His Majesty King Abdullah II Ibn Al-Hussein

His Royal Highness Crown Prince Al Hussein bin Abdullah II

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Introduction

The Department of Statistics has continued to improve national statistical work through updating methodologies and techniques, developing human capabilities and responding to technological transformations, meeting the needs of data users, and contributing to the provision of data for creating sustainable development indicators and administrative records in accordance with statistical quality standards.

Based on the strategic vision and objectives of the national strategy for the development of the statistical system with a participatory approach with staff at various levels and with the partners of the Department from data producers and users, the operational plans implemented by the directorates and units of the department have been evaluated and the progress in achieving the objectives of the projects contained in the operational plans and their contribution to the achievement of the strategic objectives of the department has been monitored. The achievement rate of all directorates and units of the Department has reached (89.8%) in 2019.

This report presents the department's achievements at the levels of strategic, functional and project objectives, monitors the causes of stumbling and deviation and proposes solutions to improve performance and results for each directorate in particular and for the department in general in order to measure the impact of the department strategic plan's contribution to the national strategy for statistical system development, which is the most important reference for the department's orientation, not to mention that the Department adopts the review as a methodology to measure the effectiveness of strategic planning and project and activity implementation according to Government Performance Excellence Criteria.

Dr. Qassem Saeed Al-Zubi

Director General

Vision, Mission and Core Values

Vision

Efficient and effective leadership of the Jordanian Statistical System

Mission

Produce, analyze and disseminate statistical data using the best modern techniques and apply best practices and internationally recommended statistical methodologies to meet the needs of the relevant stakeholders, and improve the performance of the components of the Jordanian statistical system.

