

# **STATISTICAL STRATEGY**

**Department Of Statistics**

**2012 - 2015**

# Department of Statistics

## **Vision:**

An efficient and effective national statistical system.

## **Mission:**

Upgrading the statistical system for producing data that fulfill the diverse and renewable needs of data users through applying the internationally recommended best statistical practices and methodologies in the field of data production, classification, analysis and dissemination.

## **Values:**

- Affiliation.
- Justice and equal opportunities.
- Transparency.
- Impartiality in the process of data production.
- Pioneers in statistical work.

## **PREFACE**

The Department of Statistics (DoS) firmly believes that development and use statistical improvement tools are the methodology that should be adopted. Achieving the national goals in Jordan requires production of accurate, credible and realistic statistical data. In its capacity as the sole official party that is authorized to collect, classify, analyze and disseminate various statistical data, the (DoS) has relied upon an institutional statistical strategy with an effective scientific methodology that allows the (DoS) to produce data efficiently in accordance with international standards and a time calendar.

The statistical strategy covers a period of four years (2012 - 2015) and includes two main themes representing the role to be played by the (DoS) continuously to serve the goals of comprehensive development in Jordan through providing high quality statistical data and to participate effectively in the development of the local community.

The strategy has been prepared thorough implementing the scientific methodology by a specialized team from the (DoS) involving all directorates in order to arrive at an actual analysis of the (DoS) needs in the coming stage and how to satisfy these requirements through the strategy activities which in turn contribute to enhancing the position of the (DoS) at the local, regional and international levels.

**Director General**

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## **1 - Introduction**

The ***Statistical Strategy*** is a necessity for any statistical agency because it summarizes the aspirations and visions of the statistical agency through achieving major, clear and reasonable objectives. The major and minor objectives in the statistical strategies are numerous and focus entirely on important themes. It should be noted that the main selected themes of any strategy - regardless of its type - depends mainly on the in-depth analysis of the existing situation in the aspects contained in those strategies. No doubt that the prevailing situation in the field of statistics varies from one country to another, which leads to diversifying the themes in statistical strategies. The presence of a major theme in the statistical strategy of a certain country does not mean that other countries have neglected the importance of this theme, but it means often that those countries do not suffer from problems requiring the inclusion of the said theme in the statistical strategy.

## **2 - Importance of the Statistical Strategy**

The development of statistical work has become one of the urgent matters due to the ongoing changes in the life aspects of the community and the increasing demand for statistical data by all segments of data users. Accordingly, the need for a statistical strategy designed to organize statistical work and establishes the rules of this work in a manner consistent with national priorities and consistent with international recommendations has emerged. Most countries have witnessed major development in all social, economic and other fields in the past few years. This development was accompanied by similar development in employing advanced information technologies. The use of these technologies was not limited on a certain category of society, but became wide spread in governmental institutions or in other institutions.

The importance of the statistical strategy is derived from being a medium - term plan that aims at achieving a specific goal or goals within the available resources. It is also an urgent necessity in light of the continuous changes in all life aspects, and represents an effective tool that can be used in implementing various policies and establishes the principles of scientific realistic planning based on digital realities. Accordingly, the statistical strategy is the mean that ensures the achievement of harmonization between the national statistics in line with international recommendations, data accuracy and meet the diverse needs of all

data users - whether they belong to government, private sectors or international organizations.

With the above realities, the Department of Statistics (DoS) had to face the new challenges and to respond to rapid changes, especially the increasing demand for diverse statistical data through introducing an integrated statistical strategy that ensures adapting to current and future changes. Thus, the strategy represents the frame through which the statistical work could be developed in order to be able to meet the needs of data users and to improve its related aspects.

No doubt that the presence of a *Statistical Strategy* will lead to a higher demand for statistical data, whether in the form of tables or other statistical output “ such as; raw data or indicators”. The trend of increasing demand for statistical data is boosted as a result of improving and expanding the horizon of social, economic, health and other statistics. Other reason this trend is linking the strategy with the national goals, national priorities and the need to monitor changes in all fields based on statistical data (policies, plans, programs).

Taking into consideration that the statistical work is one part and consists of the overall economic, social, demographic, agricultural and other data that are used for different purposes “ most important are ; development planning, policy formulation, preparation of plans, decisions making, progress monitoring and performance evaluation in various fields” , then the *Statistical Strategy* is the frame that incorporates the necessary measures to organize the statistical work to ensure achieving the strategic objectives in statistics.

While designing the statistical strategy, we must utilize all the available information on all relevant statistical work carried out by the Department of Statistics (DoS). It is also possible to utilize the domestic and international cooperation programs and external contributions to develop the statistical work. In spite of the fact that most of the external contributions are not programmed (but meet the un programmed demands for data by donors and usually not marked by continuity), but still could be utilized effectively in promoting many

statistical aspects such as training, information infrastructure, development of scientific methodologies and to strengthen relations with donors.

