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Project title: Strengthening the capacity of Jordan's Department of Statistics in terms of compilation, analysis and reporting of statistical data in line with International and European best practices

Beneficiary administration: Department of Statistics of the Hashemite Kingdom of Jordan

Twining Reference: JO 21 ENI ST 01 22

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EU funded project

TWINNING TOOL

List of abbreviations

- BC – Beneficiary Country
- BI – Beneficiary Institution
- CoE – Census of Establishments
- CoP – General Population and Housing Census 2015
- CVDB – Cities and Villages Development Bank
- DoS – Department of Statistics
- FCDO – Foreign and Commonwealth Office of the United Kingdom
- HEIS – Household Expenditure and Income Survey
- IMF – International Monetary fund
- JSTC – Jordanian Statistical Training Center
- METAC – Middle East Regional Technical Assistance Center
- MS – Member State
- NSDS – National Strategy for the Development of Statistics 2018-2022
- PL – Project Leader
- PSC – Project Steering Committee
- RTA – Resident Twinning Advisor
- SAS – Small Area Statistics
- SBR – Statistical Business Register
- SDG – Sustainable Development Goals
- SDI – Sustainable Development Indicator
- STE – Short-term Expert

1. Basic Information

1.1 Programme: Contribution for year 2020 to multiannual Measures Supporting the Implementation of the Partnership Priorities SIPP II (Reference: ENI/2020/ 042-608)

For UK applicants: Please be aware that following the entry into force of the EU-UK Withdrawal Agreement¹ on 1 February 2020 and in particular Articles 127(6), 137 and 138, the references to natural or legal persons residing or established in a Member State of the European Union and to goods originating from an eligible country, as defined under Regulation (EU) No 236/2014² and Annex IV of the ACP-EU Partnership Agreement³, are to be understood as including natural or legal persons residing or established in, and to goods originating from, the United Kingdom⁴. Those persons and goods are therefore eligible under this call.

1.2 Twinning Sector

Statistics (ST).

1.3 EU funded budget: EUR 1,500,000

1.4 Sustainable Development Goals

This twinning program will contribute to addressing Sustainable Development Goal No. 16, namely Peace, Justice and Strong Institutions by strengthening the capacity of the DoS to provide better information for policy-making.

2. Objectives

2.1 Overall Objective

The overall objective of the Twinning Proposal is “To strengthen the capacity of Jordan’s Department of Statistics in terms of compilation, analysis and reporting of statistical data in line with International and European best practices”.

Two specific objectives have been identified for the twinning project, both of which will contribute to delivering the strategic goals of the statistical system in Jordan.

¹ Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community.

² Regulation (EU) No 236/2014 of the European Parliament and of the Council of 11 March 2014 laying down common rules and procedures for the implementation of the Union's instruments for financing external action.

³ Annex IV to the ACP-EU Partnership Agreement, as revised by Decision 1/2014 of the ACP-EU Council of Ministers (OJ L196/40, 3.7.2014).

⁴ Including the Overseas Countries and Territories having special relations with the United Kingdom, as laid down in Part Four and Annex II of the TFEU.

2.2 Specific objectives

The twinning has two specific interlinked objectives, which are fully consistent with the strategic goals listed in Jordan's National Strategy for the Development of Statistics 2018-2022 (NSDS).⁵ It is important to note that the statistical system in Jordan is much wider than the Department of Statistics (DoS) – around 60 per cent of official data are collected in ministries outside the DoS. The NSDS covers the entire statistical system with twelve key stakeholders active in developing the strategy – these stakeholders represent the key compilers and users of statistical data compiled within the Jordanian statistical system. Under Statistics Law no. 12 of 2012,⁶ the DoS has a statutory role to co-ordinate the development of all statistical records within the Jordanian statistical system in accordance with international standards. The goals of the NSDS, in relation to developing a co-ordinated approach to the production of statistics, are endorsed by all participating stakeholders compiling these administrative data. However, the integration of administrative data within DoS statistical outputs is still at an early stage. The specific objectives listed below are framed in accordance with the statutory role of the DoS within the wider Jordanian statistical system, and aim to expand the use of administrative data to enhance outputs and deliver efficiencies.

Specific Objective 1: To strengthen and develop Jordan's business and population statistics in line with best international practice through the incorporation of administrative data sources.

Specific Objective 2: To enhance DoS statistical outputs by developing new policy-oriented statistics and updating and strengthening current methodologies, particularly for survey-based data.

Details of the results to be achieved in line with the above-mentioned specific objectives are outlined in section 3 below. A logical framework is attached as Annex 1.

2.3 Elements targeted in strategic documents – National Strategy for the Development of Statistics 2018-2022

The NSDS provides a vision for the development of statistics in Jordan up until 2022 and defines the milestones needed to deliver the goals outlined in the document. The implementation period may, however, be extended beyond 2022 given problems arising from the Covid-19 pandemic. The Strategy was developed to meet the data needs of policy makers in a country, where social, economic, political, technological and environmental changes are occurring rapidly. The three strategic goals listed are:

- 1 - *Producing statistical data to satisfy national development uses, administrative records and sustainable development indicators*
- 2 - *Enhancing the leadership and development role of the DoS in improving the statistical systems*
- 3 - *Developing the statistical techniques and technological means used for data production, dissemination and use.*

⁵ http://dosweb.dos.gov.jo/DataBank/Strategy/Strategy2018-2022_en.pdf

⁶ http://dosweb.dos.gov.jo/wp-content/uploads/2017/06/Statistical_Law_No_12_of2012-e.pdf

The twinning project aims to build on the goals of the NSDS. In summary, the specific objectives listed, aim to expand the use of administrative records in DoS outputs, develop the leadership capacity of the DoS across the statistical system in Jordan and implement new statistical techniques and methodologies.

3. Description

3.1 Background and justification

The demand for good statistics in the Hashemite Kingdom of Jordan has increased in line with economic and social developments in recent years. In addition to social changes and the impact of digitalisation, globalisation and other innovations, Jordan has seen a major influx of refugees reflecting political instability in the wider region.

Good statistics are at the core of evidence based policy-making and the DoS is committed to providing its users with the high-quality data required to inform decision-making, and to co-ordinate activities across the Jordanian statistical system, in line with the best international standards.

The DoS has made huge advances in recent years in enhancing its data collection procedures and adopting new technologies and statistical methodologies. All stages of the General Population and Housing Census 2015 (CoP) were conducted electronically, making the DoS a leader in applying new technologies in this area.

