



THE HASHEMITE KINGDOM OF JORDAN



National Strategy for Development of Statistics 2018 – 2022



Excerpts from the sayings of His Majesty King Abdullah II Ibn Al Hussein

"The Government should also play a vital role in upgrading the quality of services rendered to the public, institutionalizing public action in addition to enriching and stabilizing government's policies in accordance with a clear vision and a specific plan of action that address various challenges. To achieve that purpose, it is important to formulate government plans and strategies and transform them into executive plans based on methodologies that embody local community priorities based on clear and specific time-bound timetables, in consultation with all concerned parties".

The Royal Letter of Designation addressed to the Government of H.E. Dr. Abdullah Al – Nsour

9th March 2013



**His Royal Highness
Prince Hussein bin Abdullah II
Crown Prince**

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Letter from H.E.



the Minister of Planning and International Cooperation

His Majesty King Abdullah II Ibn Al Hussein has allotted greater importance to data production and use in the planning process at all levels and in all fields. In light of the royal directives, the government felt it necessary to reconsider the Jordanian statistical system in order to produce accurate statistical data that represent the needs of all national sectors with the aim to analyze them and obtain reliable results for taking rational decisions that contribute to the desired positive changes in the Jordanian economic and social reality.

Recognizing the importance of an efficient and effective national statistical system that balances the data demand and production mechanisms , we hope that this system is able to respond to the needs of statistical data users in terms of quantity, quality and reliability. This system must be committed to involving all state institutions in the process of statistical data production that meet national needs, thus ensuring that strategic policies and plans are consistent with national vision and sustainable development goals.

We were able to come up with a national statistical strategy (NSDS) for the years (2018-2022) through a participatory approach between the public and private sector institutions and also the civil society organizations in Jordan. Our motive was to develop the statistical system, improve its output quality and its response to statistical data demand for expanding the scope of statistical data producing institutions. Accordingly, the role of partner institutions will be strengthened in decentralized data production by its own staff and tools without relying entirely on the Department of Statistics as a central data producer.

Based on this NSDS, the decentralized statistical data production process and implementation of the national data management system will be carried out gradually. Other national institutions will be invited at each review stage of this NSDS until all of them become partners in data production and use at the institutional and national levels.

I assure you of our commitment and full support to the implementation of this NSDS and to enable the partners to achieve their relevant objectives. Simultaneously, I hope that coordination and cooperation will be highly effective among the institutions responsible for achieving the objectives and projects of this plan.

I would like to express my sincere thanks to all institutions and employees for their distinct role in realizing this (NSDS) and all members of the Steering Committee, Advisory Committee on Statistics and the Work Team of the Department of Statistics.

Wishing them all success in implementing this NSDS as per the timetables and achievement measurement indicators.

Dr. Mary Kawar

Minister of Planning and International Cooperation

Introduction and gratitude /

by H.E. the Director General of the Department of Statistics



The Statistics Law No. 12 of 2012 has defined the duties of the Department of Statistics (i.e., to collect, analyze and disseminate data, coordinate and organize the statistical work in partnership and cooperation with various government institutions in order to develop the administrative records in accordance with international techniques and standards).

To achieve that through a pioneering vision framework of the statistical system at the regional level, the (DoS) has endeavoured to coordinate and cooperate with the statistical system partners in order to develop a national statistical strategy. It is worth mentioning that it is based on the systems approach, which depends on identifying and developing the inputs (e.g., financial and human resources, means and national needs), and then moving on to the processes and activities that are being developed through improving the statistical methodologies and techniques and developing the capabilities of the implementing team to obtain the desired output in the form of high quality statistical products, conforming to standards and satisfying the national needs identified in the inputs.

All of that is covered by a feedback framework resulting from monitoring and evaluation of all system components for continuous development and improvement. The strategy objectives included the development of a national database to satisfy the national needs and contribute to the development of administrative records of government institutions in line with international standards and recommendations in addition to providing the indicators of the sustainable development and the Development Agenda 2030. The NSDS aims also to strengthen the leadership and development role of the (DoS) in addition to developing the statistical techniques and technological means.

To ensure easy implementation based on the available sources , the NSDS/2018-2022 has invited 12 institutions in the first phase provided that the rest of the institutions will be included at later stages. The NSDS was prepared in a framework of coordination and cooperation among all partners of the system through workshops and meetings to ensure harmony among them.

The (DoS) would like to extend its thanks to the chairman and members of the Advisory Committee on Statistics, the NSDS Steering Committee, partner institutions, civil society organizations and international institutions particularly (the Paris 21 Forum) for sharing their experiences in preparing and formulating a national strategy and funding various workshops.

Wish you all success

Dr.Qasem Said AlZoubi
Director General

Executive Summary

Jordan has recognized the importance of statistical data in strategic development planning, monitoring of public policies and decision-making. Accordingly, a statistical law was enacted and by virtue of which the (DoS) has been established.

The expansion of work fields and the acceleration of economic, social, political, technological and environmental developments have prompted the government to establish a comprehensive national vision until 2025. In order for the state institutions to develop plans and policies and make good decisions, it was essential to develop the Jordanian statistical system to become more responsive to national priorities and needs and should be highly efficient in managing national data and producing the sustainable development indicators and be in line with the Millennium Development Goals (MDGs).

Based on this strategic approach, the (NSDS / 2018-2022) adopted a vision that aspires to create a pioneer national statistical system at the regional level and compatible with quality standards at the international level.

This vision was based on a participatory methodology that brought together the constituent institutions of the Jordanian statistical system as well as benefiting from international experience. The methodology gave answers to three questions: **FIRST:** *Where we stand now?* This question concerns an analysis of the current status of the Jordanian statistical system through four themes namely: The legislative and organisational framework, data production, data dissemination and relations with users in addition to human and material resources.

The **SECOND** question: *where will we reach?* The answer could be realized through defining the strategic perception of the statistical system (vision, mission and values). Finally, the **THIRD** question: *How to reach there?* Of course through defining the strategic objectives and operational plans that will transfer the statistical system from its current situation to the desired status.

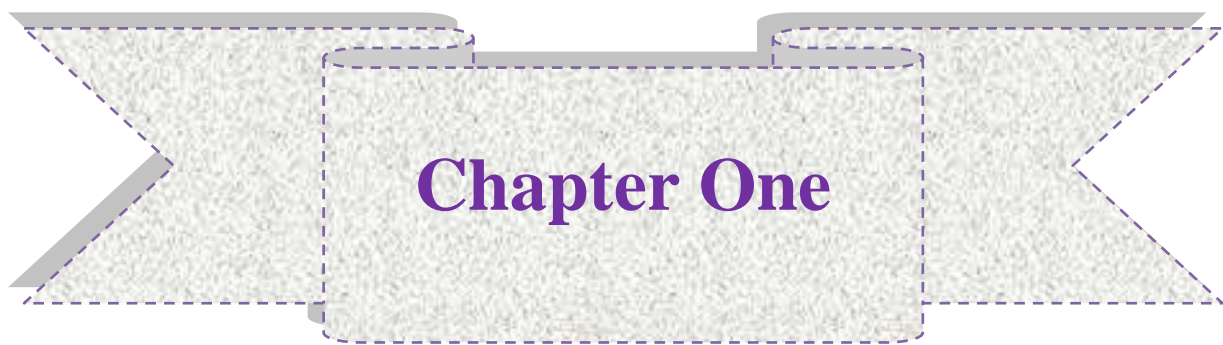
The statistical system adopts a mission based on providing planners, policy makers and decision takers with statistical data that meet their needs and consistent with the quality standards and characteristics of effective statistical systems, accompanied by a set of core values such as integrity, accountability, participation, focusing on data users, professionalism, continuous improvement in national data management in addition to producing and developing the Sustainable Development Indicators.

The (NSDS) seeks to achieve the three following objectives:

- 1- Production of statistical data for the development of the Sustainable Development Indicators, administrative records and the national development uses.
- 2 – Enhancing the leadership and development roles of the (DoS) in improving the statistical system.
- 3-Developing the statistical methods and technological means used in data production, dissemination and use.

In order to achieve these objectives, each partner institution in the statistical system ,at this stage, has set strategic objectives and derived operational objectives and operational plans that included the activities, expected outputs and financial costs.

Twelve stakeholders are participating in this strategy, namely: Ministry of Health, Ministry of Energy and Mineral Resources, Ministry of Transport, Ministry of Education, Ministry of Labor, Ministry of Environment, Department of Statistics, Business Register / Ministry of Industry and Trade, Civil Register/Civil Status and Passports Department, Residence and Borders Directorate/Directorate of Public Security, Central Bank of Jordan, Ministry of Communications and Information Technology.



Chapter One

1- Prefac

In light of the national economic and social changes and developments during the current decade, demand for statistical data has increased to help measure and understand the performance of the national economy, particularly monitoring of periodic and structural changes that affect economic growth.

The need to develop data collection methods which are necessary to produce the annual and quarterly indicators that serve many sectors in the Jordanian economy. In order for the official statistics to be able to provide an accurate description of the

economic and social impacts of various government policies and actions, the Jordanian government, represented by the (DoS) had to adopt a new work methodology to keep pace with the rapid technology development and to establish an information system in the (DoS) using electronic solutions in the implementation of the General Population and Housing Census-2015, where all stages have been implemented electronically and the results were extracted in record time thus meeting the needs of data users, researchers and decision-makers.

During the last few years there was a need to produce detailed economic and social data at different administrative levels due to the importance of such data in the economic and social development plans for the governorates, and to reduce the development disparities among them, in addition to the fact that social changes and government policies affect various population groups in many ways, thus leading to increased demand for objective data disaggregated by different characteristics.

In light of the Jordanian government's commitment to address the problems of development disparities between governorates, unemployment, poverty, corruption and the steady march towards transparency, vigorous pursuit to enable the private sector to assume the key role in leading the national economy and also establishing a stable democratic life.

To achieve all this requires the provision of high quality statistical information to improve the quality of decisions taken and to monitor progress made in various areas. Furthermore, the new concept of policy-making based on follow-up and evaluation programs has increased the importance of statistical data in the policy analysis process, especially in the presence of intersecting or overlapping themes, many of which involve several policies and procedures. Moreover, the single policy may concern more than one subject, thus providing statistics on different aspects for a single theme would contribute to a comprehensive understanding of the theme concerned.

At a wider range, the increasing regional and international cooperation, economic openness, market liberalization, the increasing role of globalization in economic relations, and the vulnerability of large and small economies to economic developments in global markets have led to increased need for statistical data that allows users to measure the performance of the national economy compared to other economies of the world. It should be noted here that one of the basic requirements for measuring national performance is the ability of the Jordanian statistical system to produce timely high-quality data consistent with the basic principles of statistics adopted by the United Nations and in line with international best practices in statistical work and contribute to international comparisons. Accordingly, It is represented in the following:

1. Issuance of sustainable development indicators 2030.
2. Establishing the administrative records.
3. Keeping pace with the technical developments in data collection.
4. Developing the capacity-building and institutional building.

The evolution of information and communication technologies has led to comprehensive changes in statistical work, beginning from data collection to classification to analysis and finally to dissemination. This was manifested in the results of the General Population and Housing Census -2015 noting that it has provided a large database on the overall situation in Jordan.

In practice, traditional statistical bulletins were increasingly important, but with the increasing user demand for data through electronic means that allow them to perform specialized analysis of various issues under study. To study complex issues, users request preliminary data on individuals or enterprises in order to understand how certain changes or policies affect specific groups or activities. This has led to the need to produce databases that enable understanding of the evolution of patterns over time, thus designing and modifying policies accordingly. On the other hand, recently, there was expansion in the use of microcomputers and portable data input devices in field data collection and gradually replaced the paper questionnaire. Therefore, it was necessary to use these devices (which have many advantages related to data accuracy and low cost). The overall process of fieldwork management, data processing and classification techniques and other elements of the statistical process had to be reviewed.

Consequently, it was clear that Jordan needs a national strategy for the development of the statistical system(NSDS), which includes all public sector institutions and various development sectors. The (NSDS) aims to coordinate the work and consolidate efforts such as developing the administrative records, keeping in mind that a large proportion of the statistical data is provided by institutions other than the (DoS), which necessitated the introduction of a national strategy that maintains data accuracy and quality. The administrative data management system satisfied this purpose, where official statistical data can be extracted. To achieve this, it was of great importance to issue modern legislation frame for the statistical work thus obliging all public sector institutions to develop their statistical records in line with the (NSDS) standards and requirements and to consider these records as part of the information system adopted in each institution. Consequently, upgrading the statistical system to the level of international practices in order to ensure the following:

1. Establishing an institutional framework to organize the data production process by the concerned national institutions.
2. Increasing the ability to meet the demand for statistical data and new indicators efficiently and effectively.
3. Producing data, classifying all official statistics according to international standards and practices and increasing their comparability with developed countries.
4. Developing the data based on existing administrative data sources, with emphasis on reducing the burden of data collection on individuals, households and enterprises.

