

Twinning Project Fiche

Strengthening the capabilities of the Department of Statistics in Jordan

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LIST OF USEFUL ABBREVIATIONS	
AA	Association Agreement
AP	Action Plan
ASYCUDA	Automated System for Customs Data
BC	Beneficiary Country
CBJ	Central Bank of Jordan
CPI	Consumer Price Index
DG	Director General
DoS	Department of Statistics
EC	European Commission
ENP	European Neighbourhood Programme
ENPI	European Neighbourhood Policy Instrument
EU MS	European Union Member State
EUD	European Union Delegation to Jordan
FAO	Food and Agriculture Organization of the United Nations
FTS	Foreign Trade statistics
GDDS	General Data Dissemination System
GDP	Gross Domestic Product
GIS	Geographic information system
GoJ	Government of Jordan
ILO	International Labour Organisation
IMF	International Monetary Fund
IT	Information Technology
ME	Middle East
MEDSTAT	Euro Mediterranean statistical cooperation program
MOE	Ministry of Education
MOF	Ministry of Finance
MOHE	Ministry of Higher Education
MOSD	Ministry of Social Development
MoTA	Ministry of Tourism & Antiquities
MoU	Memorandum of Understanding
NA	National Accounts
NCHRD	National Centre for Human Resources Development
NSI	National Statistics Institute
OECD	Organisation for Economic Cooperation and Development
OVI	Objectively Verifiable Indicator
PAO	Programme Administration Office
PL	Project Leader
RTA	Resident Twinning Advisor
SAAP	Support to the Implementation of the Action Plan Program
SDDP	Special Data Dissemination Standard
SNA	System of National Accounts
STE	Short Term Expert
SWOT	Strengths & Weaknesses, Opportunities & Threats (analysis)
TAIEX	Technical Assistance, Information and EXchange (EU funded)
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific & Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United National Children's Fund
UNSD	United Nations Statistics Division
USAID	USA bi-lateral aid program
WHO	World Health Organisation

STANDARD TWINNING PROJECT FICHE

1. BASIC INFORMATION

1.1 Programme: Support to the Implementation of the Action Plan Program (SAPP II)

CRIS No. 2009/ 020-478

1.2 Twinning Number: JO/13/ENP/ST/23

1.3 Title: Strengthening the capabilities of the Department of Statistics in Jordan.

1.4 Sector: Statistics

1.5 Beneficiary Country: The Hashemite Kingdom of Jordan

2. OBJECTIVES

2.1. Overall Objective

To strengthen the statistical system in Jordan in terms of compilation, analysis and reporting of statistical data through the introduction of good practices closely aligned to European standards and coupled with an ethos of continuous quality improvement.

2.2. Project Purpose

To further enhance the capabilities of the Jordanian Department of Statistics (DoS)- in the Quality Control of statistical data, the upgrading of sampling capabilities and the implementation of up to date national accounts methods.

2.3. Contribution to National Development Plan/ Cooperation Agreement/ Association Agreement/ Action Plan

In 2002 the EU and Jordan signed the first Support to the **Association Agreement** Programme (SAAP). The agreement aimed at upgrading the Jordanian administration's institutional capacities so it could implement all aspects of the Association Agreement. A second support programme to the Association Agreement was concluded in 2005. The newer central element of the ENP is the bilateral **ENP Action Plans** agreed between the EU and each partner country. The first EU-Jordan ENP Action Plan (**AP**) was adopted in 2005, and implemented over a 5 year period. The AP defined a set of priorities covering a number of key areas for specific action, the implementation of which would facilitate the fulfilment of the provisions of EU-Jordan Association Agreement and consequently the Barcelona Process. The 6 priorities of the AP were: enhanced political dialogue and reform; economic and social reform and development; trade related issues, market and regulatory reform; cooperation in justice and home affairs; transport, energy, information society and environment, and people to people contacts, including education.

In November 2008, Jordan requested "advanced status" with the EU, with the aim of bringing Jordan closer to the EU by reinforcing the current Partnership and creating new avenues of cooperation in areas of mutual interest. The request was officially submitted to the Seventh Association Committee meeting held in Brussels in June 2009, which included the Government's views on how to enhance bilateral relations in the political, **economic**, trade, and social spheres, as well as deepen cooperation in key sectors such as energy, water, transport, agriculture, and science and technology. The EU approved Jordan's advanced status Action Plan in November 2010.

In light of its priority of action, the document includes the "*Adoption of statistical methods compatible with European standards in relevant statistical areas and advance the institution building of the Jordanian Statistical System*".

Accordingly, the present Twinning project is relevant to the objectives of the EU/Jordan ENP Action Plan, and aims to provide a significant contribution in achieving its objectives related to the improvement of an efficient and performing statistical system in Jordan. In particular, the present Twinning project will contribute to the lines of actions contained in part (46) of the AP, including the following:

- ✓ Implementation of the National Strategy for the Development of Statistics (NSDS).
- ✓ Introduction of mechanisms for ensuring the independence/impartiality of official statistics.
- ✓ Activation of the Advisory Committee for Statistics.
- ✓ Implementation of the International Standard Industrial Classification of All Economic Activities (ISIC) Rev.4 (2008)
- ✓ Continue to develop economic and social statistics in conformity with EU standards.
- ✓ Continue the work on water statistics and water accounts.
- ✓ Continue the work on sustainable development indicators.
- ✓ Promotion of statistical awareness, in cooperation with all public data-producing institutions.
- ✓ Continue to develop data dissemination tools and techniques.

A new Financial Regulation applicable to the general budget of the European Union entered into force on 1st January 2013.¹ This implies several changes to the Twinning contract templates. An updated version of the Twinning Manual and of its Annexes, incorporating these changes, is in preparation and shall be published soon on the EuropeAid website.² The Twinning contract that shall be signed as a result of the present procedure shall follow the templates of the updated Twinning Manual and Annexes.

3. DESCRIPTION

3.1. Background and Justification

Background

¹ Financial Regulation: Regulation (EC, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002.<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2012:298:0001:0096:EN:PDF>
Rules of Application: Commission Delegated Regulation (EU) No 1268/2012 of 29 October 2012 on the rules of application of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union.
<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2012:362:FULL:EN:PDF>

² http://ec.europa.eu/europeaid/where/neighbourhood/overview/twinning_en.htm

The Hashemite Kingdom of Jordan has witnessed, during the past three decades, fast pace economic and social growth that is still ongoing, but has slowed down of late. Domestic Revenues, Government current expenditure, and the Gross Domestic Product have all doubled during the same period. This growth was accompanied by important changes in the different economic sectors, where the relative significance of the processing industries, electricity, water, transport and storage, and telecommunications sector, has also increased. These changes and developments led to increased demand for statistical data to help measure and understand the economy, especially monitoring periodic and structural changes that affect growth. In addition, the development and production of a variety of input/output indicators became more pressing, to enable the utilization of official statistics to correctly assess the impact of the government policies on the society and the national economy.

Since the fruits of economic and social development are not justly distributed amongst the different communities of the Jordan, the calculation of indicators on the national level is insufficient for understanding the economic and social changes on the community level. Accordingly, a new need arises for the production of detailed economic and social data on the different geographic levels of the Kingdom. Such governorate-level detailed data are vital for the purposes of planning development, developing the local communities (governorates), and reducing disparities between them.

The advances in regional and international cooperation, market liberalization, and globalization have also created new demands for statistical data that enable the users to measure national performance and compare it to that of other countries. One of the vital requirements for the measurement of national performance is the ability of the Jordanian statistical system to produce statistical data that are of high quality, timely, conforming to the basic guidelines, definitions and classifications adopted by the United Nations, and consistent with international best practices.