Despite the successes in transforming its operations, DoS faces significant challenges in delivering the goals of the NSDS. The lack of adequate resources has weakened its development capacity, particularly its ability to attract and maintain staff with the desired competencies. In particular, high levels of staff turnover have created difficulties in sustaining progress already made, and ensuring that expertise is not lost. The benefits of previous donor projects, have not been fully realised in all cases, due to high staff turnover levels. Support is therefore required to enable the DoS to meet the increasing demand for statistics, and to implement the necessary changes on a sustainable basis. The twinning project has been designed to focus on some of the key challenges currently facing the DoS in a resource-efficient manner.

In this regard, the incorporation of administrative data within DoS statistics represents a much more efficient approach compared to introducing new data collection systems. Administrative data are collected primarily for non-statistical purposes, but provide key source information for official statistics. Access by statistical offices to administrative data has been greatly enhanced by technological developments in the field of data collection, storage, retrieval, data editing and cleaning and the establishment of linked computer architecture to facilitate data transfers. The NSDS for Jordan clearly identifies the expanded use of administrative records as a key goal in delivering its strategic objectives:

Providing statistical data through the management of administrative data is a requirement to develop public sector performance and public administration in Jordan.

As part of the NSDS, the DoS is committed to:

Develop the work in the administrative records to obtain statistical information in cooperation and coordination with partner institutions for utilizing these records in obtaining accurate data, saving time and effort and to enhance statistical analysis.

Enhanced access to and integration of administrative data sources can, therefore, contribute to expanding statistical outputs in the DoS, and to improving data quality across a range of statistical domains, including agriculture, population and business statistics. Administrative data also provides an opportunity for the DoS to deliver efficiencies by replacing some current data collection and by creating new statistical products. This can only be achieved, however, through the development of an integrated administrative data system based on the harmonisation of databases, concepts and identifiers and the adoption of international standards and classifications.

However, a comprehensive programme to integrate available administrative records within the Jordanian statistical system and particularly within the DoS is a major exercise, which can only be implemented on a step-by-step basis over a significant time period. The development of a fully integrated administrative data system for Jordan is, therefore, beyond the scope of this project.

The twinning project can, however, undertake pilot projects to provide a first step in addressing the longer-term objective of developing an integrated system. The focus will be on administrative records which can be used by the DoS for enhancing business and household statistics. Work undertaken as part of these pilot projects can provide a template for the wider incorporation of administrative data within the Jordanian statistical system. In addition to the pilot projects on business and population statistics, the twinning project will compile an inventory of administrative data, and an assessment of their potential for inclusion in DoS statistical processes. An indicative roadmap for the inclusion of these data in an integrated system can then be recommended. Much of the information on the key administrative data sources and stakeholders has already been identified in the NSDS.

The pilot projects will also examine how administrative data can enhance the statistical outputs of the DoS. For instance, users identified robust Small Area Statistics (SAS) as a major policy requirement, particularly in measuring poverty rates and monitoring Sustainable Development Goals (SDGs). DoS surveys, particularly the Household Expenditure and Income Survey (HEIS) were not designed to provide reliable statistics at the small area levels required by policy makers. New methodologies, therefore, need to be introduced, including identifying new data sources and developing model-based techniques where necessary, to provide robust estimations with the required geographic breakdowns.

Good quality statistical outputs are reliant on the quality of source data collected in statistical surveys. Some DoS surveys have suffered in recent times from high levels of non-response or from erroneous responses. In addition, the sampling frames for reporting populations are outdated and unrepresentative in some cases. The methodology for conducting surveys will be reviewed and updated as part of the twinning project in order to improve response rates and data quality, and ensure that data collected are representative of the wider population and in accordance with international standards.

3.2 Ongoing Reforms

The Statistics Law no. 12 of 2012 defined the duties of the DoS as: *collecting, analysing and disseminating data and co-ordinating the statistical work in partnership and cooperation with various government institutions in order to develop the administrative records in accordance with international standards and techniques*. These duties are enshrined in the NSDS and in the mission of the DoS. The NSDS was developed following an extensive consultation process with the main stakeholders, and underpins DoS's leadership role in the Jordanian statistical system. This role is particularly important in terms of adopting consistent standards and concepts across all compilers within the statistical system. Developing administrative records within an integrated statistical system is essential for strengthening and expanding current outputs of the DoS given the resource constraints it operates under.

3.3 Linked activities

The NSDS reinforces the role of the DoS, as defined in Statistics Law No. 12 of 2012, in relation to co-ordinating and leading the statistical system in Jordan.

The twinning project will build on the vision developed within the NSDS and will complement other initiatives, already planned or ongoing. For instance, the Jordanian government approved the Open Government Data Quality framework in 2020⁷ – this seeks to establish a general framework that guarantees the quality of open government data and supports evidence-based policy making.

The twinning project will avoid overlap and seek synergies with other EU-funded statistical activities, in particular the MEDSTAT programme for the Southern Neighbourhood countries whose fifth phase will run for 48 months as of January 2022. The programme, managed by Eurostat, has a budget of 3 792 924 EUR and will cover statistical areas under three main clusters: (1) business and trade, (2) social statistics and (3) environment and sustainability, as well as a number of horizontal sectors. Some of the proposed areas of intervention under MEDSTAT V are common to this project. These include statistical governance, use of administrative data sources and quality of statistics. The twinning project will also take into account work under Eurostat capacity building activities for the Southern Neighbourhood countries, where relevant for this project.

The *World Bank, Jordan Inclusive Transparent and Climate Responsive Investments* will support implementation of critical reforms, including measures to generate evidence and data policy making. Under this programme, one key result specific to the DoS is:

Cabinet approval of a Statistics Capacity Roadmap for strengthening the capacity of the DoS in line with the NSDS.

The World Bank programme will cover a number of pillars, including assessing the organisational structure in DoS, the legal framework, the operation of surveys and efficiencies in data collection and dissemination. The pilot projects listed as part of this twinning overlap to some extent but are designed to complement and inform the work of the World Bank.

The International Monetary Fund (IMF) through its Middle East Regional Technical Assistance Center (METAC) is supporting DoS in areas related to optimising the use of primary statistics to produce annual national accounts using a supply and use framework, and increasing coherency with quarterly national accounts. Work on enhancing surveys within the twinning

⁷ <https://portal.jordan.gov.jo/wps/portal/OpenData?lang=en&isFromLangChange=yes#/manageDataSets>

project will improve the quality of primary data, thereby complementing METAC's support to the DoS.

