mandatory results	1. Improved communication and dissemination strategy of PCBS.	<p>The upgrade of the existing data bank system is progressively extended to other indicators than the SDGs' ones, starting with the results of the agriculture survey.</p> <p>Guidelines for data dissemination through the social media are prepared, disseminated and their implementation regularly monitored</p> <p>PCBS corporate plan is ready and disseminated and discussed to/with the partners</p>	<p>PCBS and Project's reports</p> <p>Guidelines and minutes of the meetings within PCBS and with the partners</p> <p>Corporate plan and minutes of the meetings within PCBS and with the partners</p>	Getting results in this area will require progressing in parallel on the development of tools, the design and implementation of processes and the strengthening of human resources. The risk is that all these components may not evolve with the same pace and success.	PCBS has already launched several initiatives and plans in this area and the benefits are progressively coming. Assessments have been initiated and recommendations are being discussed. There is thus a solid ground to develop a comprehensive strategy linking the available data (data banks) and their dissemination to targeted users and through relevant medias.

<p>2: Targeted support to the Agriculture Census</p>	<p>Preliminary results of the census are published, including targeted infographics</p> <p>Study profiles are realised on key analytical topics related to the Agriculture Census and research partners are identified and mobilised</p>	<p>PCBS web site and Facebook and Twitter accounts</p> <p>Study profiles PCBS and project's reports</p>	<p>There are still uncertainties regarding the financing of the operation. PCBS is still looking for half of the budget of the census.</p> <p>Only a few resources have been earmarked for the publication and analysis of the data in the overall budget of the census.</p>	<p>The implementation plan for the Agriculture Census has been set and should be followed as planned. Some preparatory work already started and PCBS may build on the experience acquired with the running of the Population Census 2017.</p>
<p>3: modernised and improved national statistical system</p>	<p>Web-site fully geo-enabled with advanced cartography and spatial analysis</p> <p>Guidelines for the meta-data system</p> <p>Guidelines for improving data security</p> <p>Recommendations for the transition to R4E</p> <p>Electronic data transfer tested with MoA and MoF as well as with the Electricity company and the Telecom company.</p>	<p>PCBS Web-site</p> <p>PCBS and project's reports</p> <p>PCBS and project's reports</p> <p>PCBS and project's reports</p> <p>PCBS and project's reports MoUs</p>	<p>Quality improvement requires dedicated human resources and comprehensive and feasible work plans. PCBS must necessarily involve its local partners into this investment. This may reveal to be difficult with some of them, in particular those that don't have the same level of awareness and interest in quality.</p>	<p>Quality development and modernisation of official statistics has been on the agenda of PCBS for a long time. The Bureau acquired a very good reputation internationally and showed a clear commitment to quality issues. The staff is also sensitized to the benefits to be drawn in this area. This is a favourable ground for the Twinning Proposal</p>

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Sub-Results per Mandatory results	1.1: Upgraded the statistical data banks	75% of the PCBS SDGs data are covered by the upgrading of the system Potentialities of PX-Web used Number of staff trained in PX-Web	Assessment reports made by the IT team and the project team	PCBS will be testing a partial upgrading of PX-Web on the SDGs indicators and this may demand more time and resources than expected.	There is strong IT capacity in PCBS and a plan for the improvement of IT infrastructure that may facilitate a progressive upgrade of the data banks.
	1.2: Increased interaction of media and specialists with PCBS website and accounts on social media	Guidelines for dissemination and communication through social medias Targeted infographics are prepared and disseminated	The guidelines are finalised and circulated to the staff Project's reports	Statisticians are not trained to consider seriously the use of their production. The guidelines may not be implemented as expected by the staff in the statistical sectors. It may be difficult to embark the other producers in the process.	Recommendations have been made and discussed. Some priorities have been set that will be the base for the writing of the guidelines. Training courses will help in raising the awareness of sector statisticians to the importance of the relation with users
	1.3: Raised awareness among media representatives and the public about the importance of statistical data, in particular the SDGs indicators	A corporate plan has been realised and largely disseminated	Corporate plan Project's report	It may be difficult to mobilise local partners (producers and users) in a discussion, regarding trust and confidence in statistics. This will require support from decision makers.	PCBS has already a very good reputation in the country and abroad. This may constitute a sound basis to initiate a debate with the partners in the country

Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
2.1: Contributing to the quick dissemination of the preliminary results	Key preliminary results of the census are available in April 2020 and disseminated through PCBS web-site and other means Some Infographics are produced for the dissemination through the social media Tools to measure access to published data	PCBS Web-site and facebook/twitter accounts	There are still uncertainties regarding the financing of the operation. PCBS is still looking for half of the budget of the census. Only a few resources have been earmarked for the publication and analysis of the data in the overall budget of the census.	The implementation plan for the Agriculture Census has been set and should be followed as planned. Some preparatory work already started and PCBS may build on the experience acquired with the running of the Population Census 2017.
2.2: Supporting the analysis and the dissemination of the results	Analysis plan with a list of studies and potential partners research institutions and individuals Study profiles with an implementation plan for 5 topics	Project's report Study profiles	Nothing has been planned so far regarding the analysis of the data. It may be difficult to identify and mobilise researchers (nationally and internationally) for carrying out the studies	The cooperation with researchers for the analysis of the data has been in the agenda of PCBS for a long time. There is a policy regarding the use of micro-data and confidentiality.

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
	3.1: Improved use of GIS techniques and tools in PCBS operations	Map stories for key agriculture indicators Number of staff trained in Arc-GIS Portal, GIS Pro, and Cartography & Designing maps Build a grid system	PCBS Web-site Project's reports	The upgrading of Arc-GIS base to Arc-GIS Plus may pose technical problems and lead to a slower pace of development of the GIS system in PCBS operations	The GIS team benefited from the experience of the Population Census and they master all the potentialities of the existing system. With a targeted training they should be in a position to make the upgrading possible and successful.
	3.2: Supporting the establishment of the national Meta-data framework	Guidelines for the meta-data system Coordination meetings with the local partners	Guidelines Project's report	Documentation is scattered in different places and in different formats. It may be difficult to consolidate all this material in a single document and to make it accessible to all, including people in the local partner institutions	PCBS has been working intensely in documenting its methods and processes. It has also initiated discussion with its partner locally, producers and users of statistics. This may help in the implementation of the guidelines. The NSDS also provides a framework for the coordination with the partners.

	3.3: Improved data security	Assessment of the existing system (data storage, data transfer, data disclosure, data confidentiality) Guidelines Number of persons trained in PCBS and in the partner organisations	Assessment report Guidelines Project's report	A success in this area will require a strong mobilisation of partners in the NSS, particularly for what concerns the security of data flows. These partners are very different in their capacities and the work may be very difficult with the less developed.	There is a plan for the improvement of IT infrastructure that is may give solid grounds for increase data security in the future.
	3.4: Moving to step 2 of the European Foundation for Quality Management (EFQM) Excellence model	Assessment of the C2E phase Recommendations for the transition to phase 2 Level of implementation of the recommendations	Assessment report Project's report	This a highly sophisticated and complex process that PCBS has embarked in. There are not many partners in the EU who may bring support to PCBS in this area.	PCBS is currently assessing the results achieved with the first phase (C2E) of the process and the results will help shaping the work for the second step (R4E)
	3.5: Exploring the use of non-statistical sources with key local partners	Electronic data transfer tested with MoA and MoF as well as with the Electricity company and the Telecom company.	Project's report MoUs	The relations established by PCBS with the private sectors are at their early beginning and there is no guarantee that they will collaborate as expected.	PCBS already signed MoU with several ministries and has developed strong links in particular with the MoA and the MoF. This will help in implementing the planned activities.

Annex 2: Organisational chart of PCBS