In Jordan, the Department of Statistics meets the needs of a limited number of data users, especially decision-makers. However, the data users have become more widespread. Many see the vital role of statistics in building a more liberal civil society, especially in the relationship between society and government. Therefore, reorienting their national statistical system to meet the needs of a wide range of users has become a new priority for many countries. An effective dialogue between data producers and data users has become a pre-requisite for any national statistical system to ensure production of data that are needed by the users, and to disseminate such data in a way that enhances their utilization. Furthermore, there has been a significant increase in the quantity and diversity of statistical data that have become available to users in the past few years due to the developments in data publishing and dissemination.

The organizations of the Jordanian national statistical system have outgrown their classical role of simply producing data. They are taking on a new role of aiding users to better utilize the data, by analysis, by explaining trends, and by assessing the impact of policies. To recognize and coordinate this approach, the first National Strategy on Statistics 2008-2013 was approved on 18th August 2008. A law based on the laws of EU Member States was also approved in February 2012.

The National Strategy on Statistics aims at developing the Jordanian statistical system to make it comparable to those of developed countries, through the adoption of the international best practices in the field of statistics. This will enable the statistical system to present a comprehensive and accurate picture of the Jordanian economic and social structure, contribute to the promotion of dialogue and scientific research, and improve decision-making. The strategy must aim at ensuring that produced statistical data are reliable, coherent, and effective in monitoring variables, measuring trends, and producing indicators according to the best international standards.

The General Goals of the National Strategy on Statistics are as follows:

1. Development and sustainability of a professional national statistical system.
2. Improvement of the quantity and quality of produced data.
3. Promotion of national statistical awareness

The following values will rule the National Statistical System of Jordan:

1. Relevance of statistics for the different categories of users
2. Impartiality
3. Equal and user-friendly access to statistical data for all users
4. Professional choice of methods
5. Continuous enhancement of professional capabilities
6. Efficiency of data collection and processing
7. Transparency of methods and meta-data
8. Prevention of misuse of statistics
9. Respect for privacy and confidentiality of data
10. Enhanced coordination of statistical activities within Jordan
11. Use of international standards
12. Continued international cooperation

Legislative framework

The most significant strength of the statistical system of Jordan is perhaps the existence of legislation that governs the statistical activities of data-producing institutions. The single most important piece of legislation related to the operation of the whole Jordanian statistical system is the Law of General Statistics (law Nr. 24 of 1950). The Law Nr. 8 issued in 2003 requires that respondents provide data as requested (article 9), and safeguards the confidentiality of individual data records (article 11). Furthermore, the regulations of many public institutions require that they provide statistical data. Such regulations also mandate collaboration in the statistical field, and the provision of statistics to users, as well as the establishment of databases maintained by such institutions.

The revision of the legal framework has been a key point in the National Strategy for the Development of Statistics for 2008-2013, approved by the Jordanian Government in August 2008. Accordingly, the new law nr. 12/2012, based on the laws of EU Member States, has been recently approved.

The Law 12/2012, (referred to below as "the Law") emphasises the importance of coordination of statistical work in the areas of collection and dissemination of data within identified time frames, and the establishment and management of statistical training centres. Section No. c of Article No. 4 of the Law calls for effective coordination of statistical work in cooperation with all governmental institutions to develop administrative registers for statistical purposes according to international standards and methodologies to serve data users effectively and on time.

The Article No 10 of the Law suggested the formation of an advisory committee for statistics, to include the Director General of Statistics as deputy chairman³ and nine skilled and experienced persons, four from the public sector and five from the private sector to be appointed by a decision of the Prime Minister. According to the Law, the advisory committee for statistics is responsible for:

- Devising the general policy for statistical operations and monitoring its execution.
- Supervising the coordination of statistical activities.

³ The chairman of the Advisory Committee is the Minister of Planning and International Cooperation

- Approving the unified methodological standards and codes for statistical conduct.
- Granting the right to the Department of Statistics to access the statistical records available at the partner institutions, taking into account confidentiality.

The tasks of the committee include also the following:

- To review the annual plans of the DoS and provide suggestions concerning the priorities and scope of statistical work contributing to strategic planning in the kingdom
- To study any suggestions related to developing statistical work and provide any needed recommendations

The Advisory Committee for Statistics had its first meeting in July 2012. The General Director of DoS is a member of the Committee which has authority over the National Statistical system.

Institutional Framework of the National Statistics System in Jordan

Apart from the **Department of Statistics**, which is the most important Jordan institution in this sector, statistics are produced by a number of public institutions, as a by-product of their main activity. The most important institutions in this category are the Central Bank, the Ministry of Finance, the Ministry of Labour, the Ministry of Education, the Ministry of Health, the Ministry of Higher Education, the Department of Civil Service, the Civil Registry, the Department of Passports, the Land and Surveying Authority, the municipalities, and syndicates.

The Department of Statistics - The Jordanian statistical system has, by law, a centralised structure under the responsibility of the DoS, which operates in cooperation with line ministries and government agencies for data collection and, in some instances, data dissemination. The DoS is the official source for statistical data. All ministries have to coordinate their statistical activities with this agency and to provide their data in the requested form. No official statistical survey can be carried out without DoS approval.

The Department of Statistics (DoS), founded in 1949, was one of the first government institutions in the newly created Jordanian state. The DoS started its field and office work with a small staff, providing basic social and economic statistical data. The first Housing Census of 1952, the National Accounts Estimates of the Kingdom and the Statistical Yearbook were the most prominent of its early statistical activities. The DoS also issued several publications for the first time such as the Agricultural Statistical Bulletin, the External Trade Bulletin and the Industrial Study Bulletin. Later, new topics such as construction statistics, domestic trade, health, unemployment etc. were tackled.

The 1997 EU-Jordan Association Agreement led to DoS's involvement with Medstat and consequent upgrading of its information systems and technical know-how. This facilitated the extraction of statistical data used in policy and decision-making and in research.

During the first few years of the third millennium, the Department of Statistics has concentrated its efforts on enhancing its institutional capacities, including infrastructure and human resources. In addition, the Department of Statistics has paid special attention to raising the public awareness of statistics, which had a positive impact on the quality of the statistical product. Further, the Department of Statistics has tried to enhance communications with users of the statistical products, using all available communication means, in order to build the users' confidence in the statistical product, as this positively affects the statistical activity in general.

The DoS operates through 6 technical departments, 3 departments for support services, and 3 purpose-specific units, as outlined in the chart of the structural framework below. The technical departments

are: the Dept. of Agricultural and Environmental Statistics, the Dept. of Economic surveys, the Dept. of Economic Statistics, the Dept. of Household Surveys, the Dept. of Population and Social Statistics, and the Dept. of Information Technology. The departments for support services are: the Dept. of Public Relations, the Dept. of Administrative and Financial Affairs, and the Dept. of Human Resources. Finally, the purpose-specific units are: the Unit of Internal Control, the Unit of Statistical Procedures, and the Unit of Legal Affairs.

In the DoS, the Directorate of Population and Social Statistics is responsible for collecting social and population data. The DoS conducts, and disseminates the results of periodic population censuses and household surveys, including Household Expenditure and Income Survey, Family and Health Surveys and Labour Force Surveys. The DoS also compiles and disseminates statistics on employment, wages and working hours in both the private sector and all public-sector establishments. Government and public-sector agencies use official data generated by the DoS to design their development policies and monitor their achievements.

The total number of staff at the DoS came to 971 at the end of October 2012, of which 632 are permanent staff, and 339 temporary staff on the periodic projects. Permanent staff represents 65% of the total staff.

The financial resources available to the DoS consist of funds allocated through the annual budget of the government for the implementation of the periodic projects, allocations by the government for emergency activities, and grants and funds provided to the department for the purpose of carrying out specific activities.

As for the human resources and financial affairs, the DoS adopts the current government practices that are general to the Jordan, a fact that negatively affects its conduct. On one hand, the scarcity of funding allocated by the government disables the DoS from providing many of the vital statistics in a comprehensive and timely fashion. On the other hand, the application of the government's payroll criteria to the staff of the DoS causes the department's inability to attract skilled staff and to retain its current cadres.