All countries of the world establish the statistical agencies and enact laws that regulate their work in view of the importance of the statistical data and information in the economic and social construction and development. The statistical agencies endeavor to keep pace with international developments in statistical methodologies, international standards and classifications and utilizing technologies in the field of statistical data processing and dissemination. The statistical agencies also work hard to provide the capabilities that allow to meet the emerging needs for statistical data and indicators in a modern, adequate and effective manner in addition to producing official statistics that are consistent with international standards and therefore could be subject to international comparisons and constructing statistical databases usable by all data users for various purposes.

### **3 - Analysis of the Current Situation in the Department of Statistics (DoS)**

#### ***3 - 1: Points of Strength:***

- A. Existence of much legislation that regulate the statistical work such as; the General Statistics Law No. 12 of 2012 (noting that this law requires the respondents to provide the required data and information “Article 6 and Article 9” while maintaining the confidentiality of individual data “Article 11”).
- B. The Department of Statistics (DoS) is tasked to collect, classify, store, analyze and disseminate the official statistics (Article 4), and the task of coordinating and organizing statistical work in partnership with various government institutions (Article 4 / C).
- C. Adopting a clear methodology and work plan in addition to determined timetable for producing statistical data (either through field surveys or administrative records) using modern techniques and scientific methodologies and techniques according to international standards.
- D. Accumulated professional knowledge and qualified personnel in statistical work at the Department of Statistics (DoS).
- E. Existence of an integrated infrastructure in the field of *Information Technology (IT)* in the Department of Statistics (DoS) which facilitates the process of data production, classification, exchange and dissemination.
- F. Strict neutrality in statistical data production and dissemination.

- G. Availability of a wide base of statistical data that are produced and published on regular basis using modern techniques.
- H. Existence of specialized statistical databases.
- I. Statistical cooperation between the Department of Statistics (DoS) and local, regional and international institutions.

### **3 - 2: Points of Weakness:**

- A. Weak statistical awareness in the community.
- B. Non –coverage of many aspects that are necessary for users (for example; informal sector activities, some aspects of the labor market and some issues related to household and child.
- C. Poor communication between producers and users to identify the needs of statistical data.
- D. Shortage of funding for the producing the required data.
- E. Shortage in qualified statisticians.
- F. Multiple data sources: This leads to weak confidence in official statistics.
- G. Failure to follow a specific methodology and a unified system for data classification and not utilizing the metadata to determine the causes of inaccuracies in produced data.
- H. Weak optimum utilization of the available data in administrative records as a source of official statistics.

### **3 - 3: Opportunities:**

- A. The *great interest of the Government in the process of reforming the public sector*, which provides a great opportunity that can be utilized so that each government institution can establish a specialized unit to produce the necessary statistical data for drawing own policies and decision-making within the administrative structure.
- B. *Existence of the Department of Statistics (DoS) can be utilized for developing the statistical work* in view of its following advantages: (1) Acquired extensive experience in statistical work since its establishment before more than half a century. (2) Qualified personnel in statistical work. (3) Modern infrastructure using the latest technologies available. (4) Credibility in its work. (5) Good reputation. (6) Good relationships with producers, users and providers of data locally. (7) Good relations with Arab and foreign statistical agencies and international organizations. It is also possible to utilize the accumulated experience and qualifications at the (DoS) for developing the statistical work with all partners in the national statistical system.
- C. *International interest in the issue of developing and improving of statistics in terms of quality and international comparisons* and the resulting interest of donor countries to provide the support directed for production and dissemination of statistics.



- D. *The King Abdullah II Award for Excellence in Government Performance and Transparency* provides great opportunity for the public and private institutions to construct their own strategy provided that these strategies include a theme concerning (IT) in addition to adopting the concept of **Total Quality Management**, which is positively reflected on their statistical work.
- E. *Utilization of modern concepts that emphasize the importance of the statistical figure and information* (most important is the concept of policy-making based on evidence).

### **3 - 4: Threats:**

- A. *Continuous weak awareness* of the importance of statistical data, especially among policy-makers and decision-makers.
- B. *Continuous scattering of efforts and lack of coordination between statistical data producers* on the one hand, and between them and the users of statistical data on the other.
- C. *Shortage of funding* which poses a threat to the sustainability of statistical work development, thus reflecting negatively on the work of the (DoS).
- D. *Continuous brain drain* in the Department of Statistics (DoS), due to weak incentives which may adversely affect the development of statistical work.

## **4 - Statistical Strategy and National Goals**

Preparing the *Statistical Strategy* of the Department of Statistics (DoS) for the period 2012 - 2015 is considered as part of the national strategies since it is a method for achieving the national initiatives and strategies and their related goals aiming at improving the living conditions of citizens.

