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| ANNEX C1: Twinning Fiche**Project title:** Enhancing the Palestinian National Statistical System by Keeping Pace with New Developments**Beneficiary administration:** Palestinian Central Bureau of Statistics (PCBS)**Twinning Reference:** The Twinning Reference Number has the format PS 21 NDICI ST 02 25**Publication notice reference:** EuropeAid/183600/DD/ACT/PS |

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| **EU funded project*****TWINNING TOOL*** |

**List of abbreviations**

AI- Artificial Intelligence

BC – Beneficiary Country

BI – Beneficiary Institution

C4S - Communication for Statistics

CPI- Consumer Price Index

DS- Data Science

DG NEAR - Directorate-General for Neighbourhood and Enlargement Negotiations

ENP – European Neighborhood Policy

ESS - European Statistical System

EU-MED- Euro-Mediterranean

EUROSTAT – Statistical Office of the European Union

FAIR Principles- Findable, Accessible, Interoperable, and Reusable

GSBPM- Generic Statistical Business Process Model

ISO- International Organization for Standardization

M&E- Monitoring and Evaluation

MED- Mediterranean

MEDSTAT - Euro-Mediterranean Statistical Cooperation Program

ML- Machine Learning

MoU- Memorandum of understanding

MS PL – Member State Project Leader

NSI-National Statistical Institution

NSS- National Statistical System

ONS- Office for National Statistics

PCBS- Palestinian Central Bureau of Statistics

PDS-Palestine Data Strategy

PECS - Palestine Expenditure and Consumption Survey

PL- Project Leader

PSC – Project Steering Committee

RTA- Resident Twinning Advisor

SDGs – Sustainable Development Goals

**1. Basic Information**

1.1 Programme: *PEGASE: Direct Financial Support to Recurrent Expenditures of the Palestinian Authority 2021 - Direct management – ACT-60627.*

**1.2 Twinning Sector:**

The Sector of this Twinning is Statistics.

**1.3 EU funded budget:**

EUR 2,000,000 maximum.

**1.4 Sustainable Development Goals (SDGs):**

Components 1 and 3 of the project contribute to all of the 17 Sustainable Development Goals (SDGs).

Component 2 contributes to the following SDGs: 4, 8, 9, 10, 16 and 17.

**2. Objectives**

**2.1** Overall Objective(s):

The Palestinian National Statistical System is the authoritative and trusted source of data, empowering informed decision-making across all sectors in Palestine.

**2.2 Specific objective:**

The Palestinian National Statistical System effectively uses the latest standards and technologies through achieving the following results:

* Enhanced Data Stewardship and Communication Strategy for Reliable and Transparent Data Management in Palestine.
* Data Science and AI Capacity Building at PCBS.
* Reviewed and Updated Quality Standards of Administrative Records.
* Enhanced Generic Statistical Business Process Model (GSBPM) for Improved Statistical Data Management.

**2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans**

The European Joint Strategy in Support of Palestine 2021-2024 is aligned with the Palestine Data Strategy (PDS) 2022-2026.

The topics that are covered by this Twinning are all directly related to sub-objectives of the PDS 2022-26. This guarantees that the results achieved will be in line with the strategy.

**3. Description**

3.1 Background and justification:

The Palestinian Central Bureau of Statistics (PCBS) plays a crucial role in supporting evidence-based policy-making and fostering informed public debate. As the technical backbone of the Palestinian National Statistical System (PNSS), PCBS is dedicated to providing high quality, reliable data that aligns with international standards, benefiting policymakers and the public alike. This commitment is reflected in the "Palestine Data Strategy 2022-2026," which emphasises technological advancement, improved data quality, and wider accessibility to meet national development goals and track progress on the SDGs 2030.

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.

The need for enhanced data stewardship and effective communication has grown amid rapidly evolving technological landscapes and challenges like the COVID-19 pandemic. These changes highlight the importance of transparent, responsive data systems capable of providing timely, accurate information for critical decision-making. By reinforcing data governance and accessibility, PCBS aims to build trust among stakeholders and ensure that the data it provides is both comprehensive and secure.

Developing a robust data stewardship framework and a transparent communication strategy are therefore essential for strengthening the integrity and accessibility of PCBS’ data management practices. These enhancements are justified by the need to support effective data-driven policy-making, uphold public accountability, and enable sustainable development in Palestine.