The DoS has three regional offices for the northern, middle, and southern regions. These regional offices act as launching stations for field data-collection staff, and do not perform any data-processing activities. The DoS operates from relatively modern buildings in its headquarters. The premises are equipped with the basic needs for operation, such as computers and IT equipments in its headquarters, as well as the software needed for the processing, tabulation, and extracting of the resulting data sets.

The main users of the DoS's national accounts are the Ministry of Planning, the Ministry of Finance, the Ministry of Trade, other line ministries and the Central Bank of Jordan. Other users include commercial banks, investment companies, research firms, manufacturers associations, trade associations, universities and the Press.

The National Accounts Directorate (NAD) within the DoS - Established on 15 SEP 2010, The NAD consists of three divisions, namely:

A - The Annual Accounts Division

B - The Quarterly Accounts Division

C - The Input – Output Tables Division

The total number of the staff of this Directorate is 17 employees. Below is an outline of the work sections of these divisions to be considered in assessing the present situation and identifying issues for the twinning (see 3.4.1 Component 1).

A - The Annual Accounts Division:

System of National Accounts (SNA) 1993 and 2008.

1 – Constructing the Accounts

The Current Accounts: Starting from calculating the production till calculating the use of income.

The Accumulation Accounts: It includes the calculation of capital, the financial calculation and calculating re-estimation.

The Budget Accounts: It includes the final general budget.

The Outside World Accounts: Current accounts, accumulation accounts and budgets.

2 - Linking the governmental sector accounts with the public finance statistics as per the SNA of 1993 and 2008.

3 - Calculating the Gross Domestic Product at constant prices using the income and expenditure method.

4 - Calculating satellite accounts such as: tourism, environment....etc.

5 - Calculating the informal sector.

6 - Distribution of the accounted service charges on the economic sectors.

7 - Linking the balance of payments (the fifth and sixth editions).

B - The Quarterly Accounts Division:

1 - Estimating the GDP using the expenditure method at constant and fixed prices.

2 – Searching for other substitute software other than (Benchmark) in the field of quarterly estimates.

C - The Input – Output Statistics Division:

1 – Identifying the process of updating the Input – Output tables from the actual year to another year.

2 – Calculating the multipliers.

3 – Identifying how to achieve commodity balancing.

4 – Searching for software for the Input- Output in order to utilize it annually.

Other relevant institutions involved in Jordan Statistics System - The Central Bank of Jordan (CBJ) has been compiling and disseminating monetary and financial statistics since 1964, when it was established. However, Law No 23/1971, providing the legal framework for CBJ operations, does not explicitly specify the Bank's responsibility for processing and disseminating statistics.

The Ministry of Finance (MOF) compiles and disseminates statistics on central government operations, central government debt, external debt and debt service. The Customs Department, the main source for external trade data, is linked to this ministry.

Furthermore, the following institutions and line ministries are also responsible for collecting, analysing and disseminating social statistics, in accordance to their tasks and fields of responsibility:

- Ministry of Education (MOE), which collects and disseminates a massive amount of data on school education covering numbers of students, classes, schools, teachers and school amenities, for all levels of school education and all types of schools;
- Ministry of Higher Education (MOHE), compiles and disseminates statistics on public and private universities, higher technical institutes and higher-level vocational centres;
- Ministry of Health;
- Ministry of Agriculture;
- Ministry of Industry and Trade;
- Ministry of Tourism and Antiquities (MOTA) and Jordanian Tourism Board (JTB) for collecting and disseminating tourism data, including (among the others) the number of visits to tourism sites, capacity of tourist accommodation and of restaurants, guest flows in collective tourist accommodation, International flows (inbound/outbound), arrivals and departures survey, Tourism-generated employment, tour operators and tourist transport statistics, registers of arrivals and departures in/from Jordan and balance of payments statistics (tourism exports and imports);
- Ministry of Justice and Public Security Department
- Ministry of Labour compiles and disseminates statistics on the labour market;
- Ministry of Social Development (MOSD) compiles and disseminates statistics on social protection and care;
- Social Security Corporation;
- National Centre for Human Resources Development (NCHRD), which primary task is to contribute to development of Jordan's human resources by making the education and training systems more effective to respond to socio-economic requirements.

In practice almost all line ministries and government agencies play a role in producing and disseminating statistics on specific domains. In addition to this, formal inter-institutional agreements (Memoranda of Understanding) covering the distribution of responsibilities/technical tasks in the process of statistical data production have been signed with the Ministry of Communications and Technology, the Ministry of Tourism, the Aqaba Special Economic Zone Authority, the Ministry of Education, the Ministry of Municipal Affairs, the Municipality of Amman and Yarmouk University.

Government and public-sector agencies use official data generated by the DoS to design their development policies and monitor their achievements. Moreover, there are many data users in the public and private sectors who need the social data from the DoS. Universities, research centres and teachers also benefit extensively from data produced by the DoS and other government agencies.

The main users of data from the Employment/Unemployment Survey are:

- Ministry of Planning and International Cooperation;
- Ministry of Labour;

- Ministry of Social Development;
- Royal Scientific Society.

The main users of data from the Household Expenditure and Income Survey are:

- Ministry of Planning and International Cooperation;
- Ministry of Trade and Industry;
- Ministry of Social Development.

The main user of the ‘Statistics on Government and Public-Sector Employees’ is the Ministry of Administrative Development.

The main regional users of official statistics in Jordan are:

- The League of Arab States and its specialised agencies (such as the Arab Labour Organization, the Arab Economic Unity Council, the Arab Education, Science and Culture Organization, the Arab Monetary Fund, the Arab Economic Fund and the Social Development Fund);
- The UN-ESCWA and the regional offices of the specialised UN agencies (UNDP, UNFPA, UNSD, ILO, UNESCO, WHO, UNICEF and FAO). Two recent reports were produced in collaboration with the UNDP, namely the Report on the Millennium Development Goals in Jordan for 2004 and 2005;
- Other international organisations such as the World Bank, the IMF, the OECD, the European Union and the European bilateral institutions;
- Non-governmental regional organisations such as the Middle East Economic Research Forum and the Arab Council for Childhood and Development.

Risks and opportunities for regulation, organization and development of the statistics system in Jordan (SWOT analysis)

The Jordan National Statistics Strategy 2008-2013 gives a detailed analysis of the current strengths and weaknesses of the Jordanian Statistical System. This analysis is based on preparatory work performed by a Technical Committee, gathering senior officials of the DoS and other statistics-producing entities in the Jordanian Civil Service, as well as representatives of the user community. The main findings of this analysis are here summarized as follows:

Strengths	Weaknesses
<p>1 Operational management</p> <ol style="list-style-type: none"> 1. The existence of statistical legislation 2. The existence of strategies for some of the data producers 3. The existence of the Department of Statistics 4. The existence of statistical units of some of the data producers 	<p>1 Operational management</p> <ol style="list-style-type: none"> 1. The Department of Statistics is not financially and administratively independent 2. Many of the data producers lack statistical activity 3. Lack of statistical awareness 4. Inability to meet user needs 5. Lack of a statistical training facility 6. Lack of cooperation/coordination between data producers, and between them and data users <p>2 Data production</p>