Figure (1)

The Relationship between the Institutional Strategy of the Department of Statistics (Dos) and the Royal Initiatives and the National Strategies

The national objectives of the Department of Statistics (DoS) focus on the following aspects:

- a) *Providing accurate statistical data* that help in the development of national plans and programs and also providing statistical indicators relating to all life aspects which act as a tool for continuous monitoring and progress towards achieving the national initiatives and objectives in all areas.
- b) *Participating in various national committees* such as the Economic and Social Council, thus achieving integration of the planning system and also drawing policies for developing the mentioned sectors through providing the necessary statistical data.
- c) *Supporting the process of preparing national programs, policies, strategic plans and decision-making to achieve sustainable development in all fields.* The role of the Department of Statistics (DoS) in this aspect is by providing statistical data and indicators that can be obtained from various studies, census and sample surveys.
- d) *Promoting scientific and academic research.* The role of the Department of Statistics to achieve this national goal is through providing specialized statistical databases and statistical indicators on all geographic and administrative levels and to permit access to these databases to researchers, scholars and university students. The role of the (DoS) also includes involvement of data users and employees of universities and research centers in various technical committees and preparing specialized scientific research papers in addition to providing the universities with all (DoS) and developing the (DoS) website.

## **5 – Methodology for Strategy Development**

Developing of the (DoS) institutional strategy was based on the following steps:

- *Submitting a memorandum to the Director General by the **Strategic Development and Planning Unit** and a recommendation to form the Strategy Developing Committee.*
- *The formed committee has reviewed the National Statistical Strategy 2008-2012 before embarking on the preparation of the strategy.*
- *The Committee has prepared an evaluation summary of the National Statistical Strategy 2008-2012 and determined the points of strengths, weaknesses and improvement opportunities.*
- *The Committee has identified the themes of the institutional strategy and presented the report to the Strategic Planning Team.*
- *All (DoS) directorates were asked to provide the Committee with their activities and executive plans.*

- *The Committee has reviewed the financial resources of the (DoS) for the fiscal year preceding the year of preparing the Strategic Plan to determine a mechanism for linking the executive plans of the directorates with the activities included in the Institutional Strategy in order to achieve the strategic objectives.*
- *The Committee has determined the contents of the institutional strategy document.*
- *Providing the (DoS) staff with the proposed draft of the strategy to get their feedback.*
- *Sending the proposed draft of the strategy main partners for their comments.*
- *Preparing the final version of the strategy for approval.*

**Figure 2: Main Stages of Preparing the Institutional Strategy**

## **6 – Institutional Goals**

The clear and specific *Institutional Goals* are essential to the planning process at the short, medium or long term. No planning process can succeed without clear and specific goals, since the existence of these goals will have a significant impact on the selection of the right and suitable tools.

The *Institutional Goals* should also be fully consistent with the *National Objectives*. The *Institutional Goals* of the (DoS) are derived from the:” Vision, Mission and Values”, noting that these goals include follow-up of the global statistical developments to improve the statistical product that serves the development process.

## **7 - Vision, Mission, Values and Main Goals**

### **Vision:**

Arriving at an efficient and effective national statistical system.

## **Mission:**

Upgrading the statistical work through applying the best practices and by following the internationally recommended best statistical methodologies in the field of data production, classification, analysis and dissemination to meet the needs of data users in due time .

<b><u>Values:</u></b>				
Impartiality	Affiliation	Transparency	Equal opportunities	Efficiency

## **Main Goals**

1- Producing high quality data	2 – Activating the role of the (DoS) in local community development
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### **8- Main and Sub - Goals and Detailed Activities**

A set of sub-goals stemming from each main goal to achieve the vision, mission and objectives of the (DoS) have been identified. Then, a range of activities and detailed procedures to be implemented have been determined as follows:

#### **8 - 1: FIRST MAIN GOAL: Producing High Quality Data**

##### **Sub-goal / 1: Adopting the Scientific Methodologies in Statistical Data Production**

**Activity (A):** Applying the scientific methodologies in the implementation of statistical work, especially while designing the statistical samples to reduce the cost and raise the representation for reaching the smallest administrative divisions without encroaching upon the data quality.

**Activity (B):** Improving the *National Accounts* in the (DoS) by moving to the *System of National Accounts 1993* to cope with the systems currently used in

developed countries with the aim to distribute the economic data by the five sectors.

**Activity (C):** Applying the amendments made to the *National Accounts 1993* known as the *System of 2008* in parallel line of moving to the *System of National Accounts 1993*.

**Activity (D):** Changing the *Base Year of Economic Data* from 1994 to 2006, and then to 2011. This change will help to monitor economic changes so that the base year is close to coming years.