Core Values

National and Sectorial Objective

Strategic Objectives

The Achievements of the Department of Statistics

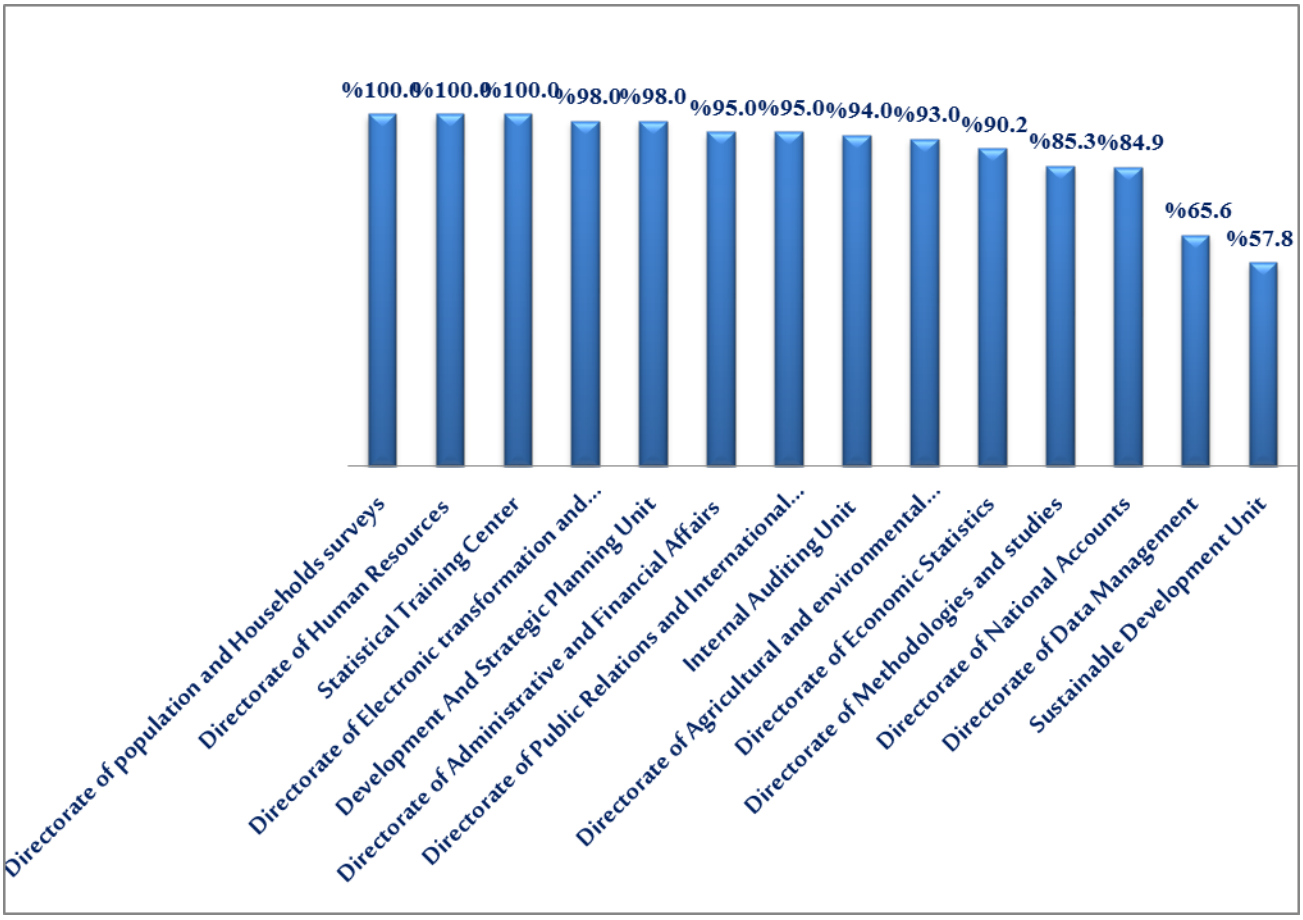
For 2019

Annual Achievement Rates of the Directorates

No.	Directorates		Rate of achievement
1	Technical Directorates	Directorate of National Accounts	%84.9
		Directorate of Economic Statistics	%90.2
		Directorate of Agricultural and environmental Statistics	%93.0
		Directorate of population and Households surveys	%100.0
2	Administrative Directorates	Directorate of Human Resources	%100.0
		Directorate of Administrative and Financial Affairs	%95.0