<p>2 Data production</p> <ol style="list-style-type: none"> 1. Existence of methodologies and work plans for some data producers 2. Use of up-to-date methodologies and techniques 3. Availability of acquired know-how by the Department of Statistics 4. Existence of skilled staff at the Department of Statistics 5. Use of quality control measures by some data producers 6. Independence in producing and disseminating data 7. Studying the needs of data users 8. The existence of cooperation and collaboration activities 9. The existence of a large wealth of data 10. The existence of data-production expertise 11. Continuous updating of data <p>3 Data analysis and dissemination</p> <ol style="list-style-type: none"> 1. The existence of databases of data producers 2. Transparency and fairness data-production methodologies 3. Support of scientific research 4. Data analysis by some producers 5. Existence of GIS systems 	<ol style="list-style-type: none"> 1. Lack of a specific strategy 2. Non-conformance with standard methodologies 3. Non-conformance with quality standards 4. Lack of a National Establishment Listing (frame) 5. Non-comprehensiveness of activities 6. Lack of credibility and precision 7. Outdated data 8. Lack of a time schedule for the production and dissemination of data <p>3 Data analysis and dissemination</p> <ol style="list-style-type: none"> 1. Existence of multiple producers of official data 2. Use of routine data-dissemination techniques 3. Monopolizing statistical data 4. Shortages in skilled data analyzers 5. Owing to a lack of skilled staff in statistics, many governmental institutions fail to comprehend and to meet the users' needs.
Opportunities	Threats
<ol style="list-style-type: none"> 1. Existence of a strategy 2. Government's interest in administrative reform 3. Utilization of the Department of Statistics' skills 4. DoS's accumulated experience over 60 years; the confidence and reliability it has gained and its good relations with the users as well as local, regional and international organizations, together with the accumulated expertise of some other producers of statistics can be utilized to improve the national statistical system. 5. Utilization of modern methodologies of the developed world 6. Increasing awareness among decision-makers' of the importance of the production of precise and comprehensive statistical data. 	<ol style="list-style-type: none"> 1. Defensiveness against change and development 2. Lack of a National Establishment Listing (frame) 3. Lack of a mechanism for data collection of the informal sector 4. Continuing the current state of scattered efforts amongst producers on one side, and between the producers and users of the statistical product, on the other (MoUs are needed between data generators). 5. Non-updated data, and lack of knowledge of users' needs 6. Non-sufficient provision of financial funding to statistical sector 7. Loss of skilled statistical staff in the DoS; this has in the past been mainly caused by salaries lower than those available elsewhere

Justification and Challenges

The Government of Jordan has launched wide ranging economic and structural reform programs since the late 1980s, when the economy experienced devastating economic and financial crisis. Those programs focused on attaining macroeconomic stability and rectifying fiscal imbalances and were successful in sustaining an efficient macroeconomic management policy, which included the gradual reduction of high fiscal imbalances and the implementation of a structural reform agenda. The reforms aim at transforming Jordan from a primary activity-driven economy into an investment-driven and knowledge-based one.

The developments in information and communications technology have also led to comprehensive changes in all statistical operations, starting with data collection, through classification and publishing, and ending with analysis. Printed statistical bulletins have lost much of their dominant importance, especially in light of the rapid increase of the number of users who utilise electronic means to acquire the data and to perform analysis of such data. Data users are increasingly asking for individual and household data in order to better understand the impact of certain changes or policies on certain groups or activities. This creates the need to produce longitudinal datasets which enable the interested to study certain phenomena over time. Recent years have witnessed a rapid increase in usage of PCs, laptops and hand-held devices to replace paper in collecting data. This has come about in light of the effectiveness, high precision and comparatively low cost of such equipment for field surveys and data management. Medstat II provided 90 PCs and printers, some of which were distributed to other government departments. Apart from the ASYCUDA link to the Customs department, the DoS has no electronic connection to other departments, except e-mail. Most other departments are using computers and e-government is supposed to have been implemented and all departments connected by a network.

The Jordanian statistics system has to face a number of challenges, which are also contained in the new National Strategy for Statistics 2012-2015 prepared by the DoS; these challenges are identified in order to:

- Prove that Jordan is able to effectively and efficiently provide for the new needs of data and indicators.
- Ensure that all statistics produced in Jordan are in conformity with the best international standards; hence, thus enabling the comparison of such statistics with those of developed countries.
- Utilize all the data resources available from administrative sources, and minimize the data-collection burden on individuals and households.
- Build databases on individuals and households that are consistent, coherent, conforming to confidentiality standards, and analyzable over time.

The above challenges underline Jordan's need for a National Statistical Strategy that also includes all institutions of the public sector maintaining administrative records of potential statistical significance. This requires DoS, as well as the other relevant institutions, to improve administrative record systems to conform to the guidelines and standards set forth by the strategy, and that such administrative records are considered to be part of the national statistical information system.

In general, national statistical organizations are better placed than data users or intermediaries to assess the strengths and weaknesses of the statistical product. This knowledge must be used to inform and direct the users and to enhance their ability to understand the basic messages sent through statistical data. One of the main challenges faced by national statistical organizations is to present the results of surveys in a way that enables the average user to comprehend and use such results.

National Accounts (NA) System needs a methodology review on following data:

- GDP effect on prices
- GDP estimated by income
- GDP estimated by expenditure
- Input / Output (division 3 years old); 2006 tables now being updated to 2010

Help is needed on how to estimate supply and use as well as input /output tables and on balancing.

New staff was trained to take over in Quarterly National Accounts and release experienced staff to take over Tourism satellite accounts. Ideally NA people should build the tables with help from Tourism Statistics.

In the past years, the National Accounts Directorate was supported by Medstat experts to merge environmental accounts with National Accounts. Environmental accounts deal with Water quality & quantity, Agriculture indicators, Health indicators, Economic indicators, Natural Conditions, Energy & minerals, Air pollutants, Pesticide residues, Reservations & forests & Eco-tourism.

At the start of Medstat II there was emphasis on an inbound and outbound border survey June 2006 – June 2007 and strong collaboration with the Central Bank, Ministry of Tourism and the USAID. The Ministry of Tourism was represented at every event having been conducted by the DoS.

Sampling Directorate of Statistical Techniques and Methodologies: the Directorate of Statistical Techniques and Methodologies has four divisions: Frames, Sampling, Outside Studies and Statistical Analysis.

More than 15 employees are working in the directorate. Their role is to design different samples for other technical directorates such as the Household Surveys Directorate.

Training and capacity building are needed in the fields of Sampling Techniques, Agriculture, Household and Economics.

Present sample sizes are very large but with newer techniques they could achieve accurate estimates with smaller size samples.

The Directorate of Agricultural Statistics and the Directorate of Economic Statistics carry out their surveys without reference to the Directorate of Statistical Techniques and Methodologies.

Quality Control - Document procedures: There is a need to systematically go through all the steps right through to publication, working from a procedural manual, following a checklist for data collection, preparation and release.

A Standard Report on Methods and Quality: It is recommended that the Twinning project will provide the DoS with adequate capacities to follow the principles of the six European Statistical System dimensions of quality:

1. Relevance,
2. Accuracy,
3. Timeliness & Punctuality,
4. Accessibility & Clarity,
5. Comparability,
6. Coherence

so that a standard report on methods and quality can be completed by DoS for all releases and publications, and made available on the website as they are finalised.

There is an urgent need to complete the national register of economic establishments to monitor the ‘demography of enterprises’. The Business Register has up to now been created by many entities in the National government, Ministry of Finance, Ministry of Industry and Trade. All have their own. There has been no coordination between agencies and within agencies, even DoS.

Business Register: A key requirement for Economic Statistics in Jordan is a well maintained Business Register. The Ministry of Industry and Trade has made progress on the establishment of the Jordanian National Business Register.⁴ It is a **prerequisite** to the effectiveness of the twinning project that this Register will be up to date in recording the births and deaths of companies by the start of the project in late 2013.

In consideration of what indicated above, the specific challenges which are expected to be tackled by the Twinning project are as follows:

- The current statistical activities do not cover some areas where users are in need of data, such as the informal sector⁵, several aspects of the labor market and some issues on family and children.
- Economic statistics need economic surveys which require good statistical frames which means an up to date **Business Register**.
- Reduced need for very large scale economic surveys due to better economic sampling.
- A new and different type of expertise developed for economic sampling.
- Where more details are required take samples of samples.
- Economic surveys based on business accounts language.
- Data useful for business, like business costs and marketing costs, should be made available. There is a need to build trust between companies and DoS and companies need to see a benefit.
- Training and capacity building in the fields of Sampling Techniques, Agriculture, Household data, Work in the field and Data calculation
- Systematically document all the steps right through to publication, working from a procedural manual, following a checklist for data collection, preparation and release.
- The Directorate of Statistical Techniques and Methodologies to be involved in the planning of all surveys
- A Standard Report on Methods and Quality completed for all DoS releases and publications and available on the website

3.2. Linked Activities

The Medstat programme is still active but in a slimmed down form. Three missions to analyse mirror statistics (asymmetry studies of foreign trade data with the EU) were carried out by the MEDSTAT.