5. Building databases (on individuals, households and enterprises) consistent with each other, analyzable over periods of time and meet the standards of individual data protection.

Strategic planning is essential to ensure that statistical activities are managed efficiently and effectively to meet data needs. Preparation and subsequent implementation of the (NSDS) will provide key partners with an opportunity to assess the current state of statistics, review the data required, develop a medium-term plan to address determinants and parallel to that development of a national strategy for development of statistics (NSDS) focusing on long-term plans. Moreover, current improvement of statistics under the on-going initiatives must continue. If the (NSDS) preparation process is managed efficiently, then it can provide the means to advance the statistics status, rallies future supporters and ensures that all stakeholders agree to future priorities.

1.1 : Methodology for Preparing the (NSDS)

Technical and sectoral committees were formed comprising representatives of data producers and users from all sectors and under direct management of the (DoS) team by virtue of the decision to develop a national strategy for statistics for the years 2018-2022. The team has taken the following actions to develop the (NSDS) :

1. Reviewed the (NSDS) for the years 2008-2012 and the historical evolution of the Jordanian statistical system.
2. Developed a work plan for the team based on the requirements of the National Statistics Strategies Manual prepared by (PARIS 21) Secretariat in 2004 in addition to the technical support provided to the work team through training workshops provided by them.
3. Gained further benefits from the (MEDSTAT) assessment team visit (i.e., the Peer Review mission).

- 16-The Statistics Advisory Committee has reviewed the initial work output of the team. Their feedback was obtained and then used in subsequent steps.
- 17-Strategic objectives were developed and linked to the following determinants:
- 1.2 Assessment results of the current status of the statistical system.
 - 1.3 Jordan Vision 2025.
 - 1.4 Needs of statistical data producers and users.
- 18-Each of the institutions covered by this strategy has developed its own Operational Strategy for Statistics for the next five years and, was included in the main document of the national strategy after being accredited by the relevant authority in that institution.
- 19-The overall executive plan of the national strategy, which includes operational strategies of the participating institutions, was designed.
- 20-A mechanism to follow up and evaluate the plan has been established.
- 21-The first draft of the (NSDS) was presented to the Statistical Advisory Committee.
- 22-Then, the document has been presented to our partners after incorporating the necessary amendments and also after being approved by H.E. the Minister of Planning and International Cooperation before being submitted to the Council of Ministers for approval.

1.2 : Historical development of the Jordanian statistical system

The Department of Statistics (DoS) was established in 1949 soon after independence. It has assumed its functions in accordance with the Statistics Law No. 24 of 1950, which has defined its responsibilities and mandated powers . In the 1950s, the (DoS) has provided statistical data on economic and social aspects.

One of the most prominent statistical activities carried out by the (DoS) during that period was implementing the First Housing Census in 1952, in addition to the national accounts estimation and the publication of the Statistical Yearbook.

In the 1960s, the (DoS) has carried out the First Population and Housing Census in 1961 in addition to some surveys, such as the Multi-Purpose Household Survey, the Household Expenditure Survey and the Consumer Price Index. In the 1970s, the

(DoS) expanded the range of censuses (population, housing, agriculture and industry) as well as sample surveys covering household, demographic and economic fields. In the 1980s, the (DoS) has developed economic statistics according to the United Nations principles, standards and recommendations and other international organizations. For development purposes of its activities, the (DoS) has carried out economic surveys for the first time such as construction, services, enterprises, transport and communications.

The 1990s decade was characterized by the clear interest of the (DoS) in using information systems and technologies to facilitate the results extraction of the surveys and censuses.

In the first decade of this millennium, the (DoS) focused its attention on strengthening institutional capacities, including infrastructure and human resources. It also paid special attention to enhancing statistical awareness among the public and to maintain continuous communication with data users through various available means of communication.

The (DoS) is considered – by virtue of law - the sole official body for collecting and disseminating demographic, social, economic and agricultural statistics. The (DoS) has worked consistently to unify the statistical figure in Jordan and to develop the administrative records through concluding memoranda of understanding (MoUs) with the ministries and government institutions to develop the statistical system in Jordan. Every one is aware of the importance of the statistical figure, whether the government who depends on it to draw plans and programs, or the private sector who became interested in statistical figure and uses it extensively for research, analysis and decision-making.

The (DoS) continuously strives to develop techniques and methodologies for statistical data collection, analysis and dissemination and also to raise its staff capacity through cooperation and coordination with international bodies and organizations in addition to raising the level of statistical work and practices. These parties include the UN, World Bank(WB), International Monetary Fund (IMF)and Paris 21 Forum. It is worth noting that Jordan has joined the Special Data Dissemination System (SDDS) as the fourth Arab country in 2010. Jordan also benefited greatly from the (MED STAT) program to develop its statistical capabilities.

Despite the uncountable number of important developments witnessed by the (DoS) since its inception, the Jordanian statistics have experienced a qualitative leap during the past two years, which has strengthened its international role as a statistical agency competing for leadership in data collection and dissemination using best practices and adopted statistical methodologies . This was clear through the implementation of the General Population and Housing Census – 2015 electronically in all its stages, thus making Jordan one of the leading countries in the field of comprehensive electronic

transformation in data collection. This experience resulted in changing the implementation methodology of censuses, surveys and studies in many countries. The Jordanian Census is considered as a pioneering model and treated as a reference in international statistical conferences, workshops, meetings and forums. Moreover, it has become a cornerstone and basis for the implementation of all future censuses, surveys and studies that will be conducted by the (DoS) such as the Enterprises Census.

The 2015 electronic census constituted a lever for institutional building and a revolution in the sustainable development project, thus reflects positively on data accuracy and direct field monitoring in data collection, implementation and result extraction.

The (DoS) also worked on preparing the (NSDS / 2018-2022) in cooperation with the main stakeholders with the aim to :

- i. Improve data quality and use.
- ii. Another goal is to emphasize the role of institutional development in order to arrive at objective decisions related to various files such as restructuring, strengthening the working human resources capacities and also attracting qualified competencies.
- iii. Standardize the statistical methodologies for all partner institutions that produce statistical data in order to maintain data quality.
- iv. Meet the need for renewable statistical data in various sectors, which represent a challenge for Jordan's overall development.
- v. Define the priorities in accordance with the availability of financial allocations and technical capacity in the (DoS).
- vi. Develop the work in the administrative records to obtain statistical information in cooperation and coordination with partner institutions for utilizing these records in obtaining accurate data, saving time and effort and to enhance statistical analysis.

Analysis of the current situation of the Jordanian statistical system

2 : Analysis of the points of strength and points of weakness:

Theme	Points of Strength	Points of Weaknesses
<p>First: The legislative and organizational framework</p>	<ul style="list-style-type: none"> *Existence of a statistical law that regulates statistical work. *Existence of legal articles in some legislations emphasizing the importance of statistical data and the need for coordination in the field of statistical work and its organization. *Existence of the (DoS) as a major reference for official statistics. *Adopting a new organizational structure for the (DoS) consistent with the national interests and decisions which provides for a new Directorate of Data Management and a Unit for Sustainable Development. *Existence of many national and institutional strategies that have based 	<ul style="list-style-type: none"> *Some articles of the Statistics Law related to the Jordanian statistical system are not activated. • Absence of administrative and financial independence for the (DoS) has weakened its development capacity, capacity-building and to attract competencies. * Legislations of many national institutions lack decisions to establish specialized administrative units for data production and provision. * Absence of a comprehensive institutional framework for

	<p>their goals on data production and use.</p> <p>*Existence of administrative units in some public sector institutions responsible for data production for internal uses.</p> <p>*Support and interest by the Government represented by the influential role of the Minister of Planning and International Cooperation.</p> <p>*Existence of an advisory committee for statistics, which includes representatives from the public and private sectors.</p>	<p>statistical data producers.</p> <p>*Weak methodologies of some private centers that produce statistical data.</p> <p>*Poor coordination and partnership between government institutions, private sector and civil society organizations in the field of statistical data production.</p> <p>* Absence of the supervisory and evaluating role that regulates the national statistical work.</p>
Theme	Points of Strength	Points of Weakness

<p>Second: Data production and coverage</p>	<ul style="list-style-type: none"> *Some data-producing institutions have adopted clear and specific methods . *Some data-producing institutions possess value-added technology. *Data produced by some institutions are subject to data quality control and checks. *Statistical data producers in the public sector are committed to neutrality. *Statistical production is considered to be huge compared to available resources. 	<ul style="list-style-type: none"> * The concepts, methodologies and methods used to produce some data do not keep pace with modern methods and best international practices. *Most statistical data-producing institutions do not apply a quality control system. *Some produced data has terms that are not procedurally clarified to users. * Coverage: The scope of data produced does not cover all national needs because the statistical production fields are not linked to national priorities,objectives and development sectors. *Conflicting statistical data between producers within the same fields. • Poor regular communication between data producers and users, thus has increased the gap between demand and supply. *Some institutions do not prepare or announce a regular time table for statistical data production and dissemination. *Weak effective and efficient use of national statistical data and their decline in limited fields.
Theme	Points of Strength	Points of Weakness

<p>Third: Data dissemination and relationship with users.</p>	<ul style="list-style-type: none"> * A large number of national institutions have their own databases. *Existence of electronic possibility in many national institutions to qualify them to connect with the Information Connectivity Project. * Provide data transparently, fairly and easily free of charge. *Existence of websites and computerized information systems in all statistical data- producing institutions used for dissemination purposes. 	<ul style="list-style-type: none"> *Sometimes it is difficult to access data in a timely manner. *Limited use of statistics by most policymakers and decision takers. *Poor adherence to the data dissemination timetable. *Limited means used to disseminate data. *Poor linkage between databases in data-producing institutions. *Limited analysis of statistical data.
<p>Fourth: Human resources.</p>	<ul style="list-style-type: none"> *The (DoS) has qualified staff in most statistical fields *The competent and specialized staff at the (DoS) has the ability to train and offer advice to statistical staff in data-producing institutions. *The (DoS) has the Statistical Training Center, as stipulated in the Statistics Law. 	<ul style="list-style-type: none"> * Weak financial resources and legislative constraints within the civil service system have weakened the institutions' ability to attract efficient human resources. *There is a need to develop the technical competencies of the data-producing and disseminating staff in all institutions. *The data-producing institutions do not have the power to retain their human competencies. *Preparation and application of human resources policies in data-producing institutions is weak, foremost of which is motivation, development and social welfare. *Rare opportunities for scholarships offered to data production and dissemination

		staff.
Theme	Points of Strength	Points of Weakness
Fifth: Financial resources	<p>*Statistical data-producing institutions allocate financial amounts for their own capacity improvement.</p> <p>* Data-producing institutions possess the ability of financial planning and analysis.</p>	<p>*Institutions whose allocations are determined by the financial ceiling specified by the General Budget of the Central Government face difficulty in planning to meet their institutional needs.</p>

2.1: Analysis of external environment factors:

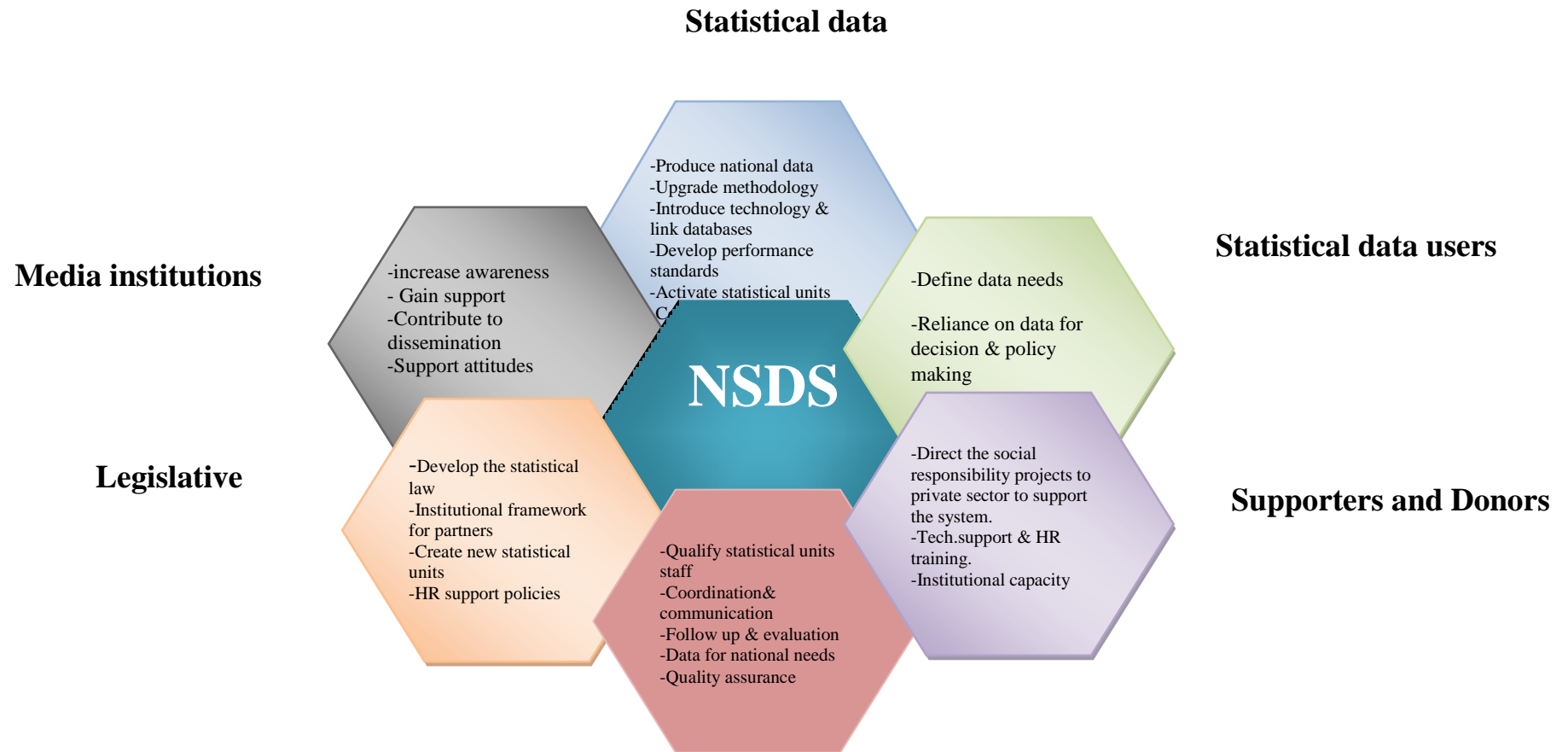
Factors	Opportunities	Threats
First: Political factors	<p>*Government policies and strategies which aim at stimulating the national economy and supporting vital economic sectors such as IT , communications and energy constitute an opportunity for development of the statistical system.</p> <p>*Royal and government’s interest in developing and reforming the public sector constitutes an important input to develop the infrastructure of the statistical system.</p> <p>* The Syrian migration to Jordan was a motive for development of the statistical system, due to the increasing demand for qualitative statistical data to support decision makers in crisis management.</p> <p>•Decision makers and planners in Jordan have a clear interest in creating an efficient and effective statistical system.</p> <p>* Implementation of the criteria of the King Abdullah II Award for</p>	<p>* Government policies and regulations are still ineffective in retaining human statistical competencies and to qualify a new generation for replacement purposes and covering the need for the statistical system.</p> <p>* There is little confidence by data users in data quality and accuracy.</p> <p>*Volume of data demand is increasing compared to the size of supply.</p> <p>*The decentralization law of development in governorates poses a great challenge to the statistical system in providing comprehensive and accurate data, especially in each governorate,so that the governorates’ councils can develop their strategic and development plans.</p>

	<p>Excellence in Government Performance and Transparency provides a supportive institutional environment for statistical data production, provision and use in the public and private sector institutions.</p> <p>*The Government maintains cooperation relations with many Arab and international statistical agencies through the (DoS), which constitute an opportunity to exchange experiences, make standard comparisons and gain best practices in statistical work.</p>	<p>*Specialized university education programs in statistics are still limited in scope and not popular among students.</p> <p>*The limited implementation of the (NSDS/2008-2012) has weakened the opportunity to develop the statistical system.</p>
Factors	Opportunities	Threats
Second: Economic factors	<p>*The economic policies and measures adopted by the Government in the sphere of economic reform, attracting investment and sustainable development constitute an opportunity to expand the coverage range of statistical data fields by the statistical system.</p> <p>*The interest of universities and some Arab and international donors in carrying out development-related research and studies in Jordan is an incentive for the statistical system as the main provider of statistical data.</p> <p>*Jordan's Vision-2025 is based on the criteria for stimulating the economy and development, thus becoming an important factor for developing the statistical system's response to data-production used to construct, measure and evaluate the indicators in addition to evaluating the performance and</p>	<p>*The current economic situation in Jordan does not encourage the growth of statistical data-producing institutions and create new jobs in this field.</p> <p>*The economic goals of Jordan Vision 2025 constitute a challenge facing the statistical system in producing sufficient data in quantity and quality to achieve these goals, in addition to the statistical data needed by the economic stimulus program and the investment maps of the governorates.</p>

	<p>achievements related to national goals.</p> <p>*Existence of international organizations interested in providing technical support for the development of the Jordanian statistical system.</p>	
Third: Social factors	<p>*The high percentage of holders of academic qualifications contributed to raising the statistical awareness.</p> <p>*Government programs and international initiatives to address the problems of poverty and unemployment depend on statistical data available in the Jordanian statistical system.</p>	<p>*The level of awareness and support for statistical data among the Jordanian public opinion remains weak.</p> <p>*Expansion and diversity of the social phenomena and problems in the Jordanian society is a burden on the statistical system for producing statistical data to keep pace with this development.</p>
Factors	Opportunities	Threats
Fourth: technological factors	<p>*The e-gov program is the most important entrance of the infrastructure of the statistical system, especially in the fields of data production and dissemination, databases linkage in addition to activating the system of administrative records.</p> <p>*Increasing the reliance of the statistical system on the means of electronic statistics contributes to increasing the data quality and accuracy and response speed.</p> <p>*Extensive use of information and communication technology devices among citizens and in institutions and through social media helps the system</p>	<p>*Multiple statistical sources through social media means leads to conflict and duality and disturbs the confidence of data users and public opinion, which causes a decline in the level of support for the statistical system.</p>

	in the dissemination of statistical data on a wide and easy range.	
Fifth: Environmental factors	*Environmental and security stability in Jordan enhances the sustainability and development of the statistical system.	*Rapid changes in environmental safety factors affect the ability of the statistical system to monitor data on indicators of sustainable development.
Factors	Opportunities	Threats
Sixth: Legislative factors	*The development witnessed by the General Statistics Law contributed to the activation of the statistical system. *There are legislations that support statistical data production and provision.	*The General Statistics Law still needs to be developed in the field of enhancing the independence of the (DoS) and its role in leading the statistical system and raising the educational and academic level of its Statistical Training Center.

2.2: Analysis of stakeholders in the Jordanian statistical system



2.3 : Strategic orientation

Based on the SWOT analysis results of the internal environment factors (strength and weakness) and the external environment factors (opportunities and threats) of the Jordanian statistical system in addition to analysis of the expected roles of the stakeholders, therefore the (NSDS/2018-2022) adopts the following strategic orientation:

Focuses on developing the response of the Jordanian statistical system components to national needs and uses of administrative statistical data and sustainable development indicators in line with international commitments, standards and good practices.

Adoption of this strategic approach requires achieving a number of strategic objectives deemed necessary to construct the desired statistical system which has the following characteristics:

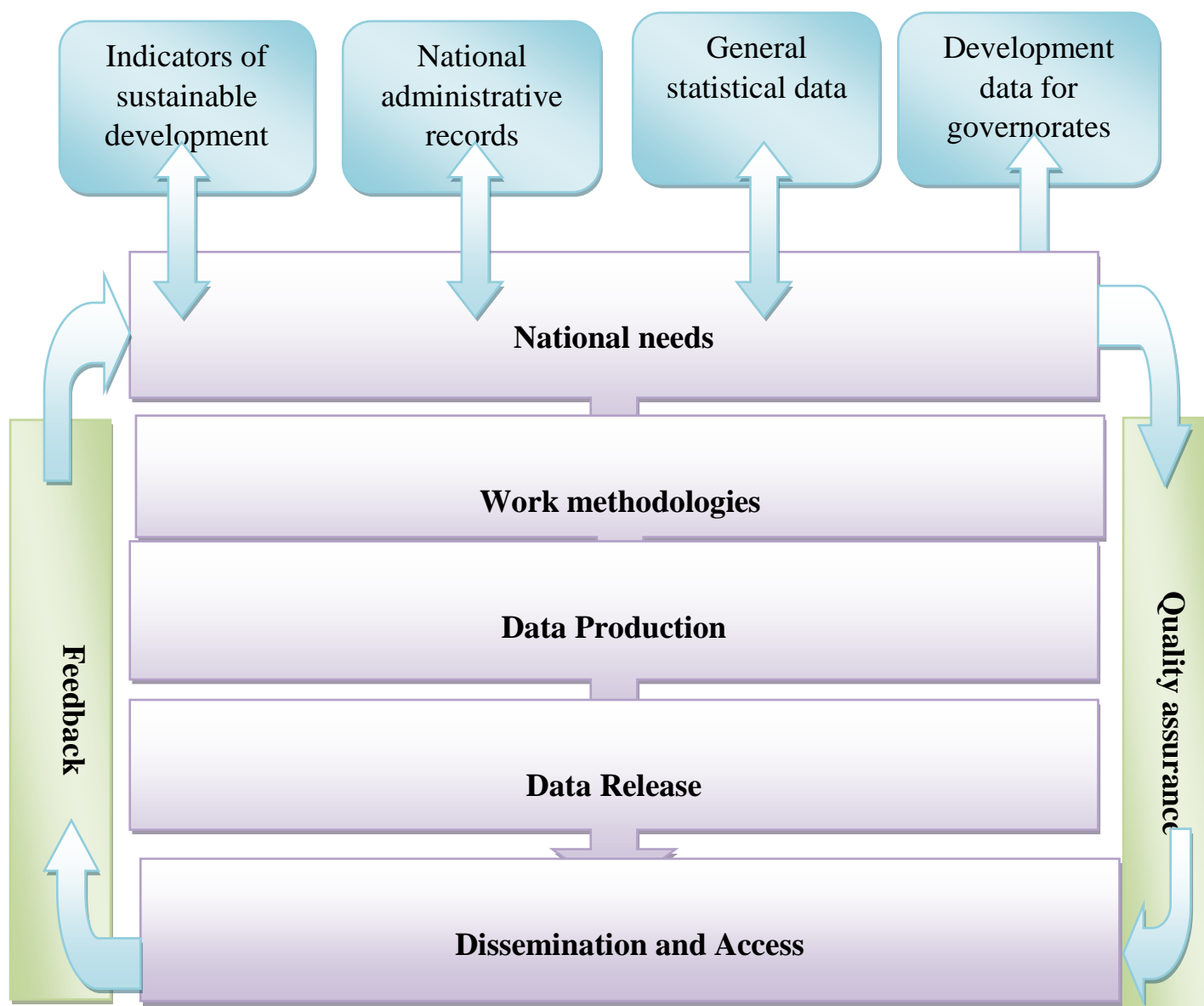
- Independence and institutional governance.
- Coverage (comprehensiveness).
- Precision .
- Keeping pace.
- Speed .
- Commitment .
- Efficiency and effectiveness.
- Participatory.
- Standard comparison.
- Continuous improvement .

The process of empowering the national institutions to produce and provide the necessary data for fulfilling their own purposes , organizational goals, plans and programs is an essential requirement for developing the statistical system based on the following justifications:

- 1.Promoting the principle of specialization in data production and provision.
- 2.Needs of the institution for statistical data in the process of strategic planning and operational planning too.
- 3.Effectiveness of institutional decision-making depends on the availability of supportive statistical data.
- 4.Provide comprehensive and accurate statistical data that builds the organization's ability to predict the future and monitor the surrounding variables.
- 5.Statistical data helps the institution to carry out continuous improvement of its methodologies, processes and services.