In addition, the Foreign and Development Office of the United Kingdom (FCDO), has been assisting the DoS in 2021, including reviewing the business statistics available in various ministries, for the purposes of developing a Statistical Business Register (SBR). The work of the FCDO provides a useful building block for the development of business statistics within the twinning project.

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

- Regulation (EU) 2019/2152 of the European Parliament and of the Council of 27 November 2019 on European business statistics
- Regulation (EC) No 223/2009 of the European Parliament and of the Council of 11 March 2009 on European statistics – Regulation 223 was amended in May 2015 by Regulation (EU) No 2015/759
- Quality Assurance Framework of the European Statistical System.⁸
- International Standard Industrial Classification of all Economic Activities (ISIC), Rev. 4.⁹

3.5 Components and results per component

The twinning project will provide support to the DoS according to the components listed below. Three high level components with sub-components are identified. These are in line with the specific objectives listed in Section 2.2 above and are fully consistent with the NSDS.

Component 1: To prepare a roadmap for the development of an integrated administrative data system for Jordan, and conduct pilot projects on creating an SBR and strengthening population statistics.

As the development of a fully integrated administrative data system is a longer-term project, the focus of the twinning project will be on specific pilot projects where the use of administrative records can address key challenges currently faced by the DoS. These pilot projects will constitute the first steps in rolling out a roadmap for the Jordanian statistical system by providing a template for expanding the use of administrative data across the wider statistical system over time. Specifically, the pilots for the twinning project will focus on the development of an SBR and improving the quality of population estimates. It is understood that key source data for an SBR reside with the Companies Controller Department and the Ministry of Industry and Trade, while data holdings within the Civil Status and Passports Department can strengthen population estimates - however, other data sources may also be considered as part of the project. The institutions referenced are part of the wider statistical system and were stakeholders in developing the NSDS.

In addition to improving population estimates, administrative data can also contribute to refining the scope of the 2025 General Population and Housing Census (COP) questionnaire,

⁸ <https://ec.europa.eu/eurostat/documents/64157/4392716/ESS-QAF-V2.0-final.pdf>

⁹ https://unstats.un.org/unsd/demographic-social/census/documents/isic_rev4.pdf

thereby freeing up resources in the DoS. Similarly, the existence of an SBR can enhance statistical outputs on business, while also delivering efficiencies in the DoS.

In summary, Component 1 will provide an inventory and roadmap for the inclusion of administrative data on business and households within DoS statistics and undertake two specific pilot projects on SBRs and population estimates.

Component 1 is sub-divided in five sub-components with mandatory results applicable to each sub-component:

➤ ***Mandatory Result 1.1: Compile an inventory of administrative data on businesses and households and an indicative roadmap for inclusion in an integrated administrative data system***

Compiling an inventory of administrative data sources on business and households is the first step in developing and integrating these data with DoS statistics. The inventory needs to include the various data variables collected in ministries with detailed metadata on each – definitions, concepts, identifiers, periodicity etc. A mapping exercise is then required to assess how this information can be linked to DoS data, and whether the variables collected in ministries can be converted to statistical concepts and definitions. A process for linking identifiers is critical – this may be particularly difficult for business data as the concept of a statistical business unit can differ from administrative identifiers based on legal or accounting structures.

Based on the inventory and mapping exercise, an indicative roadmap can then be drawn up for integrating other administrative data sources within a coherent and structured framework. This roadmap will propose a timeframe for the integration of different administrative data sources and define the role of the parties involved. It will also reinforce DoS's co-ordination role in the Jordanian statistical system in line with its statutory mandate. The pilot projects listed below will build on the work undertaken in this sub-component.

➤ ***Mandatory Result 1.2: Undertake a pilot project to develop a strategy for integrating administrative data sources for the purposes of creating an SBR for Jordan***

For business statistics, the development of a statistical business register (SBR) is essential to integrating different data sources, and providing additional analysis without increasing costs. It is also the main source of business demography indicators. The lack of an SBR has also been identified as an impediment to improving DoS statistics.

SBRs are an essential component in supporting the coherence, consistency and quality of statistics produced. As well as providing data on the population of business units, the SBR provides a basis for selecting and monitoring samples, integrating administrative and other data sources and providing a framework for deriving business demographics. The lack of a comprehensive business register was identified as an obstacle to future improvements of DoS statistics back in the 2015 twinning project led by Statistics Denmark¹⁰. This gap still remains - developing and maintaining an SBR for Jordan would, therefore, greatly enhance the ability of the DoS to monitor and analyse developments in a rapidly changing business environment. The

¹⁰ Twinning Contract JO-13-ENP-ST-23

pilot project will examine available administrative data sources on business entities, primarily in the Companies Controller Department and Ministry of Industry and Trade. Based on the mapping exercise in 1.1 above, a strategy for linking these data with DoS information, primarily from the Census of Establishments (CoE), will be drawn up. While specific administrative source data have been identified for the pilot, other information can also be considered.

- ***Mandatory Result 1.3: Undertake a pilot project on how available administrative records can be used to strengthen population statistics and inform the framing of the CoP 2025 questionnaire.***

Providing reliable population estimates has become very complicated in Jordan, due to difficulties in monitoring population movements, arising from the volatile political situation in neighbouring countries. The problem is particularly acute at regional level, as reliable data do not exist within the DoS to track population movements across the Kingdom. This sub-component will examine how administrative records can provide new source data to better monitor population inflows and movements across governates and municipalities. A pilot project will assess how administrative data (e.g., from the Civil Status and Passports Department) can be combined with DoS data such as the CoP to strengthen population statistics. The twinning project may wish to explore data sources other than administrative data – for instance, Cities and Villages Development Bank (CVDB) compiles data at small area level on population movements.

Administrative data on population attributes may also help in replacing data currently collected in CoPs. This sub-component will assess how administrative data can help in framing the questionnaire for the 2025 Census, with particular focus on the potential to free up resources in the DoS.