⁴ The Department of Statistics has worked with the Ministry of Industry and Trade in designing the establishment register. Most of the work will be under the supervision of the ministry.

⁵ Note: The **informal sector** or **informal economy** is that part of an economy that is not taxed, monitored by any form of government, or included in any gross national product (GNP), unlike the formal economy. Other terms used to refer to the informal sector can include the black market, the shadow economy and the underground economy.

The UN ESCWA: Regional Advisor Economic Statistics and National Accounts Works with DoS on National Accounts as METAC does in Lebanon – IMF cover 12 countries.

Other agencies involved from time to time with DoS are the ILO, UNHCR WHO and USAID who may require special surveys such as the Child Labour survey (ILO) and Family Health Surveys (USAID).

TAIEX – With support from TAIEX, DoS has created its own mini-programme to develop IT Techniques in data storage and data exchange to enhance the quality of statistical results. This mini-programme involves building a comprehensive data warehouse to facilitate data mining and analysis. Other stated objectives are to develop the Administrative Records system for statistical purposes and to upgrade the website dynamic database. In practice a wider field of objectives is being followed.

During 2011, TAIEX provided Expert Missions covering the Data Warehouse System and Data Mining Process, Time Use Surveys and Data Quality. The Data Warehouse System and Data Mining Process was considered very good in that it clarified the concept of Data Warehousing and how to go about constructing a DW and acquiring suitable software. The Time Use Surveys and the Data Quality mission suffered from communication problems due to communication problems.⁶

The main technical assistance provided/to be provided by the TAIEX to the DoS is/has been the following:

- Expert mission for the preparation of the Population and Housing Census planned for early 2013.
- Expert mission for the rectification of the Non - Response Cases in Economic Surveys are planned for May 2013.
- Labour Statistics Analysis and - Urban Agriculture are pending approval by the EU.
- A Study Visit on Updating the Input/output Tables took place in June 2012 to The Bulgarian Statistical Centre.
- Study Visit on Aerial photography and remote sensing to the Italian Ministry of Agriculture, together with the National Information System in Agriculture "SIN" and the Agency for Payments in Agriculture "AGEA was implemented from 22-26 October 2012.

Finally, a Workshop on Food Balance Sheets organised by DoS, took place in December 2012. December 2012.

3.3. Results

Result 1: The National Accounts System in Jordan updated in line with the international standards of SNA93 and 2008 and fully covers the informal sector

Result 2: The capacity of DoS staff to understand and apply modern Sampling Techniques is improved.

Result 3: Statistics published by the DoS are comprehensively documented in terms of methodology and metadata

Result 4: Available databases have reviewed and work on a Data Warehouse structure started

⁶ The trainers were not native English speakers and the trainees, who were not comfortable in English, found it difficult to understand the training.

3.4. Activities

The Twinning Project will undertake the following activities⁷:

Activity 0.1 Kick-off meeting

The implementation of the project will start with the arrival of the Resident Twinning Adviser (RTA) in Jordan. The RTA will have to be placed in his/her office. S/he will be introduced to the BC stakeholders of the project and to his/her counterparts and staff. S/he will finalise the hiring of the project assistant.

A one-day kick-off meeting will be organized in the first month of the project, aiming at launching and presenting the project to the stakeholders, the media and the public at large. In order to guarantee large public information and visibility about the start of the project, the meeting will be concluded with a press conference and a press release.

Benchmarks: Stakeholders, media and public informed about the start and content of the project by start of month 2.

Activity 0.2 Steering Committee meetings

On a quarterly basis, regular Steering Committee meetings will be held to promote the effective management and monitoring of project activities. Progress in the areas of the project's interventions will be discussed with the beneficiaries and Steering Committee members.

Activity 0.3 Closing conference

A closing conference (wrap-up meeting) will be held during the last months of the project at which the results and impact of the project will be presented to the beneficiary, the Jordanian Government, the civil society and other donors. The conference will present recommendations for possible follow-up and lessons learned for and from similar projects.

Benchmarks: Closing conference organized. Recommendations and lessons learned formulated and discussed. Stakeholders, media and public informed about the results of the project at its end.

3.4.1 Component I:

The National Accounts System in Jordan will be updated in line with the SNA 93 and SNA 2008 and will fully cover the informal sector.

Activity 1.1: Assessing the National Accounts System in Jordan

Tasks:

1.1.1 Assessing available DoS data sources especially the economic surveys conducted by the DoS

1.1.2 Assessing the present situation in government finance statistics, identification of issues, review of current methodologies, analysis of cooperation with data providers including analysis of the methodology of data transfer

⁷ Note: The listed activities and the proposed means for achieving the activities are indicative and can be revised in the framework of the preparation of the contract between twinned institutions.

1.1.3 Workshops on efficient methods of data transfer between the DoS and data providers

Objectively verifiable Indicators:

All new surveys and publications of National Accounts are fully documented and methods for data transfers identified by the DoS.

Activity 1.2: Support the DoS in updating the National Accounts System in Jordan in line with SNA93 and 2008

Tasks:

- 1.2.1 Support the DoS to Design a methodology for the compilation of National Accounts
- 1.2.2 Support the DoS to Produce a Manual for the compilation of National Accounts, together with DoS staff
- 1.2.3 With DoS, train the relevant staff on the Manual produced above
- 1.2.4 Support the DoS to Design an action plan for the compilation of the National Accounts including best ways of treating missing data and improving surveys in the future
- 1.2.5 Support the DoS in compiling National Accounts aggregates for one year for which data is available; and provide guidance on drafting the publications
- 1.2.6 Evaluate National Accounts pre-publication

Objectively verifiable Indicators:

- a method and an action plan for the compilation of the National Accounts is developed and adopted by the DoS;
- a practical Manual (in English) for the compilation of National Accounts tailored to the DoS context and needs is developed;
- the improved National Accounts aggregates for at least one year are prepared.⁸

Activity 1.3: Assess the informal economic sector in Jordan producing detailed data, through surveys on time use.

Tasks:

- 1.3.1 Assess the components of the informal economic sector in Jordan
- 1.3.2 Assist DoS in preparing and conducting surveys on time use within the identified subsectors
- 1.3.3 Train DoS staff in how to estimate contributions to GDP based on the survey results
- 1.3.4 Provide policy makers with results of the analysis in order to take measures for dealing with the categories of workers belonging to the informal sector (and thus which are more exposed to risks)

Objectively verifiable Indicators: Updated GDP taking into account the contribution of the informal sector

⁸ The EUMS/s or the beneficiary would have to carry the burden of the financial cost of printing such a document from their own budget. This would have to be agreed during the negotiation of the contract.

Activity 1.4: Study visits to EU Member State(s)

Tasks:

1.4.1 Implementing a plan of Study visits for DoS staff to share the know-how and methods in the EU Member State(s) in the compilation of the National Accounts.

Objectively verifiable Indicators: Study visits to an EU Member State conducted and mission reports with recommendations prepared

3.4.2 Component II:

The capacity of DoS staff to understand and apply modern Sampling Techniques is improved.