As the PCBS continues to uphold its role and responsibility as the leading provider of official statistics in Palestine, the growing need for timely and accurate data has made it necessary for the institution to adopt modern Data Science (DS) and Artificial Intelligence (AI) tools. Today, the need to further develop these tools is crucial for improving the accuracy, efficiency, and timeliness of PCBS statistical processes.

Currently, PCBS has experience in utilising various data science tools like Python and R in different departments throughout the institution, which is often also done in collaboration with international partners such as the Office for National Statistics (ONS) under the signed MoU in September 2022. Additionally, PCBS had launched the data science initiative in Palestine in 2019 in partnership with the Arab American University, and took the lead in an online training course under “professional certificate in data science” which was carried out in cooperation with Harvard University and edx portal.

PCBS still lacks a dedicated DS/AI team to further develop and institutionalize these tools and capabilities. The project aims to establish a strong DS/AI team within PCBS to ensure the sustainable development of expertise in data science and AI. The initiative will provide the foundation for integrating these advanced technologies into PCBS operations to significantly improve data analysis, automation, innovation, and integration, while at the same time, aligning with the international best practices. This project will be in line with the national strategy for AI in Palestine established by the Ministry of Telecommunications and Digital Economy (<https://ai.gov.ps/en/strategie/show/2>).

Administrative records are one of the most vital sources of information that countries rely on to manage various sectors, including economic, social, health, and other sectors. With the increasing need for accurate and timely data to make evidence-based decisions, the importance of periodically reviewing and updating the quality standards of administrative records becomes evident to ensure that these administrative records can be easily re-used for statistical purposes. This makes them a fundamental basis for producing more effectively official statistics.

Improving the quality of administrative records can be easily re-used for statistical purposes and would enable their effective use in conducting censuses, demographic statistics, and economic and social data, thus reducing the cost of traditional data collection methods. Reviewing and updating the quality standards of administrative records is essential to achieve the goals of the Palestine Data Strategy. By improving data quality and increasing reliance on administrative records, a more effective transformation can be achieved within the Palestinian statistical system, enhancing trust in official statistics, and ensuring the system meets the requirements of sustainable development while supporting decision-making at both the national and international levels**.**

Additionally, GSBPM is applicable to all activities involved in producing official statistics, both nationally and internationally. It can be used to describe and assess processes in surveys, censuses, administrative records, and other data sources. The model also applies to data review, recalculation of time series, and the updating of statistical registers or national accounts, adjusting for changes in methodology or data sources. Some sub-stages of the GSBPM may be modified or removed in future cycles based on these changes.

Furthermore, the GSBPM serves as a reference model that organisations can implement directly or adapt to suit their needs. It can also be used for internal communication or discussions with other organisations. GSBPM is designed to be flexible, allowing for updates or modifications based on specific projects, where it can function as a checklist to ensure all necessary steps are covered or as a guide to identify components of the statistical production process. The elements of GSBPM are general enough to be applied in various contexts, with the possibility of adding, removing, or merging stages as required by the organisation and the statistical work being produced.

Current laws provide the necessary legal framework to support the project, but the application of its components may require an amendment or an update to these laws to ensure that they are suited to the technical and administrative developments related to the project. It should be noted that PCBS is currently working on making some amendments to the General Statistics Law to ensure that it is in line with the current developments, the said laws are:

* The Amended Palestinian Basic Law 2003, in particular article (32), which stipulates the protection of basic rights and freedoms, including the right to privacy.
* General Statistics Law No. (4) for 2000
* Decree-Law No. (10) of 2018 on cybercrimes and communications and information technology offences.
* Decree-Law No. (17) for 2024 on electronic transactions and trust services.
* Decree of the Council of Ministers No. (3) of 2019 on the protection of citizens' personal data.

**3.2 Ongoing reforms:**

The strategy document (2022-2026) is the fourth that the Palestinian NSS has prepared. It has been extensively discussed with all the members of the NSS 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 COVID-19 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.

**3.3 Linked activities:**

In the course of the 2014-2016 period, Palestine received approximately USD 11 million financial support for 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 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, business registers and statistics, and quality). Eurostat and the European Commission 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.