		Directorate of Public Relations and International Cooperation	%95.0
3	Supporting Directorates	Directorate of Electronic transformation and Information Technology	%98.0
		Directorate of Methodologies and studies	%85.3
		Directorate of Data Management	%65.6
4	Sustainable Development Unit		%57.8
5	Development And Strategic Planning Unit		%98.0
6	Statistical Training Center		%100
7	Internal Auditing Unit		%94.0

Overall average of the Department achievements for 2019	%89.8

Figure 1: Rates of Achievement by Directorate for 2019



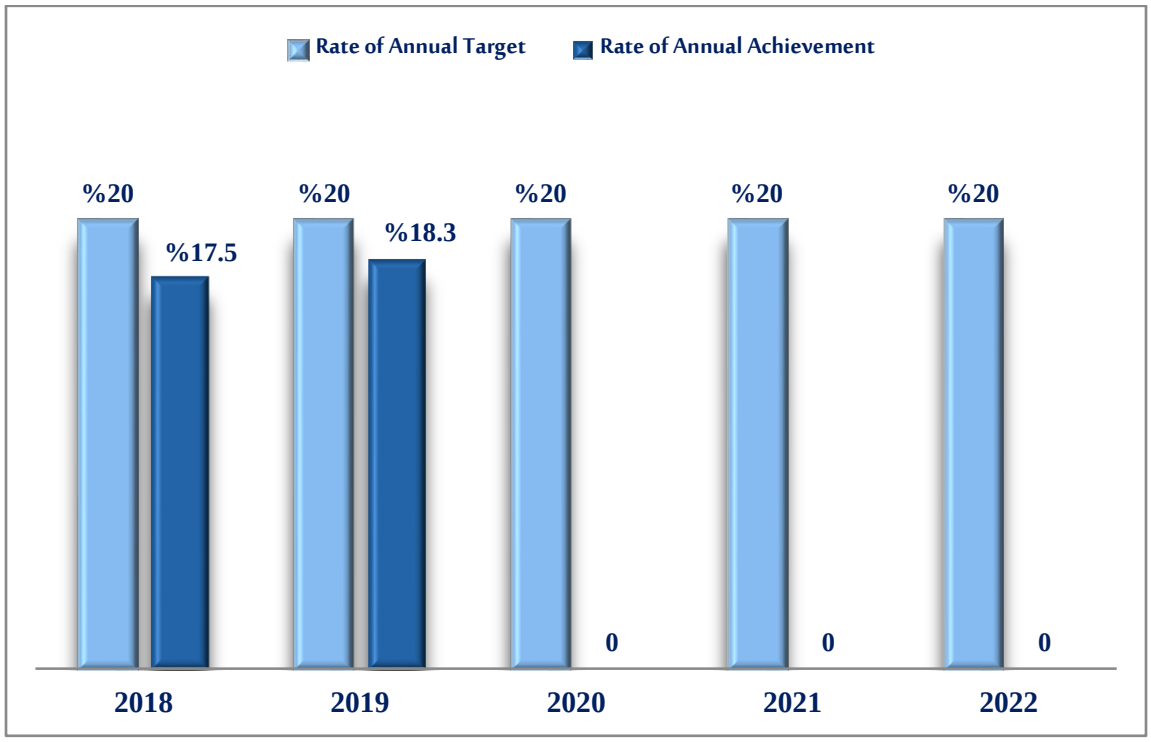
The Department Achievement by Strategic and Functional Objectives