Activity 2.1: Support DoS in reviewing and assessing the sample designs used in all Directorates and suggest ways to improve them

Tasks:

2.1.1 Workshops with MS and DoS experts to review and assess the sample designs used by the DoS

2.1.2 Support to develop a list of ways to improve the sample designs used by the DoS

Objectively verifiable Indicators: list of methods to improve the sample designs used by the DoS

Activity 2.2: Workshops with DoS and MS experts to prepare a training plan to enhance the skills of the staff working in the Directorate of Techniques and Statistical Methodologies on different techniques of sampling

Tasks:

2.2.1 During workshop, assess training needs for DoS staff (Directorate of Techniques and Statistical Methodologies) and draw up a training plan, including Training of Trainers (ToT)

2.2.2 Prepare training material for the implementation of training and ToT modules focused on the Directorate of Techniques and Statistical Methodologies on different techniques of sampling

Objectively verifiable Indicators: Training Plan and material prepared and discussed with DoS ;

Activity 2.3: Provide training to DoS staff on new techniques related to designing sample surveys and techniques designed for dealing with non-response and missing values.

Tasks:

2.3.1 Conduct training on techniques designed for dealing with non-response and missing values.

2.3.2 Conduct training on new techniques related to designing sample surveys

2.3.3 Train internal trainers to be able to repeat the courses as needed, beyond the end of the Twinning programme

2.3.4 Feedback and overall evaluation of the training, including recommendations for future training.

Objectively verifiable Indicators: Implemented Training Plan, Trainers trained, Training Material and Records, list of recommendations

Activity 2.4: Strengthen the capabilities of the Directorate of Techniques and Statistical Methodologies so that they are competent in designing different types of surveys (agricultural, economic and household) and in calculating the needed weights.

Tasks:

2.4.1. Training/Workshop for staff of the Directorate of Techniques and Statistical Methodologies on designing different types of surveys.

2.4.2 Work with staff of the Directorate of Techniques and Statistical Methodologies to apply the methods taught in the workshops to different types of surveys (agricultural, economic and household)

2.4.3 Provide training to the DoS staff in calculating the needed weights.

Objectively verifiable Indicators: Implemented Training Plan, Training Material and Records in Training Centre

3.4.3 Component III:

Statistics published by the DoS are comprehensively documented in terms of quality, methodology and metadata.

Activity 3.1: Assess the current situation with respect to Quality Control and Documentation.

Tasks:

3.1.1 Assess the present situation and needs in terms of Quality Control and Documentation within the DoS

3.1.2 Present the assessment to DoS for discussion and evaluation of the assessed methods and needs

3.1.3 Draft the Assessment Report.

Objectively verifiable Indicators: Assessment report on the present situation and needs in terms of Quality control and documentation is developed and presented to DoS.

Activity 3.2: Support DoS staff in identifying and proposing a system to ensure that all new surveys and publications from National Accounts are fully documented.

Tasks:

3.2.1 Identify the surveys feeding into National Accounts that are not properly documented

3.2.2 Develop a template for standard documentation, in line with international standards and quality control measures, and work with DoS staff to use the template to properly document at least one survey feeding into National Accounts.

3.2.3 Assist DoS in developing a strategy to ensure that all new surveys feeding into National Accounts are fully documented, in a way that they will be in line with international standards and quality control measures.

3.2.4 Assist DoS in developing a strategy to ensure that all new publications from National Accounts are fully documented, including methodology of survey.

Objectively verifiable Indicators: Annual quality results are posted on the DoS website.

Activity 3.3 Support the DoS Quality Division in organising quality audits,.

Tasks:

3.3.1 Analysis of the current methods of quality audits and on-the-spot evaluations actually in use by the DoS

3.3.2 Help the DoS Quality Division to develop a programme of annual quality audits and present to the hierarchy for approval.

3.3.3 Develop a practical Manual tailored to the DoS and to the identified methods of quality audits

3.3.4 Provide in-depth training in quality auditing and use of the Manual to staff of the Quality Division and to experienced DoS personnel who may be called on to participate in ad hoc teams of quality auditors.

3.3.5 Organise short seminar on quality auditing for all staff, so that all are aware of what an audit is, what it is intended to do, what is expected of them when their work is audited, and what implications it will have on their work.

3.3.6 Assist DoS in the implementation of pilot quality audits and collection of MS best practices for the improvement of a method tailored to the DoS

Objectively verifiable Indicators: Analysis of current quality audits available; draft Manual produced; training and seminar held; programme of annual audits developed

Activity 3.4 Support DoS in completing a Standard Report on Methods and Quality covering each of the European Statistical System dimensions of quality (Relevance, Accuracy, Timeliness & Punctuality, Accessibility & Clarity, Comparability, Coherence) for an agreed to number of DoS releases

Tasks:

3.4.1 Train DoS staff to produce a Standard Report on Methods and Quality covering each of the six European Statistical System dimensions of quality (Relevance, Accuracy, Timeliness & Punctuality, Accessibility & Clarity, Comparability, Coherence) for an agreed to number of DoS releases and publications.

Objectively verifiable Indicators: A first set of standard reports on Methods and Quality on DoS website.

See (http://epp.eurostat.ec.europa.eu/portal/page/portal/ver-1/quality/documents/ESQR_FINAL.pdf).

3.4.4 Component IV:

Available databases reviewed and work on a Data Warehouse structure started

Activity 4.1 Review available databases and work with DoS staff to develop a Data Warehouse structure

Tasks:

4.1.1 Review available databases and work with DoS staff to develop a Data Warehouse structure that meets their needs and which will facilitate the use of SDMX for data exchange with international organisations

3.5 Means

The means of the present Twinning Project is basically the public expertise made available by the MS organisation over an 18 month duration.

The MS staff will consist of:

- The PL, coordinating the project from the home base of the MS Twinning administration. The PL will pay at least one mission every three months to Jordan. ,.
- The RTA will reside in the BC during the full duration of the Twinning Project activities. He is in charge of the day to day implementation of the project. The RTA Assistant, who will support the RTA in implementing its daily tasks. A translator will also be hired for the duration of the contract.
- The Short Term Experts all be civil servants with practical work experience in their specialised fields.

3.5.1 Profile and tasks of the MS Project Leader (MS PL)

Profile

- Graduate in a numerate discipline with an Advanced University degree
- Professional experience as a civil servant in a designated statistics administration
- At least 10 years of relevant experience
- Demonstrably good knowledge of EU strategies, policy and totally familiar with the European Statistics Code of Practice
- Minimum of ten (10) years of experience with official statistics
- High ranking official in the field of statistics
- Experienced in statistical sampling
- Excellent managerial & communication skills
- Previous experience in international co-operation in statistics would be an asset
- Working knowledge of English
- Familiar with the use of SPSS and Microsoft Office applications

Tasks and Inputs

- act as the counterpart of BC Project Leader and ensure close cooperation with the BC project leader
- the overall steering and coordination of the project;
- continue to work in his/her MS administration but will devote a portion of his/her time to conceiving, supervising and coordinating the overall thrust of the project;
- sign all official documents, although the MS Project Leader can delegate RTA to sign side letters on his/her behalf;

- co-ordinate the Project Steering Committee (PSC) held every three months;
- Monitor expenditure of funds according to the financial plan.

3.5.2 Profile and tasks of the Resident Twinning Advisor (RTA)

The **Resident Twinning Advisor (RTA)** will provide 18 months input on site, leading all aspects of the work of the MS team and will work directly with the BC project leader and RTA counterpart on a daily basis to support and coordinate the activities being implemented in the BC.

The RTA is expected to provide high level advice and direction on all project activities as well as having a high level of survey methodology expertise, and to manage the input from STEs on sampling and other methods areas as well as providing input to the development of a quality assessment function/program.

Ideally for this project we would have a Resident Twinning Adviser (RTA) who is also an expert on sampling

Profile

- Graduate in a numerate discipline and/or professional designation in statistics;
- Senior Public Servant from an EU Member State's National Statistics Institute;
- Excellent knowledge of the European Statistics Code of Practice
- 10 years of professional experience in the field of statistics of which a significant amount should have been in sampling or survey areas
- Excellent interpersonal and communication skills, with the ability to work at all levels
- High level of survey methodology and/or sampling expertise and experience
- Capable of providing input to the development of a quality assessment function/program.
- Working knowledge of English;

Tasks and Inputs

- He/she will take responsibility for the smooth and proficient implementation of the project;
- He/she will deliver practical advice to the beneficiary throughout the entire project.
- He/she will provide input to the development of a quality assessment function/program.
- He/she will manage the input from STEs on sampling and other methods areas

In the implementation of his/her daily tasks, the RTA will be supported by one assistant, of Jordanian nationality, who will be hired by the Twinning project for the entire period of project implementation (18 months).