6. Providing statistical data through the management of administrative data is a requirement to develop public sector performance and public administration in Jordan.
7. The institution requires statistical data to build performance measurement indicators.
8. Statistical data are considered an input to construct and implement the knowledge strategy in the institution.
9. The leading role of the (DoS) in the statistical system will improve its capabilities in providing technical support to the data-producing institutions and increase its effectiveness and efficiency in improving system inputs and outputs, performance follow-up and evaluation in addition to monitoring compliance, while retaining responsibility for producing key statistical data.
10. Measuring the extent of the institution's contribution to achieving the vision of Jordan 2025 indicators requires the provision of relevant statistical data.

2.4: Work model of the Jordanian statistical system



2.5 : Vision

Regional Pioneering in national statistical data production and supply consistent with international quality standards

Supporting planners, policy and decision-makers and researchers with comprehensive, regular and high quality statistical data that satisfy the national needs, through reliance on a distinct work team, modern technology and practices.

2.7 : Values

***Integrity : Promoting the application of national integrity standards and practices that ensure impartiality, objectivity and preserverence of national resources.**

***Accountability: Commitment to implementing the comprehensive check cycle across all institutional processes.**

*** Participatory: Essentiality of participatory action based on a methodological framework of integrity and effectiveness.**

*** Professionalism: Compatibility with international standards and best practices.**

*** Focus on data users: Taking into consideration the opinion of data users in the design of statistical products to meet their expectations and needs.**

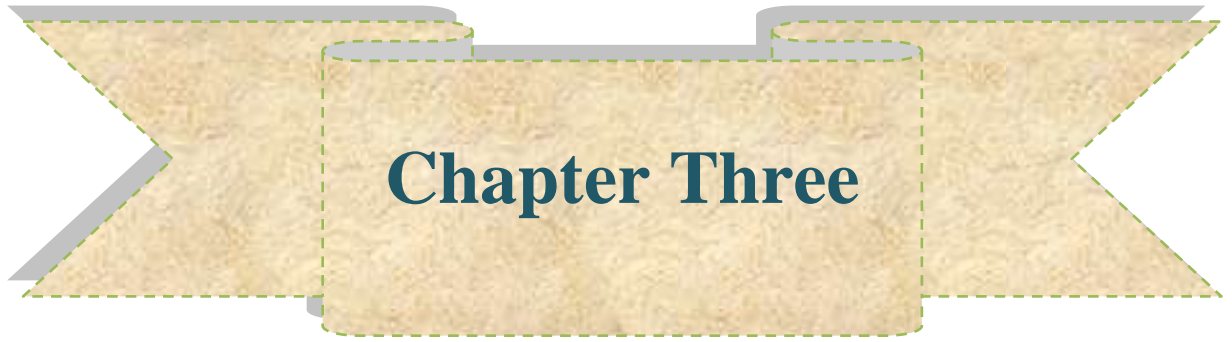
***Continuous improvement: periodic evaluation of work methodologies, identifying the points of strength and weakness for improvement and to arrive at best results in data production and dissemination, and improve relations with data users.**

2.8 Strategic Goals

1 - Producing statistical data to satisfy national development uses, administrative records and sustainable development indicators

2 - Enhancing the leadership and development role of the (DoS) in improving the statistical systems.

3 - Developing the statistical techniques and technological means used for data production, dissemination and use.



Chapter Three

3. Joint strategic projects of the central executive plan of the statistical system

First Strategic Objective		Production of the statistical data that meet national development needs, administrative records and sustainable development indicators.							
Strategy	Project	Party/Parties responsible for implementation	Partners	Time frame					Budget (in JD)
				2018	2019	2020	2021	2022	
1- Improving the planning capacities of governmental institutions	Developing the sustainable development indicators, the economic stimulus program and the administrative records	Department of Statistics(DoS)	<ul style="list-style-type: none"> All concerned official institutions. Donors. 						1.000.000
2- Empowering the local administration councils within the decentralization program in governorates.	<ul style="list-style-type: none"> Developing the comprehensive development indicators at the governorate level. 	Department of Statistics(DoS)	<ul style="list-style-type: none"> Ministry of Planning(MOPIC) Ministry of Interior Ministry of Political Affairs Ministry of Municipal Affairs Donors 						250.000

Second Strategic Objective		Enhancing the leadership and development roles of the (DoS) in improving the statistical system							
Strategy	Project	Party/Parties responsible for implementation	Partners	Time frame					Budget (in JD)
				2018	2019	2020	2021	2022	
Improving the effectiveness and efficiency of the statistical system	Draft Law for amending the General Statistics Law No. 12 of 2012	Department of Statistics(DoS)	Concerned constitutional institutions						20.000
Compliance with international quality standards in statistical work.	Project for Quality Control and Quality Assurance of the Statistical System	Department of Statistics(DoS)	The constituent institutions of the statistical system Donors						80.000
Developing the performance outcome of statistical system workers	Project for capacity building of the statistical system employees	Department of Statistics(DoS)	Donors						250.000

Third Strategic Objective		Developing the statistical methods and technological means used in statistical data production, dissemination and use							
Strategy	Project	Party/Parties responsible for implementation	Partners	Time frame					Budget (in JD)
				2018	2019	2020	2021	2022	
Increasing the use of IT in statistical work	Electronic transformation project in statistical data production and dissemination	Department of Statistics(DoS)	Ministry of Planning Ministry of Communications and IT •Statistical system institutions Donors						1.000.000
Improving the effectiveness of statistical work methodologies and techniques	Project for reviewing and developing the statistical methodologies	Department of Statistics(Do)	Statistical system institutions						100.000
Expanding the use of statistical data in research and development	The National Policy Project on access to statistical data	Department of Statistics(Do)	Ministry of Planning Statistical system institutions Research and Studies Centers						50.000

3.1: Key performance indicators

Strategic Objective	Key Performance Indicators	Base Value	Target value				
		2017	2018	2019	2020	2021	2022
1. Producing statistical data that meet national development needs, administrative records and sustainable development indicators	▪ Growth rate in data user satisfaction.	50	10	15	20	0	0
	▪ Number of sustainable development indicators	107	107	118	130	142	154
	▪ Number of developed administrative records	3	4	7	9	11	12
	▪ Growth rate in national needs coverage	40	15	20	25	0	0
	▪ Percentage of national plans based on statistical data	50	5	10	15	10	10
.2. Enhancing the leading and development role of the (DoS) in improving the statistical system.	▪ Number of approved legal amendments.	0	100	0	0	0	0
	▪ Number of applied international quality standards.	4	6	8	10	0	0
	▪ Number of activated statistical units.	5	8	11	0	0	0
	▪ Trained staff ratio.	55	5	15	25	0	0
	▪ Percentage of staff working in awareness activities.	25	30	35	45	65	85
3. Developing the statistical methods and technological means used in statistical data production, dissemination and use.	▪ Completion percentage of electronic linkage between the databases.	20	30	40	60	80	100
	▪ Percentage of developed methodologies.	40	10	20	30	0	0
	▪ Number of computerized processes.	5	10	15	20	40	80
	▪ Commitment ratio to data dissemination timetables	35	45	60	75	85	100
	▪ Number of data covered by the access policy	34	44	54	64	74	84

3.2: Matrix of key strategic objectives and institutional strategic objectives

National Target: Achieving sustainable growth rates			
Key Strategic Objectives	Producing statistical data that meet national development needs, administrative records and sustainable development indicators.	Developing the statistical methods and technological means used in statistical data production, dissemination and use.	Strengthening the leading and development role of the Department of Statistics in improving the statistical system.
Objectives of the Institution			
Ministry of Industry and Trade / Business Register	*Improving the statistical data quality and readiness in addition to ensuring timeliness and comprehensiveness	*Developing the statistical skills of human resources in the sector	* Building the institutional capacities and staff statistical skills
Department of Statistics(DoS)	*Improving the level of user satisfaction with statistical products.	* Developing the statistical methodologies and techniques in addition to staff competencies.	* Strengthening the role of the (DoS) in leading the Jordanian statistical system.
Ministry of Health	• Governance of the national health information systems	*Developing the health information systems infrastructure. * Developing the data production, dissemination and analysis processes according to international standards	* Developing the data management and relationship with all partners
Ministry of Communications and Information Technology	Adopting a policy to produce and disseminate data according to sectoral needs.	*Increasing institutional performance in the statistical field * Using IT and the statistical analysis tools.	* Creating an institutional framework for cooperation and coordination among data producers.
Residence and Borders		* Developing the statistical	• Enhancing adherence to

Directorate		performance of the management of the Residence and Borders Directorate. * Preserving the security and integrity of statistical data and information	policies on statistical data.
Ministry of Energy	* Providing the statistical data and information related to the energy sector in a sustainable manner	* Developing the data and information access mechanisms related to the energy sector	*Activating the energy information system to become the sole reference that has all data and information related to the sector *Developing the production of statistical data and indicators according to international standards
Key Strategic Objectives	Producing the statistical data for developing the sustainable development indicators, administrative records and national development uses.	Developing the statistical methods and technological means used in statistical data production, dissemination and use.	Strengthening the leading and development role of the Department of Statistics in improving the statistical system.
Objectives of the Institution			
Ministry of Transport	*Developing of national policies in the field of transport data production, tabulation, analysis, and dissemination	*Institutional capacity building for statistical operations in the transport sector *Optimal use of IT and technical tools in data collection, analysis and dissemination.	*Improving the partnership efficiency and effectiveness between data producers and users in the transport sector
Central Bank of Jordan (CBJ)	*Providing detailed and comprehensive data on the	*Developing the statistical competencies of the concerned	*Building an integrated statistical system in partnership

	<p>individual sector budget (households) in Jordan. *Providing detailed and comprehensive data on foreign investment in Jordan. *Providing detailed and comprehensive data on the transport sector.</p>	employees in the bank.	with the relevant parties.
Ministry of Education	Integrating the education sector systems and to standardize the data sources		
Civil Status and Passports Department	Adopting national policies in the field of vital statistics terminology and to provide explanation.	*Increasing the performance efficiency and effectiveness of this Directorate in the field of statistical work.	*Building the statistical capacity of statisticians.
Ministry of Environment	*Building the statistical system capacity in environmental data management.	*Developing the competencies of workers in the environmental sector in the fields of environmental accounts and statistical analysis.	*Enhancing the level of cooperation and coordination between the parties involved in the relevant environmental statistical system within the environmental sector
Ministry of Labor	* Developing the statistical system of labor market data.	* Enhancing the product quality of the labor market statistical system.	* Developing the statistical product of the labor market according to international and local standards.

3.3 . Executive plans for sectoral statistical strategies

Department of Statistics(DoS)

Strategic Objective No. 1: Enhancing the role of the (DoS) in leading the Jordanian statistical system.

Operational Goal	Activity	Anticipated output	Implementing Party	Implementation Time frame Month / year		Performance Indicators of the Operational Goals (Number, percentage)					Expected Implementation Cost	Funding Source (budget, grants)				
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value					In (J.D.)			
								2018	2019	2020	2021			2022		
1-1 : Developing a legal institutional framework for data management among the components of the statistical system	<ul style="list-style-type: none"> -Updating the articles of the law in accordance with the strategic aspirations to develop the statistical system in order to ensure independence -Developing an organizational structure that responds to the rocesses arising from strategic objectives. - Evaluating the institutional performance of the system components 	<ul style="list-style-type: none"> The law of statistics is compatible with strategic aspirations Authorized organizational structure Report on institutional performance gaps 	<ul style="list-style-type: none"> The Legislation and Opinion Bureau in the Prime Ministry and the Legal Affairs Division of the (DoS). -The Strategic Development and Planning Unit, - Ministry of Public Sector Development and the Legislation and Opinion Bureau Directorate of data management 	November 2018	December 2019	Number of new leadership powers	9		9				50000	Budget		
				August 2018	December 2019	Number of statistical units developed in sectoral institutions.	Zero		3							
				August 2018	December 2022	Number of statistical units developed	7			1	1	1				
				August 2016	December 2018	Achievement rate in redeveloping the organizational structure in line with the new strategy 2018-2022	70%	100%							No Cost	

Strategic Objective 1: Enhancing the role of the (DoS) in leading the Jordanian statistical system

Operational goal	Activity	Anticipated output	Implementing Party	Implementation Time frame Month / year		Operational Objective Performance Indicators (Number, percentage)						Expected Implementation Cost	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						In (J.D.)
								2018	2019	2020	2021	2022		
				January 2019	December 2022	Number of reports that measure gaps in institutional performance.	Zero	Zero	3	3	3	3	10000	Grants, Budget
1.2-Ensuring data production and dissemination quality within the components of the statistical system	Developing the quality assurance system in the statistical system	Guide to standard procedures for statistical system components	Directorate of Methodologies and Research	January 2018	December 2019	Commitment rate to international methodologies	90%	95%	100%				No Cost	

Strategic Objective 2: Development of methodologies, statistical techniques and staff competencies.