MEDSTAT V is the regional statistical programme in the Southern Neighbourhood countries. The purpose of MEDSTAT V is to improve the development, production and dissemination of reliable and comparable statistical data in the Southern Neighbourhood countries as well as to strengthen the institutional capacity of the partner countries’ National Statistical Institutes and other producers of official statistics. Within the overarching objective of the MEDSTAT V phase to support the production of reliable and comparable statistical data as a foundation for evidence-based decision-making, the following specific objectives have been outlined:

* Enhancing the capacity to implement and develop methodologies and methods for business and trade statistics.
* Facilitating knowledge exchange on concepts, indicators, processes, and practices.
* Aligning statistical areas with EU and international standards to ensure data comparability.
* Establishing methods to enhance the quality of statistical data.

MEDSTAT V through the Visibility, Communication and Relationship with Users Sector will contribute to Component 1, where the following are the priorities covered:

* Strengthening the dissemination department within the National Statistical Institutions (NSIs).
* Strengthening relations with media companies and journalists.
* Increasing the use of statistics by researchers for deep social, economic, and environmental analysis.
* Increasing the evidence-based policy and decision-making.

The work programme Plan for Visibility, Communication and Relationship with Users Sector, covering the period 2022-2025, mainly focuses on the following activities:

1. Working group meetings for reviewing the status and the progress made in the partner countries.
2. Training courses as follows:
* Regional training course on Marketing, communication and relation with users and measurement of their satisfaction, in addition to Building an effective communication strategy.
* Two Training courses for training future trainers in relation with journalists and drafting effective press releases.
* Four National training courses for Assistance to the trained trainer in the national course in applying Communication for statistics (C4S) and drafting effective press releases. (4 training courses for trainers who request the assistance to implement C4S)

The activities of the Administrative Records Sector that will contribute to Component 3, through MEDSTAT V, are:

* Reviewing the status in the partner countries, discussing and finalising the work programme.
* Building strong dialogue with producers of administrative data sources to consolidate concepts and terminologies between the NSS partners.
* New sources of administrative sources of their use in surveys.
* Quality of administrative and new data sources.

It is worth mentioning that PCBS is working on implementing the recommendation of the mid-term evaluation mission for PCBS' 2021-2023 programme that has to do with updating partner memoranda of understanding to include provisions for exchanging data of administrative records and enhancing networking for data production and analysis. This aims to improve the quality, scope, and coverage of administrative data for statistical purposes while making the agreements more effective.

The activities of the Quality Sector that will contribute to Component 4, through MEDSTAT V, are:

* Preparation a guideline on establishing a quality structure in a statistical office (because on the need to have a quality structure in the NSI and how to best organize this).
* Workshop on a structure in charge of quality within the NSIs.
* Workshops how to ensure standardized metadata and preparation quality reporting.
* Workshop on the use of the GSBPM in surveys and in administrative records.

***Future expected support***

The next large operation to be implemented by PCBS will be the Population, Housing and Establishments Census 2027 for which preparatory work has already begun. PCBS, during the upcoming period, will be approaching different partners and donors to start mobilising needed resources for the implementation of this huge project.

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

The Revised Regulation 223/2009 contains relevant provisions for data stewardship and administrative data management.

Under its participation to the MEDSTAT project (from 1996 to 2024), Palestine was introduced to most of the EU norms and standards regarding statistics in the Energy, Environment, Trade, Labour Market, Migration, Tourism, Transport sectors. One of the objectives of the successive MEDSTAT projects was to bring methods and practices in the ENP-South countries closer to the ones of the European Statistical System (ESS).

Under the EU-MED cooperation of statisticians, PCBS received in 2022 a Peer Review mission on the implementation of the Statistics Code of Practice for the European Neighbourhood South countries. The mission results and recommendations contributed to the improvement of PCBS work and drew the road map to respond to the requirements of the code of practice according to the European Neighbourhood south countries. The PCBS worked closely with other ENP South 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 work planned under this Twinning cooperation should contribute to applying the Code of Practice.

PCBS took the initiative to enhance south - south cooperation by developing an interactive database for merchandise trade benefiting from Moroccan expertise, the database became an essential tool for users seeking trade indicators at different levels of detail. Regarding quality, PCBS is implementing the Generic Statistical Business Process Model (GSBPM) to all of its operations, which is a quality standard and a tool that is 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/project components.