The assistant will have administrative tasks and ideally be an English speaker familiar with statistical terminology, possibly with knowledge of sampling, in order to support the activities also on interpretation and translation issues.

3.5.3 Profiles and Tasks of the Short- Term Experts

The RTA will be assisted by a number of Short Term Experts identified according to the activities mentioned above.

The tasks of the short term experts

-. short-term experts are civil servants from Member State's NSI, with practical experience from their administrations. All of them are proficient in the use of SPSS and Microsoft Office applications. They

are expected to provide on-the-job transfer of practical know-how through participation in the implementation of project tasks.

-. support in the development of methodologies e.g. questionnaire design, modification of methodologies, training and evaluation of results etc. The Twinning Contract will elaborate the precise number, tasks and working days of short-term experts.

-. deliver courses tailored to the needs on the ground and aimed at helping the DoS develop their systems.

The role, profile and duration of the Short /Term Experts will be defined in the work plan in accordance with the activities to be undertaken by both the RTA and the MS Project Leader.

The following profiles are indicative:

1. Sampling expert

- At least 7 years of experience in sampling in an EU NSI

2. Economic Surveys expert

- At least 7 years experience of conducting industrial surveys, internal trade surveys, services surveys, construction surveys, transport surveys
- Experience in establishing quality assurance to EU standards

3. Weighting expert

- At least 7 years of experience in weighting and weight adjustment calculation

4. Informal sector expert

- At least 7 years of experience in conducting surveys of the unobserved economy

5. Time Use Survey expert

- At least 7 years of experience in conducting Time Use surveys.

6. Accumulation Accounts expert

- Minimum of seven (7) years of experience in National Accounts in an EU NSI, mostly applying SNA 93 and 2008

7. Budget/ Accounts expert

- Minimum of seven (7) years of experience in preparing National Accounts and the budget at the national level

8. Rest of World Accounts expert

- Minimum of seven (7) years of experience in foreign trade, finance , finance policies and remittances according to the National Accounts System 1993 and 2008

4. INSTITUTIONAL FRAMEWORK

The main beneficiary institution of this project will be the DoS as this institution is responsible for the publication of all government statistics in Jordan. As Beneficiary Administration, the DoS will be committed to assign relevant staff to cooperate and work closely with their MS counterparts. They will work together in achieving the results of this project.

DoS is committed to make available the necessary office space and equipment for the MS partners to carry out the project's activities. This includes access to the Internet as well as computers and necessary equipment (printer, photocopier, telephone, fax etc.). It also includes the provision of suitable venues/material/equipment for training and meetings in the BC. During the implementation period, the RTA will be accommodated with an appropriate office space and communication tools.

Most of the twinning activities will be undertaken within the DoS, apart from study visits which will take place in the selected EU Member States. DoS main offices are located in Amman, but the project may visit offices outside the capital.

A new Financial Regulation applicable to the general budget of the European Union entered into force on 1st January 2013 (+ footnote 1: reference and internet link). This implies several changes to the Twinning contract templates. An updated version of the Twinning Manual and of its Annexes, incorporating these changes, is in preparation and shall be published soon on EuropeAid website (+ footnote 2: link to DEVCO twinning page EN). The Twinning contract that shall be signed as a result of the present procedure shall follow the templates of the updated Twinning Manual and Annexes.

Footnote 1

Financial Regulation: Regulation (EC, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002.

<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2012:298:0001:0096:EN:PDF>

Rules of Application: Commission Delegated Regulation (EU) No 1268/2012 of 29 October 2012 on the rules of application of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union.

<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2012:362:FULL:EN:PDF>

Footnote 2

http://ec.europa.eu/europeaid/where/neighbourhood/overview/twinning_en.htm"

5. BUDGET

The total estimated budget of the project is EUR 1,200,000

6. IMPLEMENTATION ARRANGEMENTS

6.1 Implementing Agency responsible for tendering, contracting and accounting

The Programme Administration Office (PAO) is in charge of the coordination of all the activities and the administrative management of the Support to the Association Agreement Programme. The PAO will be the responsible institution for the management of this twinning project. It manages the tenders, contracts and payments and this, in accordance with the procedures of ex-ante control defined in the Practical Guide to contract procedures financed from the General Budget of the EC in the context of external actions.

Contact details of PAO responsible of the contract:

Ministry of Planning and International Cooperation
Mr. Marwan Al-Refai
Programme Administration Office
Support to the implementation of the EU-Jordan Association Agreement
P.O. Box 555 Amman, 11118 Jordan
Fax: 00 962 6 464 9024
Marwan.r@mop.gov.jo

6.2 Main counterpart in the Beneficiary Country

BC Project Leader

Department of Statistics
Mr. Kamal Saleh
Director General Assistant
P.O. Box 2015 Amman 11181 Jordan
Ph.: +962 6 5300714
Fax: +962 6 5300710
Email: kamals@dos.gov.jo

The Jordan Project Leader (PL) is a senior civil servant at decision-making level. He will act as the counterpart of the Member State PL. He will ensure the overall steering and coordination of the project from the Jordan side, including proper policy dialogue and political support. The PL's seniority will ensure his ability to mobilise the necessary staff in support of the efficient implementation of the project. He will lead/coordinate Project Steering Committee (PSC) from the Jordan side.

RTA counterpart

Department of Statistics
Mr. Ahmad Mowafi
Head of Statistical Analysis Division
P.O. Box 2015 Amman 11181 Jordan
Ph.: +962 6 5300700
Fax: +962 6 5300710

Email: mowafia@dos.gov.jo

The RTA Counterpart is a senior civil servant who will work with the RTA on a daily basis to ensure proper coordination and implementation of all activities of the project and achieve an efficient transfer of knowledge and information. He may be involved in one or more of the components of the twinning fiche and be responsible, together with the RTA, for finalisation of the reports to be submitted to the PLs which will be discussed and approved by the Project's Steering Committee.

6.3 Contracts

There will be one twinning contract with a selected Member State or consortium of Member States.

7. INDICATIVE IMPLEMENTATION SCHEDULE

7.1 Launching of the call for proposals: January, 2013

7.2 Start of project activities: July, 2013

7.3 Project completion: February, 2015

7.4 Duration of the execution period: (18+3) months

8. SUSTAINABILITY

The project shall continue its effects and benefits in the long term after the end of the envisaged activities. This can be achieved by ensuring the transfer of know-how with the institutions involved (at both levels of DoS and relevant stakeholders).

In essence, the newly learned skills, approaches and methodologies shall be adopted as the new working methodologies of DoS in the different fields addressed under this project. This knowledge shall be transferred to all the staff involved in these fields. In this sense, all training materials elaborated under the Twinning Project will continue to be used by the beneficiaries after the project's completion. All materials - Action Plans, Training Material and Manuals - elaborated within the project shall be submitted both in English and in Arabic, so as to ensure smooth dissemination of the project results and sustainability of results. The Jordanian counterpart shall be responsible for the translation of the materials into Arabic. The guidelines and manuals delivered under the project will be integrated into the DoS on the job training and used as essential tools for carrying out DoS's activities. These guidelines, manuals and training materials shall be made available to Eurostat in both English and Arabic, for possible use in other Arab-speaking countries.

The financial sustainability of the outputs attained by the project will be ensured by the Jordan Government through the provision of relevant funding to DoS, in order to implement its daily tasks.