**Activity (E):** Applying the *Satellite Accounts* in the *National Accounts* such as tourism, environment and water to provide information on the contribution of these sectors to the **Gross Domestic Product (GDP)** in a scientific manner similar to the internationally recommended methods.

**Activity (F):** Calculating and measuring the informal economy through the available data or through implementing of special surveys for this purpose.

**Activity (G):** Upgrading the **Input / Output Tables** of the Jordanian economy for 2010.

**Activity (H):** Upgrading the *Household Income and Expenditure* questionnaire.

**Activity (I):** Reviewing the implementation methodology of the *Household Income and Expenditure Survey*.

**Activity (J):** Reconsidering the sample of the *Household Income and Expenditure Survey* so that it becomes more representative.

**Activity (K):** Increasing the use of *Information Technology* in the process of field data collection.

**Activity (L):** Applying modern methods in the process of data dissemination and presenting data to users through all available means (hard copy and electronic).

**Activity (M):** Increasing the use of statistical software packages in data analysis and to increase the amount of data analyzed by (DoS) staff.

**Activity (N):** Encouraging scientific research by using the results of statistical studies, censuses and surveys.

**Activity (O):** Cooperating with the national, regional and international institutions in the field of statistical analysis and focusing on statistical analysis training.

**Sub-goal / 2: Commitment to Data Dissemination Timing Calendar**

**Activity (A):** Shortening the time period between data collection and dissemination.

**Activity (B):** Publishing the **Statistical Yearbook** in the middle of next year.

**Activity (C):** Publishing the booklet titled “Jordan **In Figures**” during the month of May in the following year.

**Activity (D):** Increasing the volume of electronic data dissemination.

### **Sub-goal / 3: Compliance with International Standards**

**Activity (A):** Focusing on what could be applied from the principles recommended by the United Nations and related to official statistics.

**Activity (B):** Applying the modern guides issued by the specialized United Nations agencies such as; the *Standard Classification of Economic Activities*, Occupation, National Accounts and Education.

**Activity (C):** Benefitting from the best international practices in the field of statistical data classification to facilitate international comparisons.

**Activity (D):** Following up of the preparatory procedures for implementation of the General Population and Housing Census - 2014.

**Activity (E):** Activating the partnership with international bodies and global statistical groups for conducting regional and international statistical projects.

### **Sub-goal / 4: Improving the Data Collection Methods**

**Activity (A):** *Reviewing the methods and methodologies of statistical field work, including studying the experiences of developed countries in this field,* in addition to developing data collection methods using modern techniques, employing qualified personnel, activating support services for field work and intensifying the training programs for the field team.

**Activity (B):** *Updating of frames at the (DoS) such as The Buildings and Housing by using the Geographic Information System (GIS) and complete projection coordinates of all buildings in the kingdom.* Also, it is essential to update the frame of agricultural holdings and economic enterprises, in addition to preparing a well-defined plan for the gradual modernization and documentation of all frames.

**Activity (C):** Training the field team to use data collection technologies and to involve them in the training programs implemented by the (DoS) at the *Jordanian Statistical Training Center*.

**Activity (D):** Training the *Geographic Information System (GIS)* staff through the local and external training courses.

**Activity (E):** Reinforcing the field staff with qualified staff from the technical directorates to reduce dependency on temporary workers.

**Activity (F):** Equipping the building of the 2014 General Population and Housing Census.

**Activity (G):** Equipping an IT center for the 2014 General Population and Housing Census.

**Activity (H):** Equipping a Conference Hall in the building of the General Population and Housing Census – 2014.

#### **Sub-goal / 5: Training and Qualifying the Staff**

**Activity (A):** Developing an *Annual Training Plan* that covers the needs of all directorates and includes applied training courses in all statistical areas.

**Activity (B):** Utilizing international cooperation in the field of training through regional programs in statistical areas.

**Activity (C):** Dispatching some of the employees to obtain higher degrees such as; Master and Ph.D. related to statistical work.

**Activity (D):** Involving the staff of partner institutions in the training programs carried out by the *Jordanian Statistical Training Center*.

#### **Sub-goal / 6: Updating the Statistical Frames**

**Activity (A):** Completing the geographic data of the buildings layer from the Royal Geographic Center.

**Activity (B):** Digital Completion to draw the statistical blocks for 2004.

**Activity (C):** Upgrading the blocks layer in the field using digital maps of the blocks for 2004.

**Activity (D):** Implementing the amendments in the GIS Division and linking the database with other data.

### Sub / 7 goal: Developing the Designing Methods of Statistical Samples

**Activity (A):** Reviewing the methods of agricultural samples design.

**Activity (B):** Reviewing the methods of economic samples design.

**Activity (C):** Reviewing the methods of household samples design.

**Activity (D):** Building the capacity of employees in the *Directorate of Methodologies and Statistical Techniques* in the field of designing and withdrawal of all kinds of statistical samples.