Operational goal	Activity	Anticipated output	Implementing Party	Implementation Time frame Month / year		Operational Objective Performance Indicators (Number, percentage)						Expected Implementation Cost	Funding Source (budget, grants)		
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						In (J.D.)	
								2018	2019	2020	2021	2022			
2-1: Human resources development.	-Strengthening the role of the Statistical Training Center in supporting the statistical system	Number of trainees & number of courses	Statistical Training Center	January 2018	December 2022	-Number of human resources possessing statistical work competencies.	7 courses 100 trainees	14 210	16 230	18 250	20 280	24 330	34000	Grants, Budget	
2-2:Electronic transformation to cover all institutional processes.	-Completing the implementation of surveys and censuses electronically. -Capacity building of the Directorate staff. -Developing electronic means of communication with users and producers of data. -Completion of the support operations operations. -Development of electronic publishing.	All (DoS) surveys and censuses to be carried out electronically - Networking with producers. - Smartphone applications - Management Information Systems - Financial information systems - External contact information systems - Electronic and geographical sites	Directorate of Electronic transformation	January 2018	December 2020	Number of surveys carried out electronically	30%	50%	80%	100%			Costs are covered within the budget of the surveys to be transferred	Grants, Budget	
				January 2018	December 2021	. Percentage of automated operations	30%	60%	80%	90%	100%		250000	Budget	
				January 2018	December 2022	development. Percentage of electronic and geographic website	70%	75%	85%	90%	95%	100%		10000	Budget
				January 2018	December 2021	Number of human resources possessing statistical work competencies.	70%	80%	85%	90%	100%			No Cost	

Strategic Objective 2: Development of methodologies, statistical methods and employee competencies.

Operational goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Objective Performance Indicators (Number, percentage)					Expected Implementation Cost	Funding Source (budget, grants)		
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value					In (J.D.)	
								2018	2019	2020	2021			2022
2-3: Applying a mechanism for creativity and innovation in statistical processes.	-Providing an incubator for creativity and innovation	- Incubator of creativity and innovation	Committee for creativity and innovation	January 2018	December 2022	- Number of creative ideas applied	16	6	6	6	6	6	10000	Grants, Budget
2-4: Strengthening partnerships and standard comparisons with statistical agencies that apply best practices and also international organizations.	-Mmemoranda of understanding with the Arab and international statistical agencies -Conduct an annual assessment of progress made in adherence to best practice standards -Standardized comparisons of international statistical methodologies and techniques	Memoranda of Understanding Annual report to measure progress - Statistical methodologies that meet international standards	Directorate of Methodologies and Research. Technical directorates	January 2018	December 2022	- Number of comparative studies	1	1	1	1	1	1	100000	Grants

Strategic Objective 3: Improve user satisfaction with statistical products.

Operational Goal	Activity	Anticipated output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						In (J.D.)
								2018	2019	2020	2021	2022		
3-1: Monitoring of national statistical data needs	- Annual survey to monitor national statistical data needs	Annual report on national statistical data needs.	- Data Management Directorate	January 2018	December 2022	- Number of new variables entered into statistical operations.	5	5	5	5	5	5	25000	Grants
3-2: Developing the national policy for dissemination and data access in accordance with international best practices	- Preparing the policy of dissemination and access to statistical data. - Issuing, and publicizing the policy document.	. National policy document for data dissemination	National team and Data Management Directorate	October 2018	June 2019	- Commitment ratio to policy	Zero	50%	50%				10000	Grants, Budget
3-3: Raising the level of statistical awareness among users and the public	- Designing a poll for public opinion - Preparing an improvement plan based on the lessons learned from the public opinion report	Public opinion findings report	Directorate of Public Relations	January 2018	December 2022	Improvement in the level of of statistical awareness	62%	65%	68%	70%	72%	75%	15000	Grants, Budget

Ministry of Energy Strategic Objective No. 1: Provide statistical data and information related to the energy sector in a sustainable manner														
Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						In (J.D.)
								2018	2019	2020	2021	2022		
Creating a statistical unit	Recruitment of staff - Providing all necessary requirements for work such as computers and accessories - Training the staff on necessary skills	qualified statistical unit	Ministry of Energy and Mineral Resources	January 2018	December 2022	Completion ratio	10%	10%	20%	20%	20%	20%	40000	Grants
						Number of trainees	3	1	1	1	1	1		
						Processing ratio	10%	20%	10%	20%	20%	20%		

Strategic Objective No. 2: Developing the mechanisms for obtaining data and information related to the energy sector														
Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						In (J.D.)
								2018	2019	2020	2021	2022		
Developing statistical data supply mechanisms	- Communicating with relevant authorities - Defining the data and information models - Correspondence on the subject - Coordinating with all concerned parties and identifying liaison officers Training of liaison officers	Approved supply mechanism	Ministry of Energy and Mineral Resources and Sector Institutions	January 2018	December 2022	Completion ratio.	0%	20%	20%	20%	20%	20%	20000	Grants
						- Number of trained liaison officers	0	2	2	2	2	2		

Strategic Objective No. 3: Developing the production of statistical data and indicators according to international standards

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost In (J.D.)	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						
								2018	2019	2020	2021	2022		
Development of statistical methodologies and Techniques	Holding a meeting with all energy sector stakeholders to agree on indicators and to identify international standards	Improved methodologies	Ministry of Energy and Mineral Resources and Sector Institutions	January 2019	December 2022	- Ratio of developed methodologies	0	0	10%	20%	30%	40%	10000	Grants
	- Ratio of applicable international standards					0	0	10%	20%	30%	40%			

Strategic Objective No. 4: Activate the energy information system to become the only reference that includes all data and information related to the sector

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost In (J.D.)	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						
								2018	2019	2020	2021	2022		
Run the system at full capacity through liaison officers	Appointing liaison officers from all relevant entities in the sector and other institutions	Active system	Ministry of Energy and Mineral Resources and Sector Institutions	January 2020	2022	Completion ratio	0	0%	0%	40%	40%	20%	20000	Grants

Ministry of Transport / Strategic Objective Numjber (1): Institutional capacity building for statistical operations in the transport sector

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost in (J.D.)	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						
								2018	2019	2020	2021			2022
1-1: Establishing an administrative unit specialized in statistics	Studying the organizational structure in order to establish a statistical administrative unit	study	Directorate of Institutional Development and Human Resources in coordination with the Ministry of Public Sector Development	June 2018	December 2018	Completion ratio of the study	0%	100%					0	
	Implementing the outputs and recommendations for establishing a statistical administrative unit	Creating an administrative unit	Directorate of Institutional Development and Human Resources in coordination with the Ministry of Public Sector Development	January 2019	December 2019	Administrative Unit for Statistics	0%	0%	100%				0	
1-2: Recruitment of staff specialized in statistics	Preparing the required job descriptions and qualifications	Document on job descriptions	Directorate of Institutional Development and Human Resources in coordination with the Ministry of Public Sector Development and the(DoS)	January 2019	December 2019	Completion ratio of the document	0	0	100%					
	Recruitment of required staff	Staff appointment	Directorate of Institutional Development and Human Resources in coordination with the Civil Service Bureau	January 2019	December 2022	Number of staff recruited	0	0	0	50%	25%	25%		
1-3: Development of the job competencies	Recruitment of the required staff	Training Plan	Directorate of Institutional Development and Human Resources	January 2019	June 2019	Plan approved	0		100%					

Ministry of Transport / Strategic Objective Numjber (1): Institutional capacity building for statistical operations in the transport sector

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost in (J.D.)	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						
								2018	2019	2020	2021			2022
of staff according to the developed methodologies and techniques			in coordination with the (DoS) and the Directorate concerned											
	Implementation of the program	Trained human resources	Directorate of Institutional Development and Human Resources and Directorate of Finance	June 2019	December 2022	1. Percentage of training courses implemented 2. Number of trainees	0	0	10% 2	30% 6	30% 6	30% 6	30000	Grants, Budget

Strategic Objective No. 2: Improving the partnership efficiency and effectiveness between statistical data producers and users in the transport sector

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost in (J.D.)	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						
								2018	2019	2020	2021			2022
2.1- Expanding cooperation among sector components according to statistical needs	Studying current MOUs with partners and making recommendations for their development	study	Transport Information Directorate and transport partners	July 2018	December 2018	Study completion ratio	0	100%						
	Implementing recommendations and signing new memos with partners	Signing new memorandums of understanding	Transport Information Directorate and transport partners	January 2019	December 2019	Number of new MOUs	0	0	19					
2.2- Developing a national legislative framework for institutionalizing the partnership between data producers and users	Studying the experiences of other countries in this field	study	Transport Information Directorate and transport partners	January 2019	January 2019	Study completion ratio	0	100%						
	Preparing the national legislative framework study	study	Transport Information Directorate and transport partners	August 2019	February 2020	Study completion ratio	0	0	80%	20%				
	Implementing the study's recommendations and issuing legislation	New legislation	Directorate of Transport Information, Legal Affairs, (DoS) and Prime Ministry	February 2020	December 2020	Percentage of amendments included in new legislation	0	0	0	100%				

Strategic Objective No. 3: Developing national policies in statistical data production, classification, analysis and dissemination in the field of transport

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)					Expected Implementation Cost in (J.D.)	Funding Source (budget, grants)		
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						
								2018	2019	2020			2021	2022
3-1 : Reviewing and developing national policies in statistical data production and use in the field of transport according to international reference.	Study of international experiences and references in transport statistics	Study	Transport Information Directorate , transport partners and the (DoS)	January 2019	June 2019	Study completion ratio	0	0	%100					
	Formulating a national policy document in this field	National policy document	Transport Information Directorate , transport partners and the (DoS)	June 2019	December 2019	Completion rate of the policy document	0	0	%100					
3-2: Adopting latest standards in defining and interpreting of transport terms	Studying the experiences of countries in the field of standards	Study	Transport Information Directorate , transport partners and the (DoS)	January 2019	June 2019	Study completion ratio	0	0	%100					
	Prepare a proposed standard document	Document on standards	Transport Information Directorate , transport partners and the (DoS)	June 2019	December 2019	Completion ratio of the standard document	0	0	%100					

Strategic Objective 4: Optimal use of IT and technical tools in data collection, analysis and dissemination

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost in (J.D.)	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						
								2018	2019	2020	2021			2022
4-1: Completing the development of the Jordan Transport Information Bank	Preparing a data bank assessment study from the technical aspect and data information	Studies	Directorate of Transport Information in cooperation with the MEDSTAT project and the supporting bodies	April 2018	December 2018	3 studies	0	3						
	Implementing the studies recommendations	Executive measures	Directorate of Transport Information in cooperation with all partners	June 2018	January 2022	Percentage of implementation of recommendations	0	20%	40%	60%	0%	100%	As per recommendations	
	Maintenance contracts and development agreements	Sustainable and evolving system	Directorate of Transport Information in partnership with specialized companies	January 2019	December 2022	Percentage of information availability	%30	%40	%60	%80	%90	%100	300000	Budget
4-2: Introducing new technical tools for data collection, analysis and dissemination	Studying new technologies in the local and international market	Study	Directorate of Transport Information and specialized companies	June 2018	December 2018	Percentage of study completion	0	%100						
	Purchasing the required tools based on the study	Modern technical tools	Directorate of Transport Information and Directorate of Financial and Administrative Affairs	January 2019	December 2019	Purchase of technical tools (software)	0	0	%100				25000	Budget