**Component 1: Enhanced Data Stewardship and Communication Strategy for Reliable and Transparent Data Management in Palestine**

The following outputs will contribute to achieving this component:

* Aligned data stewardship framework with international standards
	+ Developed sustainable data stewardship strategy
* Increased stakeholder awareness of PCBS data stewardship initiatives
	+ Developed communication strategy to enhance awareness of PCBS data stewardship initiatives and ensure effective stakeholder engagement
* Enhanced public trust in PCBS data practices

**Component 2: Data Science and AI Capacity Building at PCBS**

The following outputs will contribute to achieving this component:

* The DS/AI unit is established, fully operational and producing regular updates on AI-enabled statistical processes.
* Data governance and ethics framework is developed and approved, guiding responsible AI use.

**The implementation of Component 2 requires 15-20 Tower Desktop PCs, whose specifications can be found in Annex 6. This list is indicative and can be discussed in the framework of the initial work plan of the project. As specified in the Twinning manual under ‘Eligible Costs’, the value of private sector input is limited to an overall ceiling of EUR 5 000 per component under the budget heading mandatory results/outputs and in the case of supplies/goods under the budget heading horizontal costs to EUR 20 000.**

**Component 3: Reviewed and Updated Quality Standards of Administrative Records**

The following outputs will contribute to achieving this component:

* Reviewed and updated quality standards of administrative records
* Improved Accuracy, transparency and reliability of data reported from administrative records (measured through audits).

**Component 4: Enhanced Generic Statistical Business Process Model (GSBPM) for Improved Statistical Data Management.**

The following output will contribute to achieving this component:

* The Generic Statistical Business Process Model (GSBPM) is localised and adapted

**3.6 Means/input from the EU Member State 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). The RTA will work on-site with the beneficiary administration and will be responsible for the management and implementation of the project activities.

**RTA and short-term experts may be allowed to work from their home country(ies) using the videoconferencing facilities. Exact arrangements shall be agreed in the work plan, with the overall assumption that the remote work contributes to the successful implementation of the project.**

**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 of 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 relevant professional experience of 8 years,
* Minimum 3 years of specific relevant 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 36 months and will work under the supervision of the MS Project Leader. The RTA might be located in PCBS HQ in Ramallah, it shall be discussed and agreed with EU MSs.

**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 drafting the initial work plan as well as 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 to the organisation of the steering committee meetings.

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,
* 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 and tasks of Component 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 relevant professional experience of 8 years,
* Minimum 3 years of professional experience in one of the domains covered by the Twinning project.

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

Leader for component 1: Data Stewardship Framework

A professional experience in designing and implementing a data stewardship strategy, with specific expertise in developing data governance frameworks and facilitating effective data management practices across institutions. The leader should also possess strong skills in training and capacity-building for staff on data stewardship best practices, experience in crafting communication strategies to inform diverse stakeholders (e.g., government officials, the public, civil society, international partners) about data management initiatives, Knowledge of international data governance standards (e.g., ISO 8000, FAIR principles).

Leader for component 2: Data Science and AI Capacity Building at PCBS

Professional experience in data science and AI, with a strong background in capacity building, implementing AI-driven solutions in official statistics, and upholding standards for data governance, privacy, and ethics.

Leader for component 3: Reviewed and Updated Quality Standards of Administrative Records

A professional experience in the use of non-statistics sources, including administrative data, data from the private sector and partners in the National Statistical System.

**3.6.4 Profile and tasks of other short-term experts*:***

**3.6.4.1 Areas of competence for the short-term experts**

Short-term experts 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.

General Qualifications and Skills required for 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,
* Excellent English communication skills, both spoken and written.

**4. Budget**

 Maximum Budget available for the Grant: EUR 2,000,000

**5. Implementation Arrangements**

 **5.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCU/PAO/European Union Delegation/Office):**

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

Contact person: Ibrahim LAAFIA

Head of Cooperation

EUREP

Email: Ibrahim.Laafia@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:**

* The “Assistant Under-Secretary for Statistical Affairs” and “Assistant Under-Secretary for administrative, Financial and IT Affairs”

**For component 3:**

* The “Assistant Under-Secretary for Statistical Affairs” will be involved through the Registers and Statistical Monitoring Directorate.

**For component 4:**

* The “Assistant Under-Secretary for Statistical Affairs” will be involved throughout the Standards, Methodologies and Quality Directorate.