### Sub-goal / 8: Activating the Role of Data Quality Control

**Activity (A):** Evaluating the methods adopted to control the quality of data and to measure their effectiveness.

**Activity (B):** Finding specific and clear procedures for the control of the quality of statistical data in all phases of the project.

**Activity (C):** Preparing a control guide on the quality of statistical data in each stage of the statistical project.

**Activity (D):** Building the capacity of employees in the *Statistical Data Quality Division*.

**Activity (E):** Involving the staff of the *Statistical Data Quality Division* in all stages of the statistical project.

**Activity (F):** Holding of training courses for employees of various directorates in the field of data quality and its control methods.

## 8 – 2: SECOND MAIN GOAL: Activating the Role of the (DoS) in the Local Community

### Sub-goal / 1: Spreading of Statistical Culture in the Community

**Activity (A):** Preparing a simplified guide on statistical information and its use in all fields for being distributed to schools and universities through local associations and organizations.

**Activity (B):** Organizing seminars in all governorates involving representatives of the local community organizations and government agencies.



**Activity (C):** Holding a series of educational lectures on the use of statistics in our lives in all governorates with the participation of local institutions.

**Activity (D):** Organizing a series of educational lectures for students of primary and secondary stages in the governorates on the use of statistics in all aspects of life.

**Activity (E):** Organizing a series of educational lectures for university students in all governorates on the use of statistics in all aspects of life.

#### **Sub / 2 goal: Strengthening the Role of Statistics in Local Development**

**Activity (A):** Developing a database and statistical indicators covering all demographic, social, economic and other aspects at the level of sub-districts.

**Activity (B):** Activating cooperation between the Department of Statistics and the Governorates Development Unit in the Ministry of Interior through information exchange and databases enhancement.

**Activity (C):** Preparing statistical reports for each governorate reflecting all demographic, social, economic and other aspects.

**Activity (D):** Developing a database and statistical indicators at the municipal level.

**Activity (E):** Training of the *Governorates Development Units* staff on the development of statistical data and indicators by conducting courses in the *Jordanian Statistical Training Center*.

**Activity (F):** forming a joint work team that includes representatives from the Department of Statistics, the Ministry of Interior and municipalities to enhance cooperation in the statistical knowledge fields.

#### **Sub-goal / 3: Strengthening Partnership between the Department of Statistics and Local Community Organizations**

**Activity (A):** Forming joint working teams comprising representatives from the (DoS), local community organizations such as various municipal associations and councils to identify data needs for local development.

**Activity (B):** Participation of the (DoS) in local activities effectively through awareness lectures on statistics, objectives and uses.

**Activity (C):** Issuing joint reports on development programs to assess the progress of these programs in achieving its objectives.

## **9 - Risk Management**

Fulfilling of the main and sub-goals may encounter difficulties as a result of the expected risks (two types) as follows: **External Risks** and **Institutional (internal) Risks**. The risks management allows identifying the **potential threats** that constitute hurdles in achieving the main and sub-goals mentioned in the institutional strategy of the (DoS) earlier which facilitates finding the appropriate solutions and avoiding its occurrence again.

The **External Risks** that may threaten the achievement of the **First Main Goal** includes the following:

1. Non-commitment by the partners to adopt the recommended statistical methodologies.
2. Non-availability of financial allocations for implementing the activities in order to achieve the sub-goals.

The **Institutional (internal) Risks** that may threaten the achievement of the **First Main Goal** include the following:

1. Non-commitment by the concerned directorates at the (DoS) to apply the recommended scientific methodologies.
2. Non-implementation of the statistical data quality control measures.
3. Non- commitment by the technical directorates to transfer the statistical knowledge for their staff.

The **External Risks** that may threaten the achievement of the **Second Main Goal** include the following:

1. Lack of coordination between local community organizations with the (DoS).
2. Non-commitment by governmental institutions to allow the (DoS) employees to have access to the administrative records for merely statistical purposes.

The **Institutional (internal) Risks** that may threaten the achievement of the **Second Main Goal** include the following:

1. Non-commitment by the (DoS) to implement some of the activities included in the **Second Main Goal**.
2. Non-availability of sufficient financial allocations for implementing some of the activities included in the **Second Main Goal**.
3. Absence of a coordination plan between the (DoS), the local community organizations and governmental institutions.