For 2019

Percentage of Achievement of Strategic Objectives for the years (2018-2019)

Years	Percentage of achievement	Target Rate
2018	%17.5	%20
2019	%18.3	%20
2020	-	%20
2021	-	%20
2022	-	%20

Figure 2: Percentage of Achievement of Strategic Objectives for the Years (2018-2019)



The Rate and Weight of the Strategic Objectives Achievement for 2019

No.	Strategic Goals	Weight of Target	Achievement Rate
1	Strengthening the role of the Department in leading the Jordanian statistical system	% 40	%37.9
2	Developing statistical methodologies, techniques and staff competencies.	% 30	%28.0
3	Improving the satisfaction of data users about statistical products.	% 30	%25.4

Annual achievement rate of strategic goals by functional objectives weights	%91.3

Percentage of annual achievement of strategic objectives by target	20	%18.3

Figure 2: Percentages of Achievement of Strategic Objectives for 2019

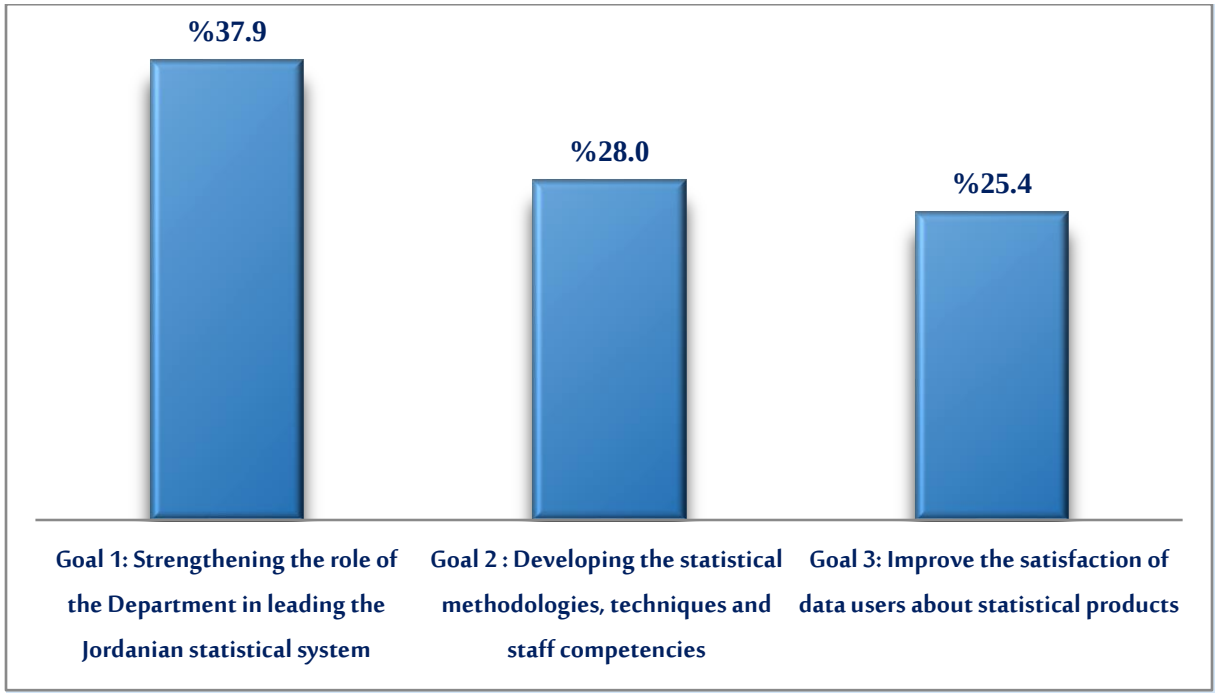
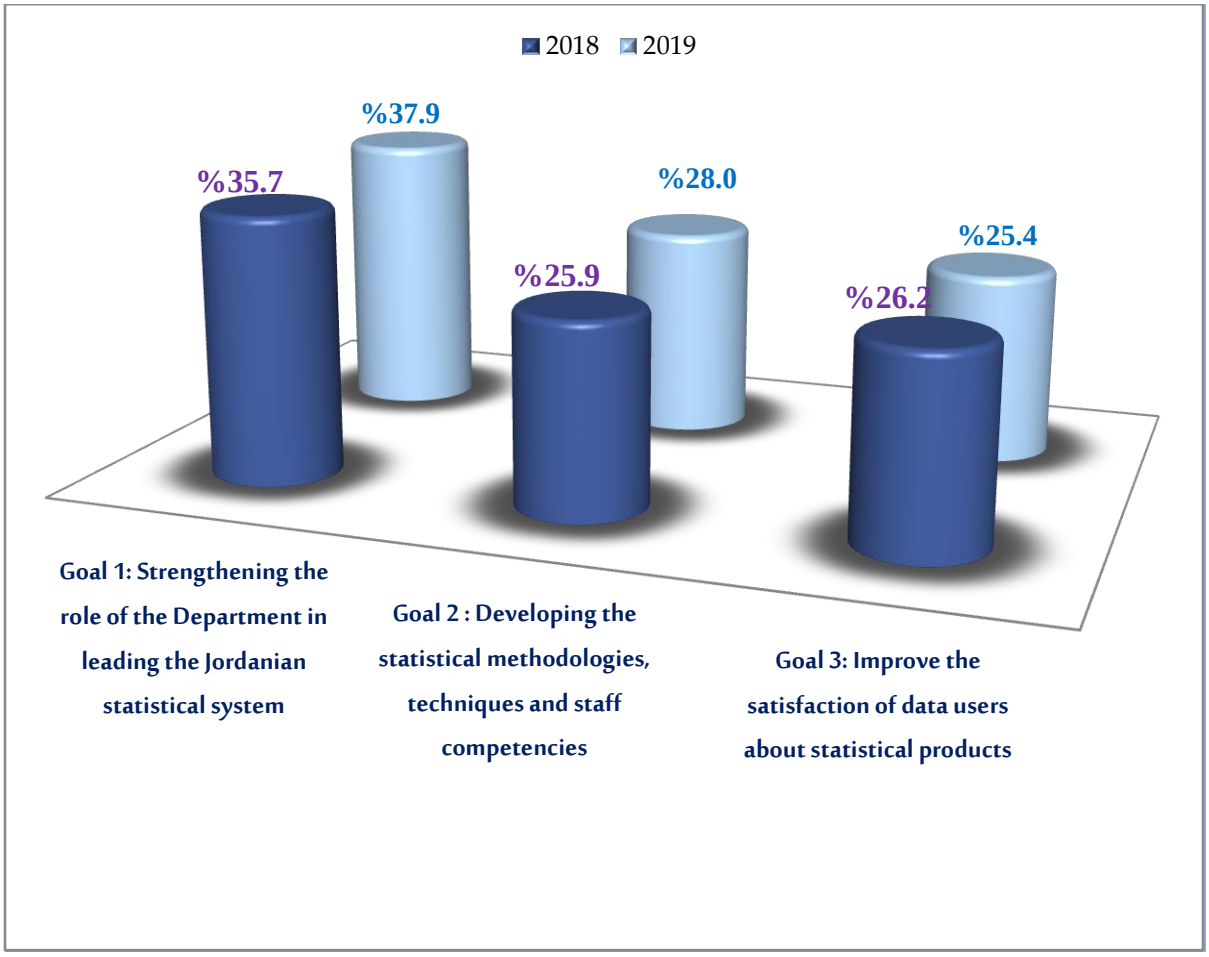