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 Masad-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

Assistant of President of PCBS

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 of the other PCBS persons/units involved in the Twinning project:

Mr. Husam Khalifeh

Director of Foreign Trade Statistics Department

PCBS

P.O. Box 1647

Ramallah, Palestine

husamkh@pcbs.gov.ps

**6. Duration of the project**

The Twinning project will be carried out in a total period of 36 months.

**7. Management and reporting[[1]](#footnote-1)**

**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 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 meets at quarterly intervals. 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**

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twining: 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 via-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 was established in 1993 and since then ensuring sustainability of human resources has been one of the vital issues that necessitates having a continuous capacity building process to guarantee building on the expertise gained by senior professionals before retirement to be transferred to the junior staff. This puts pressure on human resources management and valorisation, intensive efforts are 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 Palestine Data Strategy (PDS) 2022-2026, this being an evidence that the organisation has a clear vision for its future and plans for its development. The PDS 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** *(equal opportunity, environment, climate etc…)*

The work of the PCBS is essential for its ongoing mission of promoting evidence-based policy-making and ensuring the availability of high-quality data to support sustainable development. It plays a key role in strengthening data management in an increasingly complex technological environment, serving as the backbone of the national statistical system.

To support transparency, accountability, and evidence-based decision-making, PCBS continues to prioritise data governance and communication strategies that build trust among stakeholders. Technological advancements, data management, and improved administrative records are key to developing a robust, effective, and reliable statistical system capable of guiding policy decisions and contributing to the achievement of the Sustainable Development Agenda 2030.

It is worth mentioning that all three components once achieved would maintain and promote the crosscutting issues such as gender equality, environment, good governance…etc.

**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.

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 beneficiary 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.

**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 PROJECT FICHE**

1. The Simplified Logical framework matrix
2. Organisational chart of PCBS
3. General Statistics Law No. (4) for year 2000
4. Palestine Data Strategy (PDS) 2022-2026
5. PCBS Dissemination Policy
6. Tower Desktop PC Specifications

**Annex C1a:** **Simplified Logical Framework**

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| --- | --- | --- | --- | --- | --- | --- | --- |
| Result | **Results chain** | ***Indicator*** | ***Baseline******(value & reference year)*** | ***Target******(value & reference year)*** | **Sources of verification** | **Risks** | **Assumptions (external to project)** |
| **Overall Objective/ Impact** | The Palestinian National Statistical System is the authoritative and trusted source of data, empowering informed decision-making across all sectors in Palestine.  | 1. Extent of use of official statistics in government decision-making.2. Public confidence in official statistics. | 1. 82% (2022) 2. 85% (2019) | 1. 85% (2028)2. 88% (2028) | 1. Government reports, surveys from decision-makers.2. User satisfaction survey. | Political instability may affect data collection.Resistance to change from government agencies or staff. |  |
| **Specific objective/****Outcome**  | The Palestinian National Statistical System effectively uses the latest standards and technologies | 1. Percentage of statistical outputs meeting international standards2. Degree of operational coordination and cooperation within the Palestinian National Statistical System  | 1. 90% (2024)2.80% (2024) | 1. 93% (2028)2. 85% (2028) | 1. Assessment reports from international bodies2. Assessment of leaders of the system  | Political Instability Political challenges could disrupt project implementation. Lack of Resources Insufficient funding or human resources may hinder progress. Resistance to Change Stakeholders in the NSS may resist adopting new methods or technologies | Political Stability.The political environment will remain stable enough for the project Continued government support for the statistical systemContinued Support from International Partners.International organizations will continue to provide expertise, funding, and resources.  |
| Mandatory Results/ Outputs by component  | **Component 1: Enhanced Data Stewardship and Communication Strategy for Reliable and Transparent Data Management in Palestine**Output 1.1: Aligned data stewardship framework with international standards Output 1.2: Increased stakeholder awareness of PCBS data stewardship initiativesOutput: 1.3: Enhanced public trust in PCBS data practices | * + 1. Status of sustainable data stewardship strategy
		2. Degree of alignment of data stewardship framework with international standards