Department of Civil Status and PassportsStrategic Objective of the institution No. 1: Raising the performance efficiency and effectiveness in the field of statistical work														
Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)							Expected Implementation Cost in (J.D.)	Funding Source (budget, grants)
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						
								2018	2019	2020	2021	2022		
Establishing an administrative unit specialized in statistics	Studying the organizational structure for establishing a new administrative unit	A completed study and a document on the requirements of the unit and formal communications	Department of Civil Status and Passports Ministry of Public Sector Development	01 July 2018	01 May 2019	Creation ratio	Not Available	20%	100%	-	-	-	0	
	Asking the concerned bodies to establish the unit													
	Including the unit within the organizational structure													
Providing adequate infrastructure	Determining the requirements and needs of a hall for statistical purposes	Document of requirements	Department of Civil Status and Passports & Ministry of Public Sector Development	01 July 2018	01 May 2019	Completion ratio	0	10%	100%	-	-	-	0	
	Halls equipped with PCs, server and required equipment	A hall with all equipment and supplies		01 May 2019	31 December 2019	Progress ratio	Not Available	20%	100%	-	-	-	35,000	
	Providing international software and licenses	International software (Programs) and Licenses		01 January 2018	31 December 2020	Number of software (programs)	0	2	2	2	1	-	10,000	

Civil Status and Passports DepartmentStrategic Objective No. 1: Raising the performance efficiency and effectiveness in the field of statistics

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost in (J.D.)	Funding Source (budget, grants)	
				Month / year		Indicator	Base value 2017	Targeted Value						
				Start Date	Completion Date			2018	2019	2020	2021			2022
Data management system compatible with local and global standards	Forming a local committee to evaluate data quality and completion of registration	Forming of a committee	Department of Civil Status and Passports Ministry of Public Sector Development	01 January 2019	31 december 2022		Not Available	Committee problem	-	-	-	-	20,000	
	Evaluating the Department data	Data assessment study		01 March 2019	31 December 2019	Assessment Ratio	0	0	100%	-	-	-		
	Studying compatibility to international & local standards	Harmonizing data collection and registration according to local and international standards		01 January 2020	31 December 2022	Percentage of data development	0	0	0%	20%	60%	100%		
	Developing the programs and time tables for data tabulation and analysis	New programs and tables to extract data		01 January 2019	31 December 2020	Number of classified Programs	0	0	50%	100%				
	Tabulating the data in the field of national data production	Tabulated data in the field of data production		01 January 2019	31 December 2020	Number of classified data	0	0	50%	100%				

Strategic Objective No. 2: Adopting national policies in the field of vital statistics terminology and its interpretation														
Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)							Expected Implementation Cost in (J.D.)	Funding Source (budget, grants)
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						
								2018	2019	2020	2021	2022		
Developing the legislations and regulations governing statistical work in the Civil Status and Passports Department	Preparing a study to analyze and collect the regulations and legislations governing statistical work	Studying the legislations and regulations of the civil status department	Civil Status and Passports Department	01 January 2019	31 December 2020	Completion ratio	0	10%	60%	100%	-	-	5,000	
	Upgrading the legislations in line with local and international standards	Upgraded legislations	Civil Status and Passports Department	01 January 2019	31 December 2020	Upgrading ratio	0	10%	60%	100%	-	-		

Strategic Objective No. 3: Building Job Capacities of Statistics Staff														
Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)							Expected Implementation Cost in (J.D.)	Funding Source (budget, grants)
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						
								2018	2019	2020	2021	2022		
Trained and qualified staff for statistical work	Identifying the targeted groups for statistical training	Targeted staff tables	Civil Status and Passports Department	01 July 2018	01 December 2018	Completion ratio	0	100%	-	-	-	-	30,000	
	Preparing a statistical training manual for the Civil Status Department	Training Manual	Civil Status and Passports Department	01 January 2019	01 May 2019	Completion ratio	0	10%	100%	-	-	-		
	Developing a specialized training program	Number of training courses	Civil Status and Passports Department	01 May 2019	31 December 2022	Percentage of trainees	0	0%	25%	40%	70%	100%		

Residence and Borders Directorate - Strategic Objective No. 1: Developing the statistical performance of the R & B Directorate

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost In (J.D.)	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						
								2018	2019	2020	2021	2022		
Rehabilitating, training and developing the statistical unit	Designing and approving the organizational structure and job descriptions of the unit	Job descriptions and qualifications required for the staff	Residence and Borders Directorate	September 2018	December 2018	Percentage of completed and approved job descriptions	70%	100%					2000	Budget
	Training and qualifying the employees in the statistical unit	Capable employees to run the statistical programs efficiently and professionally	Residence and Borders Directorate/ Information Technology Management	October 2018	October 2022	Percentage of staff who have been qualified to work on statistical programs	10%	30%	50%	70%	85%	100%	50000	Grants + Budget
	Developing the electronic statistical systems	Developed electronic statistical systems	Residence and Borders Directorate/ Information Technology Management	July 2018	November 2022	Percentage of developed statistical systems	20%	40%	55%	70%	80%	100%	50000	Grants + Budget

Strategic Objective No.1: Developing the statistical performance of the Residence Management and Borders Directorate

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						In (J.D.)
								2018	2019	2020	2021	2022		
Building a database covering institutional and national needs	Preparing an electronic infrastructure	Effective database	Residence and Borders Directorate/ Information Technology Management	July 2018	November 2022	Infrastructure completion ratio	10%	30%	60%	80%	95%	100%	50000	Grants
	Introducing modern methods and tools in statistical data analysis	Modern means and tools for statistical data analysis	Residence and Borders Directorate/ Information Technology Management	August 2018	November 2022	Percentage of means and tools used	20%	50%	65%	75%	85%	100%	10000	Budget
	Completing production of performance indicators for the statistical data	Performance indicators	Residence and Borders Directorate	July 2018	November 2018	Percentage of produced statistical indicators	50%	100%					5000	Budget

Strategic Objective NO.2: Maintaining statistical data security and integrity														
Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						In (J.D.)
								2018	2019	2020	2021	2022		
Developing the computerized statistical data protection programs and its security plans	Developing an electronic data protection system for statistical data	Effective protection system	Residence and Borders Directorate/ Information Technology Management	July 2018	November 2022	Percentage of new protection systems	30%	50%	70%	80%	90%	100%	50000	Grants
	Preparing security plans for data security and confidentiality	Trusted security plans	Residence and Borders Directorate/ Information Technology Management	July 2018	November 2022	Percentage of completed plans	40%	60%	75%	85%	95%	100%	10000	Budget

STRATEGIC OBJECTIVE 3: Enhancing adherence to statistical data policies and regulations in the Residence and Borders Directorate													
Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost	Funding Source (budget, grants)
				Start	Completion Date	Indicator	Base	Targeted Value					

				Date			value 2017	2018	2019	2020	2021	2022		
Improving the statistical data management processes	Preparing progress plan of the statistical processes	progress plan of the statistical processes	Residence and Borders Directorate	July 2018	November 2022	Implementation ratio of the progress plan	10%	40%	65%	85%	95%	5%	20000	Budget
	Regulating the work procedures in the statistics division	Standard work procedures	Residence and Borders Directorate	July 2018	November 2022	Percentage of completed statistical procedures	10%	50%	75%	80%	90%	100%	25000	Budget
	Preparing a unified work procedures' manual for statistical data	Procedures action Manual	Residence and Borders Directorate	July 2018	August 2019	Work procedures completion rate	50%	75%	100%				5000	Budget

Ministry of Industry, Trade and Supply / Strategic Objective No. 1: Institutional Capacity Building and Statistical Skills for Workers in this Sector

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						In (J.D.)
								2018	2019	2020	2021	2022		
1 - Developing the institutional framework for the functions of the commercial registry sector	Establishing of a specialized statistical unit 1.1 Asking the competent authorities (Ministry of Public Sector Development) 1.2 Drawing the organizational structure of the unit 1.3 Establishing the necessary infrastructure and providing the electronic connectivity tools	Equiped and specialized statistical unit	MIT CCD	01 June 2019	31 December 2020	- Comple tion ratio in equippin g and running of the statistica l unit 100%	0	-	20%	80%	-	-	50000	Grants / Budget
2 -Providing the staff with specialized statistical skills and developing their abilities in the field of statistical analysis	2.1- Laying foundations for training programs and preparing a procedural manual for needs 2.2- Conducting an annual survey of the training needs of the unit's employees Training and priorities. 2.3 – Implementing a training programs under the supervision of the (DoS) , taking into account local and international experiences.	Course Manual (Training Plan) Qualified staff to deal with various statistical data and methods of analysis	MIT CCD ISTD COC CI JC JSC AC MOMA JIC SSC	01 June 2019	31 December 2020	Holding 12 training courses - Number of trained staff	0	-	3	3	3	3	50000	Grants / Budget

Strategic Objective 2: Improving statistical data quality, readiness and ensuring timeliness and comprehensiveness

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)					Expected Implementation Cost	Funding Source (budget, grants)		
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value					In (J.D.)	
								2018	2019	2020	2021		2022	
1 -. Strengthening reliance on international standards in statistical data production and dissemination for the sector	<p>1. 1- Coordinating the statistical concepts, classifications and methodologies with international standards and systemizing them to meet national needs through adoption of ISIC4</p> <p>1.2- Keeping pace with international systems related to industrial statistics, best practices and exchange of international and regional experiences in this field.</p>	<p>Advanced quality management system</p> <p>Accurate and standardized statistical data in-line with latest systems for planning and decision-making</p>	MIT CCD JSC MOMA ISTD JIC	01 June 2019	31 December 2020	- Application Percentage of isic4by the concerned rned bodies	0	0	90%	10%	-	-	20000	Grants / Budget

Strategic Objective 2:: Improving statistical data quality, readiness and ensuring timeliness and comprehensiveness

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)					Expected Implementation Cost In (J.D.)	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value					
								2018	2019	2020	2021		2022
2 - Diversifying the sources of statistical data and developing methods of presenting metadata of official statistics	2.1- Building partnerships with the statistical system constituents and its supporting institutions (such as research centers and universities)	Steering committee meetings	MIT CCD ISTD COC CI JC JSC AC MOMA JIC SSC	01 June 2019	31 December 2020	-Number of minutes of meetings held							
	2.2- Forming of steering committees to coordinate efforts and follow-up the implementation of the strategy.	A unified national number for all economic establishments				-Application percentage of the national unified number	0	0	1	2	-	-	
	2.3- Adopting the national number in all government departments.	A unified national definition of all economic establishments				-Application percentage of the establishments unified definition by concerned parties	0	0	85%	15%	0	0	
	2.4 – Adopting the Standard definition of the SMEs						0	0	100%	-	-	-	

Strategic Objective 2: Improving statistical data quality, readiness and ensuring timeliness and comprehensiveness

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)					Expected Implementation Cost	Funding Source (budget, grants)		
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value					In (J.D.)	
								2018	2019	2020	2021		2022	
3- Developing the use and dissemination of statistical information	3.2 Preparing periodic electronic / paper bulletins 3.3 Establishing an electronic statistical library to download all issues of the Commercial Register Sector (data, reports, tables ...) 3.4 Spreading awareness among users of the Commercial Register Sector services on the published data.	Statistical reports and bulletins Link to the electronic library				- Publishing 4 reports annually - Number of visitors to the website of the registry and library	0	2	4	4	4	4		

Ministry of EnvironmentStrategic objective No. 1: Capacity building of the statistical system in the Environmental Data Directorate

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						In (J.D.)
								2018	2019	2020	2021	2022		
Developing the environmental information system	Evaluating the status of the Environmental Information System (JEIS)	Evaluation report on the status of the information system	Ministry of Environment / Policy Directorate + Environmental Monitoring and Evaluation Directorate + Electronic Transformation Unit	January 2018	December 2020	Completion percentage of the evaluation report	0	30%	60%	100%	%100	%100	20000	Grants + Budget
	- Design Framework: - Functional Design - Technical Design	Design framework	Ministry of Environment / Policy Directorate + Directorate of Environmental Monitoring and Evaluation + Electronic Transformation Unit	January 2021	December 2022	Completion percentage of the design frame	0	0	0	0	50%	100%	10000	Grants + Budget
	- Building and activating the system	Active Environmental Information System	Ministry of Environment / Policy Directorate + Environmental Monitoring and Evaluation Directorate + Electronic Transformation Unit	January 2022	December 2022	Achievement ratio in system activation	0	0	0	0	0	%100	100000	Grants + Budget

Strategic objective of the Ministry of Environment No. 1: Capacity building of the statistical system in the Environmental Data Directorate

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)					Expected Implementation Cost	Funding Source (budget, grants)		
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value					In (J.D.)	
								2018	2019	2020	2021		2022	
Developing a methodology for data quality control and verification	Identifying the appropriate mechanisms for controlling and verifying data quality	One or more clear and effective mechanisms for controlling and checking data quality	Ministry of Environment / Policy Directorate + Environmental Monitoring and Evaluation Directorate + Electronic Transformation Unit + Environment Statistics Division in the (DoS)	January 2019	December 2022	Quality grade of data produced (1-5)	Fair	Medium	Good	Very Good	Very Good	Excellent	50000	Grants + Budget