- ***Mandatory Result 1.4: Develop strategy for ensuring flows of data between the DoS and counterpart institutions are established on an ongoing basis for the pilot projects above***

The integration of new administrative data sources by the DoS must be established on a long-term sustainable basis. This requires the adoption of international standards in terms of statistical concepts, classifications and methodologies, and the use of common identifiers by the government departments providing the source data. In addition, the necessary technical infrastructure needs to be developed to facilitate data transfers on an ongoing basis. This sub-component will investigate the harmonisation of statistical classifications and identifiers for the datasets used in the pilot projects, and the technical requirements needed for the sharing of data between the DoS and the partner institutions on an ongoing and sustainable basis. It will also review the internal flows of these data within the DoS, and make recommendations, as appropriate.

- ***Mandatory Result 1.5: Implement training programmes and develop training materials both within DoS and with partner institutions on the use of administrative records for statistical purposes***

Harmonising databases between the DoS and counterpart institutions requires intensive training for staff within the DoS and in the counterpart institutions. Given its statutory leadership role in the Jordanian statistical system, the twinning project will assist the DoS in developing the requisite training programmes and providing the necessary training materials, workshops and

supports. Appropriate training and supporting materials are required not only for DoS staff but for staff in the statistical units of other government institutions who comprise the wider Jordanian statistical system. Training programmes and action plans need to be developed for the two pilot projects based on the methodology adopted for each. The Jordanian Statistical Training Center (JSTC) will work closely with project experts in the development of the requisite programmes.

Component 2: To review and develop the source data and methodology for producing Small Area Statistics

SAS, particularly in relation to poverty are derived from the HEIS, using weights from the CoP. The HEIS was designed at governate level and is not appropriate for developing statistics for smaller areas, as required by policy makers. The situation has been exacerbated by the influx of Syrian refugees who are included in the CoP totals, but where updated information is lacking since 2015, on their movements within the Kingdom and their current place of residence. Reliable representative samples, need to be developed for the purposes of compiling robust small area statistics. This component focuses on developing statistical methodologies for estimating small area statistics on poverty, and expanding the methodology to other statistical areas within the DoS. SAS data are a crucially important policy requirement for the purposes of monitoring Sustainable Development Indicators (SDIs).

Component 2 is divided into four sub-components with mandatory results applicable to each:

Mandatory Result 2.1: Undertake pilot project to investigate the inclusion of administrative and other external data sources in the development of small area statistics and develop an action plan

Developing SAS with the geographic breakdowns required by policy makers requires new data sources. Administrative data represents the obvious and most efficient solution as the collection of the requisite data by the DoS would be costly and could not be implemented within a short timeframe. However, developing comprehensive SAS can only take place over a long-time horizon – hence, a pilot project concentrating on key policy requirements is recommended. Poverty statistics and adherence to SDGs have been identified by users as priorities from a policy perspective. This sub-component will investigate available data sources, based on the inventory prepared under sub-component 1.1 above, assess their suitability, and detail the steps for inclusion in DoS estimates, where feasible. Key data sources for investigation include the Ministry of Social Development, while the CVDB (a non-government entity) is already compiling data at small area level. It may be necessary to recommend further data collection by the DoS, if robust estimates cannot be compiled using available administrative data.

➤ Mandatory Result 2.2: Develop methodology for producing SAS on poverty and recommend how this can be extended to other statistical domains

There is an increasing demand among policy makers for SAS. Often data at this level of disaggregation are not available from existing surveys as sample sizes are too small. This is especially true for Jordan in the area of poverty statistics. The key source of data are the HEIS, which was designed to produce statistics at governate level, and not at the smaller municipality

areas required by policy makers. Reliable representative samples, therefore, do not exist for the purposes of compiling robust small area statistics. The lack of reliable data is compounded by significant changes in the population, arising from political instability in the wider region. Better methodologies for estimating small area statistics are needed, which will, of necessity, require alternative data sources and may entail the use of modelling techniques. This sub-component assesses how administrative data can be incorporated in small area statistics and formulates an action plan. It will focus on enhancing poverty statistics (needed in measuring adherence to SDGs) which have been identified as a policy priority.

Developing reliable SAS usually requires the combination of a variety of data sources when survey data available to compilers are not designed for estimation at the level of disaggregation required. Administrative data can play a key role, but these data often need to be supplemented by model-based estimates. This sub-component will build on the work undertaken under 2.1 above. It will investigate the potential for developing a new methodology based on integrating available DoS and administrative data and augmenting these with statistical models, where necessary. The potential to extend any new methodologies adopted to other statistical domains will also be assessed— e.g., this may facilitate the development of spatial data.

➤ ***Mandatory Result 2.3: Develop training programmes and manuals for use within the DoS and with external counterparts***

The development of SAS in the DoS will require extensive training, including the possible development of expertise, not currently available – e.g., in the area of modelling. Based on the results of sub-components 2.1 and 2.2 above, a comprehensive training plan needs to be developed including workshops, manuals and other training materials

➤ ***Mandatory Result 2.4: Implement communication strategy with stakeholders on strengthening small area statistics***

SAS are a key policy requirement, particularly for government planning and monitoring compliance with SDGs. Given the importance of this information, the DoS role in providing the necessary data offers an excellent opportunity to enhance its public profile. This role needs to be highlighted and supported by all stakeholders at senior level. A comprehensive communications strategy, therefore, needs to be developed to inform users, media and the general public of the importance of DoS statistics in this regard.

Component 3 - Develop strategy for dealing with missing or erroneous data

Surveys are a key source for providing consistent measured information to compile accurate statistical outputs and to facilitate analysis. However, missing or erroneous data in surveys provide a significant challenge for statisticians, and can often undermine the level of confidence in survey-based results. Response rates and data quality have been identified as a problem for some DoS surveys. The twinning project will examine the level of missing or erroneous data in DoS surveys, and develop strategies to improve data quality and increase response rates in those surveys most affected. Component 3 will overlap to some extent, with Components 1 and 2 above.

Component 3 is sub-divided into four sub-components with mandatory results applicable to each:

➤ ***Mandatory Result 3.1: Review current methodology for dealing with missing or erroneous data by sector and make recommendations***

This sub-component will focus on current procedures for dealing with missing or erroneous data. The first step is to undertake an assessment of current DoS surveys to identify those most affected by poor or inaccurate responses. A review of the reasons for poor response or non-response is then required. Based on the information collected, an action plan to address the issues raised will be prepared. This sub-component will review the current methodologies for dealing with non-response and poor-quality responses and make recommendations on how these can be strengthened.