**Figure 3: Institutional and external risks that threaten the achievement of the main objectives of the strategy**

Institutional risks

Risk Management

External Risks

<b><u>First Main Goal</u></b>	<b><u>First Main Goal</u></b>
<ul style="list-style-type: none"> <li>• Non-commitment by the (DoS) directorates to apply the recommended scientific methodologies.</li> <li>• Failure to apply the statistical data quality control measures.</li> <li>• Non-commitment of the technical directorates to transfer the statistical knowledge to their staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Non - commitment of partners to follow the recommended statistical methodologies.</li> <li>• Shortage in financial allocations to implement the listed activities to achieve sub-goals.</li> </ul>
<b><u>Second Main Goal</u></b>	<b><u>Second Main Goal</u></b>
<ul style="list-style-type: none"> <li>• Non- commitment by the (DoS) to implement some of the activities included in the Second Main Goal.</li> <li>• Shortage in financial allocations to implement some of the activities of the Second Main Goal.</li> <li>• Absence of a coordination plan between the (DoS), civil society and governmental institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of coordination between the civil society organizations with the (DoS).</li> <li>• Non-commitment of the governmental institutions to permit free access to (DoS) to the administrative records for statistical purposes.</li> </ul>

## 10 – The Action Plan

**The First Main Goal: Producing High Quality Statistical Data**

Sub-goals	Activities	Concerned Directorates	Measurement Indicators	Financial Cost
<b>Sub-Goal 1 : Following the scientific methodologies in statistical data production</b>				
	<b>Activity (A):</b> Applying scientific methodologies	All Directorates	Number of applied methodologies and internationally recommended	15,000
	<b>Activity(B):</b> Development of National Accounts	Directorate of National Accounts	Applying the System of National Accounts 2008	15,000
	<b>Activity (C):</b> Applying the amendments made to the National Accounts System of 1993	Directorate of National Accounts	Applying the System of National Accounts 1993	15,000
	<b>Activity (D):</b> Changing the base year of economic data from 1994 to 2006, and then to 2011	Directorate of National Accounts	Applying the base year 2011	10,000
	<b>Activity (E):</b> Applying the satellite accounts in National Accounts such as tourism, environment and water	Directorate of National Accounts	Inclusion of tourism, environment and water in the National Accounts	15,000
	<b>Activity (F):</b> Calculating and measuring the informal economy	Directorate of National Accounts	Inclusion of the informal economy in the National Accounts	250,000
	<b>Activity (G):</b> Upgrading the Input-Output tables of the Jordanian economy for 2010.	Directorate of National Accounts	Constructing the Input/output tables for 2010	30,000
	<b>Activity (H):</b> Upgrading the Household Income and Expenditure questionnaire to	<ul style="list-style-type: none"> <li>• The Directorate of Household Surveys</li> <li>• The Directorate of Statistical Methods and</li> </ul>	An upgraded questionnaire for the Household Income and	15,000

	include parts that can be used to measure deprivation, indicators of well-being and other indicators.	Methodologies •The Directorate of Population and Social Statistics • The Data Quality Division	Expenditure Survey	
	<b>Activity (I):</b> Reviewing the implementation methodology of the Household Income and Expenditure Survey.	Directorate of Household Surveys	Documenting and publishing the methodology	15,000
	<b>Activity (J):</b> Reconsidering the sample of the <i>Household Income and Expenditure Survey</i> so that it becomes more representative.	•Directorate of Household Surveys • Directorate of statistical methods and methodologies	A new sample for the Income and Expenditure Survey	25,000
	<b>Activity (K):</b> Increasing the use of information technology in the process of field data collection	All directorates concerned with field data collection	Number of studies and surveys that use technology in data collection	200,000
	<b>Activity (L):</b> Applying modern methods in the process of data dissemination and display to users.	Directorate of Public Relations	Number of modern data dissemination methods	20,000
	<b>Activity (M):</b> Increasing the use of statistical software packages in data analysis.	All technical directorates	Number of packages and software used in the analysis	60,000
	<b>Activity (N):</b> Encouraging	All directorates	Number of scientific	40,000

	scientific research by using the results of statistical studies, censuses and surveys.		researches	
	<b>Activity (O):</b> Cooperating with the national, regional and international institutions in the field of statistical analysis.	All directorates	Number of statistical analysis	-

### Target / 2: Commitment to Data Dissemination Calendar

	<b>Activity (A):</b> Shortening the time period between data collection and dissemination.	All technical directorates that collect field data	commitment to the publication Calendar	-
	<b>Activity (B):</b> Publishing the <b>Statistical Yearbook</b> in the middle of next year.	All technical directorates	Issuance of the Statistical Yearbook in First of July of each year	-
	<b>Activity(C):</b> Publishing the booklet titled "Jordan In Figures" during the month of May in the following year.	Directorate of Population and Social Statistics	Issuance of the "Jordan in Figures" booklet by the end May of each year.	-
	<b>Activity (D):</b> Increasing the volume of electronic data dissemination.	Directorate of Information Technology	Number of publications loaded on the website	20,000