Strategic Objective of the Ministry No. 2: Developing the competencies of the environmental sector workers in the field of environmental accounts and statistical analysis

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)					Expected Implementation Cost In (J.D.)	Funding Source (budget, grants)		
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						
								2018	2019	2020	2021		2022	
Developing the skills of workers in carrying out environmental accounts and statistical analysis	Implementing training programs for environmental statistics workers	Clear and time-bound training programs in the framework of statistics in this sector	Ministry of Environment / All Directorates of the Ministry + Environment Statistics Division with the (DoS)	January 2019	December 2022	Number of training courses	0	0	One course	Two courses	Two courses	Two courses	14000	Budget + External support
	Spreading the importance of environmental data statistical awareness , their accounts and their analysis	Awareness Programs	Ministry of Environment / All Directorates of the Ministry + Environment Statistics Division with the (DoS)	January 2019	2022	Number of programs	0	One program	One program	One program	One program	One program	15000	Budget + External support

Strategic Objective of the Ministry No. 3: Enhancing the level of cooperation and coordination between partners involved in the environmental statistical system

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)							Expected Implementation Cost In (J.D.)	Funding Source (budget, grants)
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						
								2018	2019	2020	2021	2022		
Organizing exchange of information and experience among partners of the environmental statistical system	Participating in committees and task forces	Joint Committees	Ministry of Environment / all directorates + all parties concerned with environmental work	January 2019	2022	Number of committees	4	One Committee	One Committee	One Committee	One Committee	One Committee	Zero	-
Developing an institutional framework that combines the components of the environmental statistical system	Memoranda of understanding between entities related to environmental statistics	Signed memoranda of understanding	Ministry of Environment / all directorates + all parties concerned with environmental work	January 2019	2022	Number of signed Memoranda of Understanding	One Memorandum of Understanding	One Memorandum of Understanding	One Memorandum of Understanding	One Memorandum of Understanding	One Memorandum of Understanding	One Memorandum of Understanding	Zero	-
Adding special statistical units to the organizational structure	Establishing a statistical division in the ministry	Existence of a statistical division within the organizational structure of the ministry	Ministry of Environment / Environmental Monitoring and Assessment Division	January 2019	December 2019	A statistical section functioning within the ministry	Zero	0	%100	%100	%100	%100	10000	Budget

Ministry of LaborStrategic Objective No. 1: Developing the statistical system of the labor market data

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						In (J.D.)
								2018	2019	2020	2021	2022		
Developing a statistical unit	-Developing an organizational structure, tasks and job descriptions - Qualifying the technical staff working in the field of statistics	A statistical unit included in the organizational structure	Ministry of Labor	June 2018	2022	- Completion ratio- Number of employees in the unit. - Number of trainees	60% 2 0	10% 1 2	10% 1 3	20% 1 5			20000	Budget
Developing the infrastructure of the statistical system	- Developing a labor market data database	Improved database	Ministry of Labor	January 2019	June 2020	- Completion ratio	0%	0%	60%	40%			50000	Budget/Grants

Strategic Objective No. 2: Enhancing the quality of the labor market statistical system product

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost In (J.D.)	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						
								2018	2019	2020	2021	2022		
Improving the quality of labor market statistical products	- Applying quality standards in data collection and production , through staff training in cooperation with the (DoS)	Accurate high quality data	Ministry of Labor	September 2018	2021	- Achievement ratio of applicable standards - Number of trained technical staff	0%	0%	0%5	0%				
Developing the efficiency and effectiveness of statistical data production and dissemination	Periodic production and dissemination of data (monthly, quarterly, yearly)	Timely data dissemination	Ministry of Labor	June 2018	2022	- Number of publications linked to a specific time table	25	25	27	27	27	27	10000	Budget

strategic objective of institution No.3: Developing the labor market statistical product according to international and local standards

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)					Expected Implementation Cost In (J.D.)	Funding Source (budget, grants)
				Start	Compl	Indicator	Base	Targeted Value				

				Date	etion Date		value 2017	2018	2019	2020	2021	2022		
Developing the statistical methodologies and techniques	- Reliance on international and local classifications and finding points of agreement between labor market classifications (Mapping), through forming a committee of data producers in the labor sector	- Accurate statistical figures compatible with international and local classifications	Ministry of Labor / Labor Sector Institutions	2019	2022	Percentage of applied classifications	10%	10%	20%	20%	20%	20%	10000	Budget

Ministry of HealthStrategic Objective No. 1 : National Health Information System Governance							
Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year	Operational Goal Performance Indicators (Number, percentage)	Expected Implementation Cost in (J.D.)	Funding Source (budget, grants)

				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						
								2018	2019	2020	2021	2022		
1.1 - Executive Plan for the Health Information System	1. Forming a committee to develop an executive plan. 2. Meetings	Executive Plan	A committee chaired by the Information and Studies Director and IT Director	01 June 2018	31 December 2018	Completion ratio of the executive plan	0	%100					No Cost	Not Available
1.2- Developing standards for data collection	Forming a committee to establish standards for data collection	International standards for statistical data collection	A committee chaired by the Information and Studies Director and IT Director	01 January 2019	01 March 2019	Achievement Percentage of international standards for collecting health information to meet the (DoS) needs	0	0	%100				No Cost	Not Available

Strategic objective of the institution No.2 : Developing the health information systems infrastructure

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)			Expected Implementation Cost In (J.D.)	Funding Source (budget, grants)
				Start	Completion	Indicator	Base	Targeted Value		

				Date	Date		value 2017	2018	2019	2020	2021	2022		
2.1- Providing sufficient computers for the sites	Tender	Procurement of PCs	Procurement and Supply Directorate & IT Directorate	01 January 2019	01 December 2022	Number of procured PCs			30%	30%	20%	10%	JD.50000	Not Available
2.2 - Electronic connectivity with all partners	Agreement with the Ministry of Communications	Electronic linkage with all partners In the health sector	IT Directorate	01 June 2019	31 December 2019	Completion percentage of electronic linkage with all partners			100%				No Cost	Not Available
2.3- Electronic linkage with the Civil Status & Passports Directorate	Agreement with the Ministry of Communications	Electronic linkage with Civil Status Dept.	IT Directorate	01 June 2019	31 December 2019	Completion percentage of electronic linkage with the Civil Status & Passports Directorate			100%				No Cost	Not Available

Strategic objective of the institution No.2 : Developing the health information systems infrastructure

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year	Operational Goal Performance Indicators (Number, percentage)	Expected Implementation Cost	Funding Source (budget, grants)
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				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value					In (J.D.)	
								2018	2019	2020	2021	2022		
2.4 – Activating the ICD10 program	Training courses for doctors	Entering all disease classification	Directorate of Information and Studies	01 June 2019	31 December 2022	1. Number of courses. 2. Number of doctors trained to classify diseases			30%	30%	30%	10%	20000JD.	Budget
2.5- Linking the HAKEEM software with IERS	Linking the two systems	Linking the two systems	IT Directorate	01 June 2018	31 December 2018	Integrated system		100%					No Cost	Not Available
2.6 – Spreading statistical awareness	Statistical awareness workshops (10 workshops)	Number of workshops	Information and Studies Directorate	01 June 2019	31 December 2020	Number of workshops			3	7			10000JD.	Budget
2.7 - Capacity-building in staff training (liaison officers)	Workshops	Trained liaison officers for all sites	Information and Studies Directorate + IT Directorate	01 January 2019	31 December 2019	Percentage of trained liaison officers			100%				5000JD.	Budget

Strategic Objective of the Institution NO.3: Improving data management and relationship with all partners

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value					In (J.D.)	
								2018	2019	2020	2021	2022		
1.3 – Establishing a data warehouse of the Information System	Tender to buy a server	Data warehouse	IT Directorate	01 June 2018	31 December 2019	Completion ratio of establishing a data warehouse for the information system			100%				50000	Budget
2.3 - Capacity building in training and skills in data management	Specialized courses for the staff	Trained staff	Information and Studies Directorate	01 June 2018	31 December 2019	Number of trainees			200 trainees				10000	Budget
3.3 – Improving the HAKEEM capabilities in production of statistical reports	Updating the agreement	Production of reports	Hospital Management	01 January 2018	31 December 2022	Improvement rate of the HAKEEM capabilities in the production of statistical reports		10%	30%	30%	%20	%10	No Cost	Not Available

Strategic objective of the institution No.4:Developing the data production, dissemination and analysis according to international standards

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year	Operational Goal Performance Indicators (Number, percentage)	Expected Implementation Cost	Funding Source (budget, grants)
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				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value					In (J.D.)	
								2018	2019	2020	2021	2022		
1.4 – Publishing the annual statistical reports	-Printing the Statistical Report -Printing the Special Reports (Renal Failure, Cancer)	Three annual reports	Information and Studies Directorate	01 June 2018	01 April 2022	Publishing of three statistical reports annually		3	3	3	3	3	10000	Budget
2.4-Classifying the final data	Classifying the final data	Data classified annually	Information and Studies Directorate	01 January 2018	31 December 2022	Percentage of classified data		100%	100%	100%	100%	100%	No Cost	Not Available
3.4 – Producing health indicators	– Preparing health indicators – 68 Conference	Annual reports	Information and Studies Directorate	01 January 2018	31 December 2022	Number of indicators produced	28	5	5	10	10	10	No Cost	Not Available

Strategic Objective of the institution No.1: (Integrating the education sector systems and unifying the data sources)

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						In (J.D.)
								2018	2019	2020	2021	2022		
The educational and geographic information management systems are 100% effective by the end of 2022	1 . Studying the services to be developed on the system according to work need.	Development Requirements Document	Ministry of Education	July 2018	November 2022	Percentage of met development requirements on the system	65%	75%	85%	90%	95%	100%	JD.2500000	Budget & Grants
	2. Developing the system according to development requirements.													
	3. Operating the system and publicizing it to all users.													
	4 . Developing a plan of action linked to a timetable of tasks to be implemented on the system.													
	5. Listing and reviewing the feedback for improvement purposes													

Strategic Objective of the institution No.1: (Integrating the education sector systems and unifying the data sources)

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						In (J.D.)
								2018	2019	2020	2021	2022		
Updated and checked data available on electronic systems at 100% ratio by the end of 2022	1. Forming verification committees at all administrative and technical levels. 2 - Extracting reports from the system to determine the points of strength and weakness in the data entered on the system. 3. Developing a time-bound plan of action for checking at all levels	Verification committees Statistical reports Checked data	Ministry of Education	July 2018	November 2022	Percentage of indicators extracted from the system electronically	40%	50%	65%	75%	85%	100%	1000000	Budget & Grants

Ministry of CommunicationsStrategic Objective of the Institution : Follow up the performance of the ICT and post sector

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						In (J.D.)
								2018	2019	2020	2021	2022		
Raising institutional performance and statistical capacity-building in the sector's institutions.	Training of staff on the necessary skills. Preparing an internal training program	Qualified staff	MoICT INTAJ NITC TRC	January 2019	December 2021	Number of trainees per year	8	-	3	3	2		Not Available	--
Providing an institutional framework for cooperation and coordination between data producers and users in the sector.	Memoranda of understanding between data producers and users. Creating a sector database for all users.	Developing the work frame of the ICT sector.	MoICT INTAJ NITC TRC	August 2018	December 2022	Percentage of data users Percentage of completed data	60%	65%	75%	85%	95%	100%	Not Available	--
Using the IT and statistical analysis tools in statistical practices	Adapting technological methods and statistical data collection according to local and international standards	Applying international standards in data production and dissemination electronically	MoICT INTAJ NITC TRC	August 2018	December 2022	Percentage of data development	75%	80%	85%	90%	95%	100%	Not Available	--

Central Bank of Jordan(CBJ) Strategic Objective of the Institution No. 1: Detailed and comprehensive data on the individuals sector budget (households) in the Kingdom