➤ ***Mandatory Result 3.2: Explore how administrative data can update the farm register, improve the sampling framework for agricultural surveys and enhance agricultural statistics***

The sampling frame and sample selection for agricultural surveys are outdated and based on historic Agricultural Censuses in some instances. This sub-component will build on the work undertaken under sub-component 1.1 above. It will review the current methodology for selecting samples and examine how administrative data can be combined with Agricultural Census information to update the agricultural register and improve and revise sample selection. In addition, the potential for greater incorporation of administrative data to enhance current agricultural statistics outputs will be examined, and recommendations drawn up.

➤ ***Mandatory Result 3.3: Review quality framework for survey data and make recommendations***

Delivery of the objectives of the twinning project will require a review of the quality controls currently in existence in the DoS for survey-based data, and recommendations for improvement, where necessary. Metadata should cover definitions, classifications and nomenclatures for the variables collected and the statistical methodologies used. The Quality Assurance Framework of the European Statistical System provides an excellent template in this regard.

➤ ***Mandatory Result 3.4: Develop training programmes and manuals for DoS staff, and provide training to survey respondents***

Training programmes are needed both for DoS staff and for survey respondents. To ensure good quality survey responses, respondents, need to understand all variables, classifications etc. and the reasons underlying the collection of these data. Comprehensive training programmes and supporting materials (e.g., videos, workshops), therefore, need to be developed for survey respondents.

3.6 Means/input from the EU Member State (MS) Partner Administration(s)

The implementation of the project requires one Project Leader (PL) who will be responsible for supervising and coordinating the Twinning project. S/he will be supported by a Resident Twinning Advisor (RTA) who will work on-site with the beneficiary institution (BI) and who will be responsible for the management and implementation of the project activities.

The proposals submitted by the MS should be concise, outlining the strategy and methodology, and an indicative timetable.

The provision of translation services is seen as essential to the successful delivery of the project.

3.6.1 Profile and tasks of the PL

The MS Project Leader is expected to be an official or assimilated agent with a sufficient rank to ensure an operational dialogue at political level. This should guarantee the capacity to lead the implementation of the project and the ability to mobilise the necessary expertise in support of its efficient implementation. A balance should be struck between seniority and the time that can be dedicated to the project.

3.6.1.1 Tasks

The PL is expected to be involved during the preparation of the Member State proposal and his/her attendance at the selection meeting is obligatory. Participation in the quarterly meetings of the Project Steering Committee (PSC) is obligatory. The degree of involvement of the PL in the development of the work plan largely depends on the complexity of the work – the level of involvement needs to be reviewed on an ongoing basis, particularly if the Covid pandemic impacts on logistical arrangements. Participation in some communication and visibility activities is expected. The PL will be responsible for the overall co-ordination of the project, and the timely delivery of the mandatory results.

3.6.1.2 Profile

Candidates for the PL post must meet the following criteria:

- Relevant university degree or equivalent relevant professional experience of 8 years
- Professional experience at managerial level in a designated statistics administration compiling official statistics
- Good knowledge of EU statistical policies, including familiarity with the European Statistics Code of Practice
- Experience in working with EU statistical acquis implementation is desirable
- Excellent managerial, communication and team-working skills
- Fluency in English

3.6.2 Profile and tasks of the RTA

The Resident Twinning Advisor (RTA) will be based in Amman for 24 months, and will lead all aspects of the work of the MS team, under the supervision of the MS project leader.

3.6.2.1 Tasks

The RTA will be the main liaison partner for the Beneficiary Institution (BI), and will be responsible for the day-to-day management of activities, in close co-operation with the BI project leader and RTA counterpart.

The RTA will work under the supervision of the Member State PL and provide technical advice to the BI as required. S/he will ensure the work plan is updated, propose amendments, as required, and ensure the PSC and beneficiary PL are kept fully informed. S/he will also network with other stakeholders in the project, to ensure all participants are fully updated, and aware of their responsibilities.

Ideally for this project, the RTA would have experience in the development and use of administrative records within an official statistics administration.

3.6.2.2 Profile

Candidates for the RTA role must meet the following criteria:

- University degree in statistics or numerate discipline or 8 years of professional experience
- At least 3 years of professional experience in an official statistics administration
- Excellent knowledge of EU statistical policies, especially the European Statistics Code of Practice
- Experience in co-ordinating diverse activities within a project management framework
- Good report writing skills
- Excellent managerial, communication and team-working skills
- Fluency in English – knowledge of Arabic would be beneficial

3.6.3 Profile of the component leaders

The twinning project is made up of three components, with a set of mandatory results attributable to each. The MS will designate a short-term expert (STE) to lead each component, in close co-operation with the RTA. Component Leaders will deliver their expertise under the overall responsibility of the Member State PL. Their input will be co-ordinated and supervised by the RTA. The terms of reference will be elaborated by the RTA. All component leaders must satisfy the criteria below:

- Relevant university degree or 8 years of equivalent professional experience.
- At least 3 years' experience in an official statistics administration
- At least three years' experience in one of the domains listed in the twinning project
- Experience in delivering training programmes
- Fluency in English – knowledge of Arabic would be an advantage

Profile: Component 1 Leader

- Experience in integrating administrative data within official statistics, with specific knowledge on standardising datasets, classifications, identifiers etc.

Profile: Component 2 Leader

- Experience in producing small area statistics, through the integration of assorted data sources and the development of modelling techniques

Profile: Component 3 Leader

- Expert on survey methodology with experience in sample selection, design of surveys and strategies for maximising response rates

3.6.4 Profile and tasks of short-term experts

In addition to the component leaders, short-term experts (STEs) will be required for specific technical expertise and to support the implementation of the twinning project. STEs will work in close collaboration with their component leader, under the supervision of the RTA.

3.6.4.1 Areas of competence for the short-term experts

An indicative list of the technical competencies required from the STEs is included below. This list is not exhaustive and can be amended, as required.

- Expertise in databank management
- Expertise in IT systems, particularly in the area of sharing data securely between institutions
- Expertise in developing training programmes for compilers, respondents and users of statistics
- Expertise in communication strategies, including social media
- Expertise in data analysis and statistical methodologies
- Expertise in developing metadata systems
- Expertise in applying quality frameworks to statistical inputs and outputs
- Expertise in organisational structures, with particular focus on the efficient flows of information between departments

3.6.4.2 Profiles of the Short-term experts

All STEs must meet the following criteria:

- University degree or 8 years of equivalent professional experience.
- At least 3 years' experience on work similar to that for which they will be deployed
- Good command of English – written and oral

4. Budget

The maximum budget available for the Grant is EUR (1.5) million.