Figure 3: Comparing Achievement Rates by Strategic Objectives for 2018-2019



Rates of Contribution of Functional Objectives to the Achievement of the Strategic Objectives for 2019

The First Strategic Objective: Strengthening the role of the Department in leading the Jordanian statistical system (37.92%)				
No.	**Functional Objectives**	**Number of Projects**	**Weight of Target**	**Rate of achieving the functional Objective**
1	Developing a legal institutional framework for data management among components of the statistical system	17	%4.0	%3.84
2	Ensuring the quality of data production and dissemination processes within the components of the statistical system	127	%63.0	%34.7

The Second Strategic Objective: Developing statistical methodologies, techniques and staff competencies(% 28.0) .				
No	**Functional Objectives**	**Number of Projects**	**Weight of Target**	**Rate of achieving the functional Objective**
1	Developing Human Resources	21	%8.0	%7.50
2	Electronic transformation in applying all institutional operations.	41	% 14.0	%13.74
3	Implementing a mechanism for innovation and creativity in statistical operations.	0.0	% 0.0	%0.0
4	Strengthening partnerships and benchmarking with statistical bodies - applicable to best practice standards and international organizations.	24	% 8.0	%6.7

The Third Strategic Objective: Improving the satisfaction of data users about statistical products (25.4%)				
No.	Functional Objectives	Number of Projects	Weight of Target	Rate of achieving the functional Objective
1	Monitoring national requirements from the statistical data	13	% 14.0	%11.8
2	Developing national policy for data access and dissemination in accordance with International Best Practices.	9	%10.0	%11.0
3	Raising the level of statistical awareness among users and public opinion.	6	% 6.0	%2.6

The Methodology of Evaluating the Achievement of the 2019 Strategic and Functional Objectives

No.	Methodology of evaluating the achievement of the strategic and functional objectives
1	Adopting of the annual target of the strategic plan annually, the achievement percentage has reached (18.3%).
2	Adopting a scientific methodology based on five basic criteria in the evaluation of the performance, whereby the weights of the department's projects, functional and strategic objectives were calculated (correlation to the vision and mission, easy to achieve, have an impact on the service recipients, necessity and availability of resources).
3	Weighing each strategic objective, the weight is based on the number of projects per functional objective and the rate of each project's contribution to the functional objective, since the weight of the strategic objectives are: First (40%), Second (30%), Third (30%).
4	Calculating the rate of contribution of each functional objective of the strategic objective in achieving the strategic objective.
5	Calculating the weights of the 2019 projects of the department through the adopted five criteria to calculate the objectives.

Reasons of Deviation in the 2019 Strategic Plan

No.	Reasons of Deviation
1	A number of projects planned for 2019 have been postponed because of lack of financial resources.
2	Inaccuracy in identifying performance indicators and annual targets, although this is clearly indicated to directorates.
3	Transitioning from databases to others has led to a steady achievement rate for some projects.
4	Some projects have been postponed for their connection with external training courses that have not been held on time.
5	The tasks of the directorates' have not been updated according to new organizational structure and job description cards, which has led to an inability to understand the tasks to be carried out.
6	Instability in some administrative and supervisory positions has led to confusion in the implementation of the work as planned.
7	Delays in processing and correcting some data, which contributed to the late issuance of data and information on time.
8	No adopted standard policies available to check systems and websites.
9	Lack of quality standards to measure the main and sub-processes of the projects of the Department.
10	Delay in adopting a scientific methodology for weighing the Department projects and setting priority for them.
11	The lack of clarity in the functional plans of some directorates as to the unclear functions and duties of staff in some sections of the new directorates.