1.2.1 Status of communication strategy 1.2.2 Percentage of stakeholders aware of PCBS data stewardship initiatives1.3.1 Level of public trust in PCBS data practices | 1.1.1 Strategy not yet developed1.1.2 Framework not yet developed1.2.1 strategy not yet developed1.2.2 10% (2025)1.3.1 85% (2019) | 1.1.1 developed sustainable Data stewardship strategy1.1.2 Framework fully aligned with international standards1.2.1 Developed communication strategy 1.2.2 50% (2028)1.3.1 88% (2028) | * + 1. PCBS reports and Project reports

1.1.2 PCBS reports and Project reports 1.2.1 PCBS reports and Project reports1.2.2 Stakeholder surveys1.3.1 User Satisfaction Survey | Lack of partner cooperation and/or delay in cooperation.Resistance to adopting new data governance practices within the PCBS.Delays in the development and rollout of strategies. | Collaboration from Local Stakeholders The Palestinian NSS and authorities will remain committed to the objectives of the project PCBS leadership is supportive and committed to data stewardship improvements. |
| **Component 2: Data Science and AI Capacity Building at PCBS** Output 2.1: The DS/AI unit is established, fully operational and producing regular updates on AI-enabled statistical processes.Output 2.2 Data governance and ethics framework is developed and approved, guiding responsible AI use. | 2.1.1 Degree to which the DS/AI unit is established, fully operational and producing regular updates on AI-enabled statistical processes.2.2.1 Extent to which Data governance and ethics framework developed and approved, guiding responsible AI use. | 2.1.1 DS/AI The unit is not yet established2.2.1 Data governance and ethics framework not yet developed | 2.1.1 DS/AI the unit is established, fully operational and producing regular updates on AI-enabled statistical processes.2.2.1 Data governance and ethics framework developed and approved, guiding responsible AI use  | 2.1.1 DS/AI operational reports2.2.1 Project reports | Limited availability of skilled trainers and resources for establishing the DS/AI Unit. | Continuous support from PCBS leadership and secure funding for capacity building and DS/AI infrastructure |
| **Component 3: Reviewed and Updated Quality Standards of Administrative Records**Output 3.1: Reviewed and updated quality standards of administrative recordsOutput 3.2: Improved Accuracy, transparency and reliability of data reported from administrative records (measured through audits). | 3.1.1 Percentage of administrative records adhering to updated quality standards.3.2.1 Accuracy, transparency and reliability of data reported from administrative records (measured through audits). | 3.1.1 Unknown.3.2.1 Unknown. | 3.1.1 50% (2028)3.2.1 There is high accuracy, transparency, and reliability of the data reported from the administrative records. | 3.1.1 Resources for data quality assessment tools. 3.2.1 Workshops and training sessions for staff on new standards. | Resistance from stakeholders to change existing practices. Insufficient political support for implementing new standards.Adequate funding and resources are available for implementation.Public and institutional readiness to accept changes.Changes in political priorities that may shift focus away from data-driven decision-making. | Stakeholders are willing to implement new quality standards.Lack of adequate training leading to poor adherence to new standards.Public skepticism regarding the credibility of new data standards is countered effectivelyDecision-makers recognize the value of accurate data in policy-making. |
|  | **Component 4: Enhanced Generic Statistical Business Process Model (GSBPM) for Improved Statistical Data Management:** Output 4.1: The Generic Statistical Business Process Model (GSBPM) is localised and adapted | 4.1.1 Status of GSBPM framework4.1.2 Status of GSBPM application4.1.3 Percentage of stakeholders adopting the GSBPM framework | 4.1.1 Framework not localised4.1.2 GSPBM not applied4.1.3 Unknown. | 4.1.1 Framework outlined to produce high quality outputs using standardized terms and processes4.1.2 GSBPM is applied to harmonise statistical processes for consistency and scientific rigor4.1.3 15% | 4.1.1 Documentation of processes using GSBPM standards.4.1.2.1 Percentage of processes harmonized using GSBPM.4.1.2.2 Documented guidelines for process harmonization. 4.1.3 GSBPM adoption reports.Adoption rate surveys | Resistance to adopting new standards and processes.Limited awareness of the GSBPM.Delays in implementing harmonization.Conflicting priorities between organizations. | Reports from project teams.Adoption rate surveys.GSBPM adoption reports.International reviews and assessments |

1. Sections 7.1-7.3 are to be kept without changes in all Twinning fiches. [↑](#footnote-ref-1)