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting:

The Ministry of Planning and International Cooperation is the Contracting Authority for the twinning project under which The Programme Administration Office (PAO) is in charge of the coordination of all the related activities and the administrative management of the funding Programme. The PAO will be the responsible institution for the management of this twinning project.

Contact details of PAO responsible of the contract:

Ministry of Planning and International Cooperation
Mr. Nizar A. Awad
Programmes Administration Office
Ministry of Planning and International Cooperation

P.O. Box 555 Amman, 11118 Jordan
Telephone Number: +962 6 46 444 66 ext. 506
Email: Nizar.Awad@mop.gov.jo

5.2 Institutional framework

The beneficiary institution is the Department of Statistics of the Hashemite Kingdom of Jordan. It was established in 1949, and commenced its activities in accordance with Statistics Law. No. 24 of 1950. Its current role and mandated responsibilities are outlined in the General Statistics Law – Law no. 12 of 2012.

The organisational chart of the DoS is attached as Annex 2.

5.3 Counterparts in the Beneficiary administration:

5.3.1 Contact person:

Eng. Mohammad Khalaf
Director of Sustainable Development Unit
Department of Statistics, Jordan
Email: moh.khalaf@dos.gov.jo
Email: khalaf30@gmail.com
Mobile: +962-79-5880413

5.3.2 PL counterpart

Dr. Shaher Khalaf AL-Shawabkeh
DG of DoS
Department of Statistics
Amman, Jordan
Email: DG.of.DoS@dos.gov.jo
Email: Stat@dos.gov.jo
Mobile: +962-77-7416121

5.3.3 RTA counterpart

Eng. Mohammad Khalaf
Department of Statistics
Director of Sustainable Development Unit
Email: moh.khalaf@dos.gov.jo
Email: khalaf30@gmail.com
Mobile: +962-79-5880413

6. Duration of the project

The Twinning project will be carried out in a total period of 24 Months of implementation period

7. Management and reporting

7.1 Language

The official language of the project is English. All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 Project Steering Committee

A PSC shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements *via-à-vis* the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discussing the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

The PSC should include the PL, RTA and senior representatives from the DoS as well as all participating ministries and the EU Delegation. A detailed project plan needs to be drawn up as a first step in the twinning project – this will be particularly important, if the COVID pandemic curtails the travel of experts, meaning that part of the twinning project needs to be conducted on-line.

7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twining: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements *via-à-vis* the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. Sustainability

The DoS was established in 1949 on a statutory basis to address the need for good statistics to inform planning, and monitor policies and decision making. Over the intervening years, the DoS has made huge progress in adapting to technological changes and responding to new user demands, as the Kingdom underwent major social and economic changes.

However, the DoS has faced, and continues to face significant challenges, as it does not have financial or administrative independence. This limits its capability to acquire the necessary resources, both financial and technical, to deliver on its strategic goals. High levels of staff turnover, and difficulties in recruiting staff with the required competencies are prime examples of the challenges faced by the DoS.

In addition, despite its leadership role, within the wider Jordanian statistical system, some logistical difficulties may exist in terms of accessing the requisite data from other ministries. However, this will not impact on the pilot projects listed.

The twinning programme is designed to expand technical knowledge and capacity both within the DoS and the wider Jordanian statistical system. The development of new data sources, new methodologies and more efficient processes will be accompanied by comprehensive training programmes. The provision of extensive training programmes and supporting materials are key

to ensuring that the benefits of the twinning project can be sustained over time. This will require proactive support from senior management within the DoS and the wider statistical system to ensure that new skills developed during the twinning project, are not confined to a small number of people. Policies must be in place to ensure that expertise is widely spread within the DoS and partner institutions, so technical expertise is retained in the event of high staff turnover. The JSTC in the DoS has a key role to play in the roll-out of training, and in ensuring that comprehensive training programmes are delivered to new staff and that refresher courses are available to existing staff. The JSTC, therefore, needs to be centrally involved with the project experts in setting up the training programmes and ensuring that the materials developed are user-friendly, easily accessible by all staff and that expertise is available for more technical training, as required. Training programmes need to be forward looking, and capable of adapting to changing circumstances – in this regard the JSTC might consider establishing links with other statistical training centers to ensure the maintenance and quality of its training programmes, over time.

The communications components are designed to increase the profile of the DoS, and to increase public awareness of the need for good statistics for evidence-based policy making. Better statistics and a better understanding of their importance benefits both the DoS and users.

9. Crosscutting issues

Successful delivery of the twinning project objectives will provide very valuable information for users, analysts and policy makers on economic and social developments by sector and region. Improved SAS and better-quality agriculture surveys will help deliver better SDIs and poverty statistics. The project outcomes listed will also ensure better compliance with international statistical standards.

Jordan has been undergoing significant changes both on a social and economic level, and robust statistics are needed to measure and understand these changes. The twinning project is designed to support and complement measures already in place – e.g., the NSDS and other donor projects. Other donor projects include the World Bank Technical Assistance which aims to increase the quality and access to statistics and International Monetary Fund (IMF) input on national accounts. IMF support is via its Middle East Regional Technical Assistance Center (METAC), and deals with reconciling aggregate data within an input-output framework. This work will benefit significantly from improved survey data and better reconciliation of annual and quarterly statistics. In addition, the EU-funded MEDSTAT programme will support some areas common to this project, including the use of administrative records and data quality – co-ordination between the twinning project and MEDSTAT work can be mutually beneficial.

The DoS is a central player in the ‘Open Government Data Policy’ adopted by the government of Jordan. The twinning project will help expand the range and quality of statistical outputs, thereby contributing to the Open Data initiative.

10. Conditionality and sequencing

There is no specific conditionality or sequencing attached to the proposal, other than what is specified in the twinning manual. Given the diversity in the components and sub-components, it is incumbent on the Project Steering Committee to devise a comprehensive project plan at the start of the twinning, with clear milestones and deliverables. This requires buy-in from senior management in the DoS and all counterpart institutions, and clear commitments on providing

the requisite resources. Progress can be made simultaneously on all three components, although there are some overlaps. Given the leadership role of the DoS in the statistical system, technical training of their staff should be conducted at an early stage. This is crucially important, as they need to be equipped with the technical skills necessary to educate statistical compilers in other ministries, and ensure that training programmes are established on a sustainable basis.

11. Indicators for performance measurement

The indicators for successful delivery of the twinning project are outlined in Section 3.5 and in the Logframe table in Annex 1.