No.	Achievements and Aspirations of the Development and Strategic Planning Unit for 2020
1	Starting automating the functional plan model.
2	Studying the standardization of project implementation procedures for technical directorates.
3	Reviewing the Department's strategic plan and match it with the functional objectives of the Department.
4	Adopting a methodology for calculating project weights in the Department.
5	Developing a clear follow-up mechanism to evaluate deviations for all projects and functional objectives of the Department.
6	Setting up the key performance indicators for the Department strategy.
7	Monitoring achievement at the employee level in the follow-up the monthly achievement which is still at the project level.
8	Developing an integrated electronic system to follow up on the implementation of the functional plans of the Directorates and extract all the reports required for follow-up.

No.	The most important recommendations for implementing the functional Plan for 2020
1	Approving the financial budget allocated to the requirements of the Department.
2	Choosing more effective ways to communicate with partners.
3	Complete automating all surveys, programs and systems required to carry out the work of the Department.
4	Increasing the efficiency of workers through training courses.
5	Attracting outstanding competencies to increase efficiency and effectiveness at work.
6	Developing quality standards for better auditing of the stages of technical work.
7	Raising awareness of the importance of planning in the Department, coordinating and collaborating with the Development and Strategic Planning Unit in implementing functional plans and filling achievement templates as required.

No.	Highlights of the achievements of the Department of Statistics for 2019
1	Following-up to the implementation of the National Statistical Strategy 2018-2022 in cooperation with statistical data stakeholders
2	Determining and evaluating the availability of sustainable development indicators for Jordan and cooperating with UNDP in the joint initiative project to enable the Department to track sustainable development goals.
3	Increasing the capacity of the Department staff and the partners in the National Statistical Strategy through participating in 286 internal and external training activities with 1012 participant from the staff.
4	Implementing and publishing the results of the 2019 labour force survey in quarterly terms, as well as a survey of updated jobs on a biannual basis.
5	Preparing the population estimates for 2019 by age and gender for all administrative divisions, governorates and ages, as well as preparing all population estimates for 2019 by municipality.
6	As for national accounts, the fourth quarter of 2018, the first quarter, the second quarter, and the third quarter of 2019 were estimated. The CPI was also issued on a monthly basis (inflation), monthly Index numbers of producers, monthly industrial production quantities and quarterly wholesale prices. 2016 Supply and use tables, input - output tables were constructed.
7	Conducting the 2018/2019 Economic establishment Census and issuing the indicators and Key Results Report.
8	Conducting 28 economic and agricultural surveys and studies and 13 major surveys have been automated in all phases
9	Capacity-building for the Department's staff in preparing poverty maps to be released by the beginning of 2020.
10	Preparing and publishing a number of technical reports, research and analytical summaries that contribute to decision-making.
11	Participating in a number of local and international conferences held by ministries, organizations and international entities to update and develop international methodologies for conducting various surveys and statistical studies.

No.	Highlights of the Department of Statistics aspirations for 2020
1	Adopting a methodology for calculating project weights in the Department
2	Monitoring the employees' achievement by following-up the monthly achievement.
3	Extracting the 2016 supply and use tables as well as input - output tables of the Directorate of National Accounts.
4	Transitioning in quarterly estimates from ISIC, Rev.3 to the Rev.4. of the Directorate of National Accounts
5	Completing the work on the system of national accounts 2008 in the current accounting phase during this year and next year.
6	Attempting to find an ideal way to estimate the informal sector of the National Accounts Directorate.
7	Updating the Index numbers with a new base year 2018, for the Directorate of National Accounts.
8	Linking all computerized working systems of regions and the center with internal Auditing to facilitate work and for more accurate work of the internal Auditing Unit
9	Preparing an annual plan for training partner staff within the Statistical Unit.
10	Attracting experts and starting working on spreading knowledge and raising awareness of data management concepts, administrative records, sustainable development indicators, and to proceed and apply them according to methodologies and scientific basis.
11	Preparing a document that identifies the variables adopted for each sector of the strategy.
12	Involving technical directorates (surveys) in the development of sustainable development indicators and the building of administrative records.
13	Developing export, import, construction and real estate Index numbers.
14	Big Data Project
15	for the Department of Statistics)Mobile Application(Developing
16	Increasing the number of indicators collected for Jordan for sustainable development to reach 150