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)						Expected Implementation Cost	Funding Source (budget, grants)	
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value						In (J.D.)
								2018	2019	2020	2021	2022		
Obtaining data on assets, liabilities, income and expenses of the individuals sector	<p>1. Discussing the questions that we need to include in a separate panel survey of household income and expenditure by the (DoS) before the next round of 2019.</p> <p>2. Implementing the survey, extracting the results and providing the (CBJ)with these results.</p>	Carrying out the survey and obtaining data on assets, liabilities, income and expenses of the individuals sector	Financial Stability Department and the Research Department at the (CBJ) in cooperation with the (DoS)	January 2019	December 2020	<p>1. Net wealth of the individuals sector</p> <p>2. Value of the individuals sector debt burden</p> <p>3. Rates of the debt burden of the individuals sector</p>	0%	0%	%50	100%			To be determined later	External grants

Strategic Objective of the Institution No. 2: Detailed and comprehensive data on foreign investment in the Kingdom

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)					Expected Implementation Cost	Funding Source (budget, grants)		
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value					In (J.D.)	
								2018	2019	2020	2021		2022	
Obtaining detailed and comprehensive data on foreign investment survey in the Kingdom	1- Benefitting from the Establishments Survey data expected to be implemented this year. 2 - Discussing the questions related to the draft survey questionnaire 3- Implementing the survey, extracting the results and providing the (CBJ) with these results.	Obtaining detailed and comprehensive data on the status of foreign investment as well as portfolio investment	Research Department at the (CBJ) in cooperation with the (DoS)	January 2018	December 2019	Volume of foreign investment in Jordan	0%	10%	90%				To be determined later	External grants

Strategic Objective of the Institution No. 3: Detailed and comprehensive data on the transport sector in the Kingdom

Operational Goal	Activity	expected output	Implementing Party	Implementation Time frame Month / year		Operational Goal Performance Indicators (Number, percentage)					Expected Implementation Cost	Funding Source (budget, grants)		
				Start Date	Completion Date	Indicator	Base value 2017	Targeted Value					In (J.D.)	
								2018	2019	2020	2021		2022	
Obtaining detailed and comprehensive data on the transport sector (land, sea and air)	1- Discussing the questions related to the draft survey questionnaire. 2- Implementing the survey, extracting the results and providing the (CBJ) with these results.	Obtaining detailed and comprehensive data on the transport sector (land, sea and air)	Research Department at the (CBJ) in cooperation with the (DoS)	January 2018	December 2019	Value of various transport services	%0	%10	%90				To be determined later	External grants

.4 :Strategic budget

Sub Budget of the Institution	Cost in JD
Department of Statistics	505,000
Ministry of Health	1,550,000
Ministry of Communications and Information Technology	
Residence and Borders Directorate	277,000
Ministry of Energy	90,000
Ministry of Transport	355,000
Central Bank of Jordan	
Ministry of Education	19,500,000
Civil Status and Passports Department	100,000
Ministry of Environment	219,000
Ministry of Labor	90,000
Ministry of Industry, Trade and Supply	70,000
Total	

Strategic projects	Cost in JD
Developing the sustainable development indicators, Economic Stimulus Program and administrative records	1,000,000
Developing the comprehensive development indicators at the governorate level	250,000
Draft Law amending the General Statistics Law No. 12 of 2012	80,000
Statistical System Quality Control and Assurance Project	20,000
Capacity building of the statistical system Employees Project	250,000
Electronic Transformation Project for statistical data production and dissemination	1,000,000
Statistical Methodologies Review and Development Project	100,000
National Policy on Accessing Statistical Data Project	50,000
Total Cost	

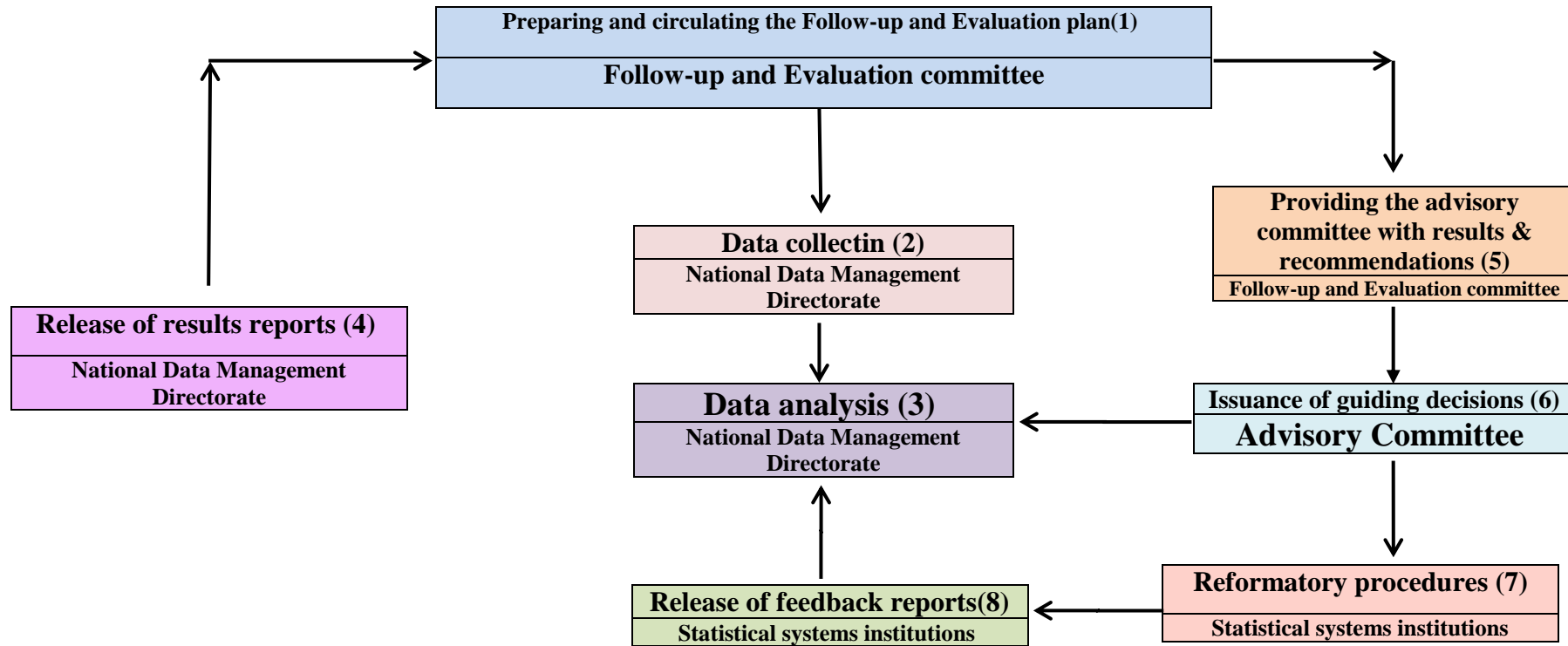
3.5: Follow-up and evaluation of the (NSDS / 2018-2022)

A Monitoring and Evaluation Committee to follow-up on achievements made on the objectives and activities of the (NSDS/2018-2022) should be formed. One of its tasks is to prepare follow-up and evaluation reports annually. The Committee is ought to include representatives of the following institutions:

- Department of Statistics
- Ministry of Planning and International Cooperation
- Ministry of Finance / Public Budget Department

This Committee is to be chaired by one of the Statistics Advisory Committee members who is expected to be designated at the first meeting of the Advisory Committee.

Follow-up and Evaluation Mechanism



Appendices

Appendix No. (1): Members of the (NSDS)Advisory Committee.

The Committee is chaired by:

• *H.E. the Minister of Planning and International Cooperation (Eng. Emad Fakhouri)*

The following dignitaries are committee members:

- Private Sector / H.E. Dr. Tayseer Al-Smadi.
- Director-General of the (DoS) / Committee Vice-Chairman/ Dr. Qasem Alzoubi.
- Secretary General of the Ministry of Labor / Eng. Hani Khalifat.
- Dean of the Jordanian Information Institute / Dr. Bassem Al-Twaisi.
- Chairman of the Economic and Social Council / Dr. Mustafa Hamarneh.
- Secretary General of the Ministry of Finance / Dr. Ezzeddine Kanakrieh.
- Deputy Governor of the Central Bank / Dr. Adel Sharkas.
- Director of the Strategic Studies Center / University of Jordan / Prof. Dr. Musa Shteivi.
- Chairman of the Jordan Chamber of Industry / H.E. Adnan Abu Al-Ragheb.
- Chairman of the Jordan Chamber of Commerce / H.E. Mr. Nael Kabariti.

Appendix No.(2) : Members of the (NSDS) Steering Committee.

The Committee is chaired by:

- *H.E. Director General of the (DoS) / Dr. Qassem Al-Zoubi.*

The following dignitaries are committee members:

- H.E. Secretary General of the Ministry of Planning and International Cooperation.
- H.E. Secretary General of the Ministry of Education for administrative and financial affairs.
- H.E. Secretary General of the Ministry of Labor.
- H.E. Director General of the Civil Status and Passports Department .
- H.E. Director General of the Social Security Corporation.
- H.E. Director of the Local Development Directorate /Ministry of Interior.
- H.E. Deputy Governor of the Central Bank.
- H.E. Secretary General of the Ministry of Industry, Trade and Supply.
- H.E. Secretary General of the Supreme Population Council.
- A representative of the Ministry of Finance.
- A representative of the Amman Chamber of Industry.
- A representative of the Amman Chamber of Commerce.
- Representative of the National Information Technology Center.

Appendix No.(3):Members of the (NSDS)Technical Committee.

The Committee is chaired by:

Assistant Director General of the (DoS)for Technical Affairs / Mr. Abdul Wadood Matouk.

The following are committee members:

- Ms. Ikhlas Salim Arnaki.
- Mr. Jamil Ismail Hamdan.
- Mr. Nasser Abdul Razzaq Al Hayasat.
- Dr. Taiyseer Mohammad Reda Mugdadi.
- Dr. Ali Mohammed Al Shibli.
- Dr. Shaher Shawabkeh.
- Mr. Zaki Tawalbeh.
- Mr. Fawaz Salameh Attieh.
- Mr. Yousef Atta Al-Quraan.
- Ms. Abeer Mahmoud Rahil
- Ms. Ahlam Ahmed Al-Rousan.
- Mr. Mohamed Mahmoud Khalaf.
- Mr. Ahmed Tayseer Mowafi
- Ms. Eman Bani Mafraj.
- MS. Walaa Alhadidi
- Ms. Iqbal Atoum.
- Ms. Areej Khabour
- Ms. Hala Habashneh
- Engineer Abdullah Al-Khalidi

- Representative of the Ministry of Planning and International Cooperation
 - Representative of the Ministry of Finance
 - Representative of the Central Bank
 - Representative of the Supreme Population Council
- **Sectoral Committee members from the (DoS) :**
 - Mr. Mohammed Al-Assaf
 - Mr. Nemer Gharbiyeh
 - Mr. Muawiya Al-Zoghoul
 - Ms. Manal Sweidan
 - Mr. Husni Al-Dajah
 - Ms. Iqbal Atoum
 - Ms. Noha Abdel Qader
 - Ms. Haneen Anza
 - Ms. Souna Abu Zahra
 - Ms. Lara Al-Aqili
 - Mr. Mohamed Al- Jundi
 - Mr. Zaid Abu Al-Ghanem
 - Mr. Thamer Barakat
 - Mr. Jafar Ababneh
 - Mr. Ahmed Al-Momani
 - Mr. Rafie Ajaj
 - Mr. Mohamed Fathi
 - Mr. Louay Rawashdeh
 - Mr. Mohammed Sakhrieh
 - Mr. Wajdi Al-Hadidi
 - Mr. Nabih Ahmed
 - Mr. Yousef Al-Maqousi

Sectoral Committee Members from Sectoral Institutions:

- Ministry of Energy / Mr. Abdulmutallab Narqrash
- Ministry of Education / Mr. Issam Kafwain / Mr. Ali Mahasis
- Ministry of Health / Dr. Nashat Al-Ta'ani
- Civil Status and Passports Dept./ Mr. Kifah Abu Ras / Ms. Rand Rubin
- Ministry of Transport / Mr. Osama Karadsheh
- Ministry of Environment / Eng. Faraj Tawalbeh
- Ministry of Labor / Mr. Majdi Abu Al-Se'en
- Ministry of Industry and Trade / Ms. Dana Al-Zoubi / Mr. Nasser Hawamdeh.
- Residence and Borders Directorate/ Directorate of Public Security / Captain Dr. Mahmoud Freihat.
- Central Bank / Dr. Haitham Manaysah / Mr. Rami Obeid
- Ministry of Communications / Ms. Nasreen Al- Sayed / Mr. Hamed Al-Sheraydeh