A successful twinning will enhance business and population statistics, provide an improved basis for monitoring progress on SDGs and poverty, improve the quality of source data, and utilise administrative data to deliver efficiencies in the DoS. It can also help in reducing the reporting burden for survey respondents. In addition, it can contribute to increasing the profile of the DoS.

The key project outcomes are as follows:

- Review of available administrative data and inclusion in enhanced business and population statistics
- Development of an SBR
- Roadmap for incorporation of administrative data in DoS statistics over time
- Development of technical infrastructure to facilitate transfer of information between DoS and partner institutions
- Development of SAS (small area statistics)
- Training programmes for DoS and partner institutions
- Improved survey responses and updated sampling methodologies
- New and enhanced statistical outputs
- Communication strategy for DoS outputs

12. Facilities available

The necessary office space will be made available by the DoS, to host the RTA and to facilitate planned technical and management meetings. The project office will be equipped with the necessary number of telephones and PCs with e-mail and internet access. Printing and photocopying facilities will also be provided. The available of technology to hold on-line meetings is essential, as the Covid pandemic may restrict travel in some instances.

Annexes to the Project Fiche

1. The Simplified Logical framework matrix
2. Organisational chart of Department of Statistics

Annex 1: Simplified Logical Framework matrix

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Overall Objective	To strengthen the capacity of Jordan’s Department of Statistics in terms of compilation, analysis and reporting of statistical data in line with International and European best practices	<p>More statistical outputs compiled by DoS</p> <p>Administrative data incorporated in DoS statistics</p> <p>Quality framework reviewed and updated</p> <p>Roadmap for development of administrative data within Jordanian statistical system developed.</p> <p>Survey methodologies updated</p>	Statistics, methodologies and publications published by DoS	<p>Agreement between DoS and partner institutions may not be straightforward</p> <p>Developing requisite statistical expertise in partner institutions may require extra time</p> <p>Project components are challenging and are dependent on senior management buy-in by all participating institutions and a detailed project management plan</p>	The NSDS provides a comprehensive plan for the development of the Jordanian statistical system. It is assumed that all participants in the NSDS will provide the necessary support and resources, and that the DoS will have the capacity to assume the leadership role, envisaged in the NSDS.

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Specific Objective 1	To strengthen and develop Jordan’s business and population statistics in line with best international practice through the incorporation of administrative data sources	<p>Inventory of administrative sources for business and household data compiled</p> <p>SBR developed</p> <p>Administrative data included in population estimates</p> <p>New infrastructure for transfer of data between DoS and partner institutions</p> <p>Training programmes developed for DoS staff and partner institutions</p>	<p>Statistics, methodologies and publications published by DoS</p> <p>Report on technical implementation</p> <p>Records of data transfers between DoS and partner institutions</p> <p>Interim and final project reports</p>	<p>Quality of data in partner institutions may not be up to the standards required for official statistics</p> <p>Lack of adequate buy-in from all stakeholders in the Jordanian statistical system</p> <p>Project is diverse and challenging – Failure to implement a comprehensive project management approach risks jeopardising delivery of the mandatory outputs</p>	<p>Buy-in at senior level across all stakeholders in the statistical system will be provided and the requisite resources made available to deliver the mandatory results outlined.</p>

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Specific Objective 2	To enhance DoS statistical outputs by developing new policy-oriented statistics and updating and strengthening current methodologies particularly for survey-based data	<p>New methodology and models for SAS developed</p> <p>Processes in place to ensure data flows between DoS and partner institutions</p> <p>Methodology for surveys reviewed and updated and enhanced</p> <p>Improved quality framework</p> <p>Communications strategy for DoS developed</p> <p>Training programmes and materials prepared</p>	<p>Statistics, methodologies and publications published by DoS</p> <p>Records of data transfers between DoS and partner institutions</p> <p>DoS Media Center's releases</p> <p>Interim and final project reports</p>	<p>Adequate resources with required competencies may not be available</p> <p>Buy-in may not be forthcoming from all stakeholders</p> <p>Technical infrastructure needs to be developed – this will require the availability of the appropriate technical/IT expertise</p>	Given the high priority for SAS, particularly in relation to poverty, this objective will be supported at senior level and adequate resources provided.

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Component 1	To prepare a roadmap for the development of an integrated administrative data system for Jordan, and conduct pilot projects on creating an SBR and strengthening population statistics.				
Sub-Results for Component 1	1.1: Compile an inventory of administrative data on business and households and an indicative roadmap for inclusion in an integrated system	<p>Inventory of administrative data variables and detailed supporting metadata prepared</p> <p>Tentative roadmap prepared for inclusion of data in integrated system</p>	<p>DoS reports</p> <p>Inventory of data</p> <p>Roadmap and the related documentation</p>	<p>Data quality in partner institutions is not of the standard required for incorporation in official statistics</p> <p>Lack of support at senior level for roadmap</p>	Full access to data is provided to DoS and all information requested from holders of administrative records is provided.
	1.2: Pilot project to develop strategy for integrating administrative data sources for the purposes of creating an SBR	<p>Administrative data sources identified and assessed and plan developed for integrating these with CoE information in an SBR</p> <p>Documentation prepared on database structures and compliance with statistical standards, classifications (e.g. ISIC, Rev 4) etc. and use of common identifiers etc.</p> <p>Explore how SBS can benefit other statistical domains in the DoS</p>	<p>Pilot project report and action plan</p> <p>New statistical outputs incorporating SBR data</p> <p>Documentation available to DoS and partner institutions</p> <p>Project report on wider use of SBS</p>	<p>Lack of familiarity with statistical standards in partner institutions may prolong training period.</p> <p>While partner institutions have subscribed to the NSDS, some logistical issues may arise in accessing data</p>	<p>Statistical units exist in the partner institutions, as per NSDS, with the resources to deliver the mandatory outputs.</p> <p>Access to administrative records is available in line with the NSDS</p> <p>Senior management support is provided in partner institutions.</p> <p>Work has already been initiated in this area by other donor agencies, so a basis exists for developing this component.</p>
	1.3: Undertake pilot project on how administrative records can be used to strengthen population statistics and inform framing of the 2025 CoP questionnaire	<p>Inventory of data sources prepared and assessed and action plan for incorporation in DoS statistics developed</p> <p>Methodology developed for incorporating administrative data</p> <p>Documentation prepared on statistical standards, classifications, identifiers, mapping etc.</p> <p>Review of how administrative data can assist in developing the COP 2025 questionnaires</p>	<p>Pilot project report and action plan</p> <p>Population statistics published by DoS</p> <p>Methodological documentation and manuals</p>	<p>Lack of familiarity with statistical standards in partner institutions may prolong training period.</p> <p>While partner institutions have subscribed to the NSDS, some logistical issues may arise in accessing data</p> <p>Need to ensure all data protection issues are addressed, particularly if personal data is exchanged.</p>	<p>Statistical units in the partner institutions, as per NSDS, have the resources to deliver the project outputs.</p> <p>Access to administrative records is available in line with the NSDS</p>