The institutional sustainability of the project results will also be guaranteed by the direct involvement of the DoS, which will ensure the synergies and the connections of all stakeholders and the National Government of Jordan.

9. CROSS-CUTTING ISSUES

Implementation of the project will have no adverse effect on the environment.

Equal opportunity principles and practices in ensuring equitable gender participation in the project will be guaranteed. Male and female participation in the project will be based on the relevant standards of the EU. Accordingly, the project will seek to ensure that there is equal treatment accorded to male and female staff in the beneficiary administrations and the other stakeholders participating in the project activities and training programs.

10. CONDITIONALITY AND SEQUENCING

10.1 Conditionality

It is crucial to the success of the twinning project that the DoS and the involved stakeholders be committed to implementing the recommendations agreed upon with the project team. It is recognised that the project implementation will result in some changes in the functioning and procedures of the DoS and that some of these changes, the quality auditing in particular, may be difficult to manage. These changes are, however, necessary to achieve the targeted results, purposes and overall objective of the project and are part of a process of continuing improvement toward increasing the operational efficiency and effectiveness of the Jordan statistical system in line with international norms and best practices. It is also important that the Jordanian governmental authorities provide full political support to the project, in order to fully implement an enforced and efficient system of quality assurance in the field of statistics, guiding and addressing all stakeholders, and in so doing to optimise the structure and functions of the DoS.

The DoS will ensure operational and logistical support to the RTA and the Twinning Experts in terms of ensuring operational coordination with the other Jordan administrations/stakeholders involved in the project, collecting and processing the information needed and to provide contacts and information concerning private entities that would be involved during the Twinning activities.

Finally, it is also important that individual staff members at all levels understand that it is their responsibility to ensure the quality of their work.

10.2 Sequencing

The completion date for each activity is proposed in the logframe matrix (Annex 1). A number of various activities may run in parallel. However, some activities are dependent upon the completion of other activities in the same component or in another component. For example, it is necessary that the drafting of the Action Plans and the training needs assessments for DoS be completed before the implementation of activities envisaged under components 2 and 3.

Further details about scheduled activities shall be arranged among the BC and the selected MS PL and RTA during the phase of negotiation of the Twinning project.

ANNEX I: Logical Framework Matrix

Name and Project Number: JO/13/ENP/ST/23			
Strengthening the capabilities of the Department of Statistics in Jordan		Support to the Implementation of the Action Plan Program (SAPP II)	
		TOTAL BUDGET: € 1,200,000	
Overall Objective	Objectively verifiable Indicators	Sources of Verification	
To strengthen the statistical system in Jordan in terms of compilation, analysis and reporting of statistical data through the introduction of good practices closely aligned to European standards and coupled with an ethos of continuous quality improvement.	Annual quality results posted on the DoS website. A Standard Report on Methods and Quality covering each of the six European Statistical System dimensions of quality posted on the DoS website. Mission report prepared		
Project Purpose	Objectively verifiable Indicators	Sources of verification	Assumptions
To further enhance the capabilities of the Jordanian Department of Statistics (DoS)- in Quality Control of statistical data, upgrading of sampling capabilities and the implementation of national accounts methods.	<ul style="list-style-type: none"> Documented Management practice and procedures according to the EU and MS standards in the DoS 	<ul style="list-style-type: none"> EC Regular Report on progress by Jordan in implementation of the ENP DoS website Twinning project review mission report Twinning Final Report Annual Reports of DoS 	<ul style="list-style-type: none"> Continued commitment from the Jordan Government to support the statistical system Sufficient funding available to ensure that the DoS can do its work. Public entities and stakeholders are willing to adhere to statistical requirements Work proceeds on the National Business Register
Results	Objectively verifiable Indicators	Sources of Verification	Assumptions
Result 1: The National Accounts System in Jordan will be updated to the SNA93 and SNA2008 and will fully cover the informal sector.	<ul style="list-style-type: none"> Assessment report containing recommendations All new surveys and publications from National Accounts are fully documented 	<ul style="list-style-type: none"> Project progress report Assessment report DoS website 	<ul style="list-style-type: none"> The Business Register for Jordan is in place and actively maintained Appropriate expertise and

	<ul style="list-style-type: none"> • Updates to GDP • Study visit to an EU Member State conducted and mission report prepared 	<ul style="list-style-type: none"> • Mission Reports 	necessary documentations available
Result 2: The capacity of DoS staff to understand and apply modern Sampling Techniques is improved.	<ul style="list-style-type: none"> • List of ways to improve • Training Records in Training Centre • Developed materials (organisational set up, training plan, training curricula, Manuals, Metadata etc) 	<ul style="list-style-type: none"> • Project Progress Reports • Training Centre • List of participants of workshops and seminars 	<ul style="list-style-type: none"> • Appropriate expertise and necessary documentations available • DoS ensure staff and trainees available;
Result 3: Statistics published by DoS are comprehensively documented in terms of quality, methodology and metadata.	<ul style="list-style-type: none"> • Annual quality results posted on the DoS website. • Standard Report on Methods and Quality covering each of the six European Statistical System dimensions of quality (Relevance, Accuracy, Timeliness & Punctuality, Accessibility & Clarity, Comparability, Coherence) is being completed for all DoS releases and publications and available on the website as they are finalised. 	<ul style="list-style-type: none"> • Project Progress Reports • DoS website 	<ul style="list-style-type: none"> • DoS ensures staff available; • Strong involvement of the DoS at all levels
Components and Activities			Assumptions
Component 1: The National Accounts System in Jordan will be updated to the SNA93 and SNA2008 and will fully cover the informal sector.			
Activity 1.1 Assess the National Accounts System in Jordan Activity 1.2: Support the DoS in updating the National Accounts System in Jordan to SNA93 and SNA2008 Activity 1.3: Assess the informal economic sector in Jordan producing detailed data, through surveys on time use. Activity 1.4: Study visits to EU Member State(s)			<ul style="list-style-type: none"> • The recommendations will be accepted by DoS and supported by the Jordan Government • Cooperation among all stakeholders
Component 2: The capacity of DoS staff to understand and apply modern Sampling Techniques is improved.			
Activity 2.1: Support DoS in reviewing and assessing the sample designs used in all Directorates and suggest ways to			<ul style="list-style-type: none"> • DoS ensure staff participation and maintain high commitment

<p>improve them</p> <p>Activity 2.2: Workshops with DoS and MS experts to prepare a training plan to enhance the skills of the staff working in the Directorate of Techniques and Statistical Methodologies on different techniques of sampling</p> <p>Activity 2.3: Provide training to DoS staff on new techniques related to designing sample surveys and techniques designed for dealing with non-response and missing values..</p> <p>Activity 2.4: Strengthen the capabilities of the Directorate of Techniques and Statistical Methodologies so that they are competent in designing different types of surveys (agricultural, economic and household) and calculating the needed weights.</p>	
<p>Component 3: Statistics published by DoS are comprehensively documented in terms of methodology and metadata.</p>	
<p>Activity 3.1: Assess the situation with respect to Quality Control and Documentation.</p> <p>Activity 3.2: Support DoS staff in identifying and proposing a system to ensure that all new surveys and publications from National Accounts are fully documented.</p> <p>Activity 3.3: Support the DoS Quality Division in organising quality audits.</p> <p>Activity 3.4: Support DoS in completing a Standard Report on Methods and Quality covering each of the European Statistical System dimensions of quality (Relevance, Accuracy, Timeliness & Punctuality, Accessibility & Clarity, Comparability, Coherence) for an agreed to number of DoS releases.</p>	<ul style="list-style-type: none"> • DoS and RTA; both commit to this component • DoS ensure staff participation and maintain high commitment
<p>Component 4 : Available databases have been reviewed and work on a Data Warehouse structure started</p>	
<p>Activity 4.1: Review available databases and work with DoS staff to develop a Data Warehouse structure</p>	<ul style="list-style-type: none"> • DoS and RTA; both commit to this component • DoS ensure staff participation and maintain high commitment