### Sub-goal / 3: Compliance With International Standards

	<b>Activity (A):</b> Focusing on what could be applied	All directorates	Number of principles applied	-
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	from the principles recommended by the United Nations and related to official statistics.			
	<b>Activity (B):</b> Applying the modern guides issued by the specialized United Nations agencies such as; the <i>Standard Classification of Economic Activities</i> , Occupations, National Accounts and Education.	All technical directorates	Number of principles applied	-
	<b>Activity (C):</b> Benefitting from the best international practices in the field of statistical data classification to facilitate international comparisons.	All technical directorates	Number of questionnaires used in international compression	-
	<b>Activity (D):</b> Activating the partnership with international bodies and global statistical groups for conducting regional and international statistical projects.	All technical directorates	Number of joint activities carried out with international partners	-

#### Sub-goal / 4: Improving the Data Collection Methods

	<b>Activity (A):</b> <i>Reviewing the methods and methodologies of statistical field work.</i>	Directorate of Fieldwork	Issuance of guide on the fieldwork techniques and methodologies	5,000
	<b>Activity (B):</b> <i>Updating of</i>	- Directorate of Information	Preparing	1,200,000

	<i>frames at the (DoS) such as the Buildings, Housing and Households.</i>	Technology. - Statistical Frames Division.	updated frames	
	<b>Activity (C):</b> Training the field team to use data collection technologies.	-Directorate of Information Technology. - Directorate of Field work.	Number of trainees	30,000
	<b>Activity (D):</b> Training the <i>Geographic Information System (GIS)</i> staff through local and external training courses.	Directorate of Information Technology.	Number of trainees	30,000
	<b>Activity (E):</b> Reinforcing the field staff with qualified staff from the technical directorates to reduce dependency on temporary workers.	Directorate of Human Resources.	Number of qualified Personnel	-
	<b>Activity (F):</b> Equipping the building of the 2014 General Population and Housing Census.	- Ministry of Public Works. - Directorate of Financial Affairs. - Census Administration.	Completion of the census building	600,000
	<b>Activity (G):</b> Equipping an IT center for the 2014 General Population and Housing Census.	- Directorate of IT. - IT Advisor. - Census Administration.	Completion of the center	500,000
	<b>Activity (H):</b> Equipping a Conference Hall in the building of the General Population and Housing Census – 2014.	- Directorate of Financial Affairs. - Census Administration	Completion of the hall	300,000



### Sub-goal / 5: Training and Qualifying of the Staff

	<b>Activity (A):</b> Developing an <i>Annual Training Plan</i> that covers the needs of all directorates and includes applied training courses in all statistical areas.	- Directorate of Administration and Human Resources - Jordan Statistical Training Center	Number of conducted courses	50,000
	<b>Activity (B):</b> Utilizing international cooperation in the field of training through regional programs in statistical areas.	- Directorate of Administration and Human Resources - Jordan Statistical Training Center	Number of trainees	20,000
	<b>Activity (C):</b> Deputing some of the employees to obtain higher degrees such as; Master and Ph.D. related to statistical work.	Directorate of Administration and Human Resources	Number of deputed employees	60,000
	<b>Activity (D):</b> Involving the staff of partner institutions in the training programs carried out by the <i>Jordanian Statistical Training Center</i> .	- Directorate of Administration and Human Resources - Jordan Statistical Training Center	Number of trainees from partner institutions	15,000

### Sub-goal / 6: Upgrading the Statistical Frames

	<b>Activity (A):</b> Obtaining the geographic data of the buildings layer from the Royal Geographic Center.	Directorate of Information Technology	Preparing the buildings layer	10,000
	<b>Activity (B):</b> Digital Completion to	Directorate of Information	Completing the digital	20,000

	draw the statistical blocks for 2004.	Technology	blocks	
	<b>Activity (C):</b> Upgrading the blocks layer in the field using the digital maps.	Directorate of Information Technology	Field updated layer	120,000
	<b>Activity (D):</b> Implementing the amendments in the GIS Division based on the field upgrading results of the blocks layer.	Directorate of Information Technology	Reversed blocks layer	-

**Sub / 7 goal: Developing the Design Methods of Statistical Sampling**

	<b>Activity (A):</b> Reviewing the methods of agricultural samples design.	Directorate of Agricultural Statistics	Updated sampling designs of the agricultural surveys	15,000
	<b>Activity (B):</b> Reviewing the methods of economic samples design.	Directorate of Economic Surveys	Updated methods of the economic samples	15,000
	<b>Activity (C):</b> Reviewing the methods of household samples design.	Directorate of Household Surveys	Updated methods of the household samples	15,000
	<b>Activity (D):</b> Building the capacity of employees in the <i>Methodologies and Statistical Methods Directorate</i> in the field of designing and withdrawal of all kinds of statistical samples.	<ul style="list-style-type: none"> <li>•Directorate of Administration and Human Resources.</li> <li>•Directorate of Methodologies and Statistical Methods</li> </ul>	Number of trainees	30,000