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
	1.4: Develop strategy for ensuring flows of data between the DoS and counterpart institutions are established on an ongoing basis for pilot projects above	Review of technical infrastructure for data transfers and action plan prepared based on 1.1 and 1.2 above MoUs agreed between DoS and partner institutions Agreement on statistical standards, classifications, identifiers etc. between DoS and partner institutions Review of data flows within the DoS	Technical report and action plan Signed MoUs Statistical standards documentation Project report	Lack of a co-ordinated project plan will risk delivery of the project outcomes. It is essential that IT expertise is available and factored into project plans.	External support on IT issues will be available as required. It is noted that the Ministry responsible for Information Technology was one of the participating stakeholders in the NSDS.
	1.5: Implement training programmes and develop training materials both within DoS and with partner institutions on the use of administrative records for statistical purposes, based on pilot projects above	Detailed documentation on statistical standards, classifications, identifiers etc. developed. Comprehensive training programmes and workshops provided for DoS staff and partner institutions DoS leadership role in ensuring proper statistical standards applied across the Jordanian statistical system reinforced.	Training programme and manuals Register of training programmes delivered by DoS Training evaluations and attendance lists	Benefits of the twinning project must be sustainable over time. There is a substantial risk that the benefits of the project will not be sustainable if the skills acquired are not disseminated widely.	DoS and partner institutions will ensure expertise is spread across a wide number of staff to minimise risks from staff losses. Pro-active approach by DoS in applying appropriate statistical standards to administrative data in partner institutions
Component 2	To review and develop the source data and methodology for producing Small Area Statistics				
Sub- Results for Component 2	2.1: Pilot project to assess inclusion of administrative and other external data sources in the development of SAS and action plan developed	Administrative and other data sources investigated and their potential assessed Action Plan for inclusion of administrative data prepared Technical infrastructure for transfer of administrative data developed	Pilot project report and action plan Project report on implementation of technical requirements	Some logistical issues may arise in terms of accessing necessary data Internal DoS structures may not be adequate to maximise potential of administrative data	Capacity exists in DoS and partner institutions to deliver this component.
	2.2: Develop methodology for producing SAS on poverty and provide recommendations on how this methodology can be applied to other areas within the DoS	Methodology proposed including the potential use of modelling techniques, building on work in 2.1 above Analysis completed on how new methodology can be expanded to other statistical areas	Methodological documentation SAS data published by DoS Project report	New methodology may require expertise not currently available in the DoS, particularly in the area of modelling. Extensive training may be needed to alleviate this risk	This work is given a high priority given its importance in monitoring SDIs

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
	2.3: Develop training programmes and manuals for use in the DoS and partner institutions based on pilot project outcomes.	Detailed documentation on statistical standards, classifications, identifiers, etc. developed Comprehensive training programme and workshops provided for DoS staff and partner institutions DoS leadership role in ensuring proper statistical standards applied across the Jordanian statistical system reinforced	Training programmes and manuals Register of training delivered by DoS Training evaluations and attendance lists	Extensive training programmes may be required particularly for partner institutions. These could potentially consume significant project resources	DoS and partner institutions will ensure expertise is spread across a number of staff to minimise risks from staff turnover
	2.4: Implement communication strategy with stakeholders on strengthening small area statistics	Communications strategy in place for users and data providers on importance of SAS New statistical outputs and greater media exposure, including via social media	Communications strategy document Report on expanded media coverage prepared by DoS DoS Media Center's releases	Given the scale of the twinning project, communications may not get the priority needed, particularly in terms of increasing the profile of the DoS.	SAS, particularly in relation to poverty, are a key policy requirement. These statistics present an opportunity to increase the profile of the DoS, and will be supported by senior management.
Component 3	Develop strategy for dealing with missing or erroneous data				
Sub- Results for Component 3	3.1: Review current methodology for dealing with missing or erroneous data by sector, and make recommendations	Undertake review of level and quality of responses in DoS surveys and reasons underlying response rates Review current methodology and devise action plan for delivering better quality survey data Methodology for treatment of non-response, missing values etc. reviewed and updated	Pilot project report and action plan New methodological manuals	There may be little incentive on the part of respondents to complete surveys – e.g., suspicions may exist regarding how data are used.	Better quality surveys are essential to enhancing the quality of DoS outputs – the necessary resources, will, therefore be devoted to this sub-component.
	3.2: Explore how administrative data can help update the farm register, improve the sampling framework for agricultural surveys and enhance agricultural statistics	Review completed on how administrative agricultural data can update farm register More targeted and updated sampling framework developed New statistical outputs on agriculture developed	Review report Documentation on the implemented changes List of new and enhanced outputs	Ministry of Agriculture staff may be unfamiliar with the standards, classifications etc. required for the production of official statistics by the DoS.	Improved agricultural statistics will deliver benefits across a range of domains – food balances, poverty, SDGs and economic statistics (e.g., supply/use tables and GDP)

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
	3.3: Review quality framework for survey data and make recommendations	Enhanced quality framework developed New Quality indicators developed by DoS	Review of the quality framework List of new and/or enhanced quality indicators	Quality indicators are an essential part of the project outcomes. However, given the wide range of activities, these may not be prioritised.	Strong support at senior level for a comprehensive quality framework
	3.4: Review and update training programmes and manuals for DoS staff, and provide training to survey respondents	Training programmes, workshops, manuals developed for DoS staff and survey respondents DoS leadership role on applying proper statistical standards reinforced	Training documentation and manuals Register of training delivered by DoS Training evaluations and attendance lists	Survey respondents may not devote the necessary time or resources to develop necessary expertise	The value of the data provided is often not appreciated by respondents. Training and information on the reasons underlying each survey is welcomed by respondents.

Annex 2



**Organizational Structure 2018
Department of Statistics**