## Sub-goal / 8: Activating the Role of Control Over Data Quality

	<b>Activity (A):</b> Evaluating the methods adopted to control the quality of data and to measure their effectiveness.	Data Quality Division	A report on statistical data quality	-
	<b>Activity (B):</b> Finding specific and clear procedures for the control of the quality of statistical data in all phases of the project.	Data Quality Division	A guide for controlling the data quality	-
	<b>Activity (C):</b> Preparing a control guide on the quality of statistical data in each stage of the statistical project.	Data Quality Division	A guide for controlling the data quality	-
	<b>Activity (D):</b> Building the capacity of employees in the <i>Statistical Data Quality Division</i> .	Directorate of Administration and Human Resources	Number of trainees	20,000
	<b>Activity (E):</b> Involving the staff of the <i>Statistical Data Quality Division</i> in all stages of the statistical project.	All technical directorates	Number of participants from the Data Quality Division	-
	<b>Activity (F):</b> Holding of training courses for employees of various directorates in	- Directorate of Administration and Human Resources.	Number of courses and trainees	20,000

	the field of data quality and its control methods.	- Jordan Statistical Training Center		
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**The Second Main Goal: Activating the Role of the (DoS) in the Local Community**

Sub-goals	Activities	Concerned Directorates	Measurement Indicators	Financial Cost
<b>Sub-Goal 1 : Spreading of Statistical Culture in the Community</b>				
	<b>Activity (A):</b> Preparing a simplified guide on statistical information and its use in all fields for being distributed to schools and universities through local associations and organizations.	The Technical assistant to the DG	The Guide	10,000
	<b>Activity (B):</b> Organizing seminars in all governorates involving representatives of the local community organizations and government agencies.	Directorate of Public Relations	Number of symposiums	20,000
	<b>Activity (C):</b> Holding a series of educational lectures on the use of statistics in our lives in all governorates with the participation of local institutions.	Directorate of Public Relations	Number of lectures	30,000
	<b>Activity (D):</b> Organizing a series of educational lectures for	Directorate of Public Relations	Number of lectures	30,000

	students of primary and secondary stages in the governorates on the use of statistics in all aspects of life.			
	<b>Activity (E):</b> Organizing a series of educational lectures for university students in all governorates on the use of statistics in all aspects of life.	Directorate of Public Relations	Number of lectures	30,000

**Sub- Goal 2 : Strengthening the Role of Statistics in Local Development**

	<b>Activity (A):</b> Developing a database and statistical indicators covering all demographic, social, economic and other aspects at the level of sub-districts.	Directorate of Population and Social Statistics	Developing the database	20,000
	<b>Activity (B):</b> Activating cooperation between the (DoS) and the Governorates Development Unit at the	Directorate of Public Relations	Number of meetings and reports	20,000

	Ministry of Interior through information exchange and databases enhancement.			
	<b>Activity (C):</b> Preparing statistical reports for each governorate reflecting all demographic, social, economic and other aspects.	The technical directorates	Number of reports	30,000
	<b>Activity (D):</b> Developing a database and statistical indicators at the municipal level.	Directorate of Population and Social Statistics	Developing a database	30,000
	<b>Activity (E):</b> Training of the <i>Governorates Development Units</i> staff on the development of statistical data and indicators by conducting courses in the <i>Jordanian Statistical Training Center</i> .	<ul style="list-style-type: none"> <li>- Directorate of Administration and Human Resources.</li> <li>- Jordanian Statistical Training Center.</li> </ul>	Number of trainees	20,000
	<b>Activity (F):</b> forming a joint work team that includes representatives from the (DoS) , the Ministry of Interior and municipalities to enhance cooperation in the statistical knowledge fields.	Directorate of Public Relations	Number of meetings	5,000

**Sub-goal / 3: Strengthening the Partnership between the Department of Statistics and Local Community Organizations**

	<b>Activity (A):</b> Forming joint	Directorate of	Number of	5,000
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	working teams comprising representatives from the (DoS), local community organizations such as various municipal associations and councils to identify data needs for local development.	Public Relations	meetings	
	<b>Activity (B):</b> Participation of the (DoS) in local activities effectively through awareness lectures on statistics, objectives and uses.	Directorate of Public Relations	Number of participations	10,000
	<b>Activity (C):</b> Issuing joint reports on development programs to assess the progress of these programs in achieving its objectives.	Directorate of Public Relations	Number of joint reports	30,000
Total Cost	3,845,000			