



## TWINNING CONTRACT

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# 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

## MISSION REPORT

on

### Component 1

**Roadmap for the development of an integrated administrative data system in Jordan with pilots on Statistical Business registers (SBR) and population statistics**

### Activity 1.2.1

**Strategy for cooperation with administrative data owners for establishing a SBR**

Mission carried out by

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**Amman, Jordan**

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Version: Final

## Strengthening the capacity of Jordan's Department of Statistics

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## Strengthening the capacity of Jordan's Department of Statistics

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*Annexes appended to this report:*

Annex 4: Strategy for cooperation with administrative data owners for establishing a SBR - Finland

Annex 5: International standards and national data sources and data usage of SBR - Denmark

Annex 6: Achievements and challenges for establishing a SBR in Jordan

## Strengthening the capacity of Jordan's Department of Statistics

### **List of Abbreviations**

- BC – Beneficiary Country
- CCD - Companies Control Department
- DoS – Department of Statistics
- MIT - Ministry of Trade and Industry
- MS – Member State
- SBR – Statistical Business Register
- STE – Short Term Expert

## Executive Summary

The mission was carried out within the Twinning Project “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”. The topic of this mission was establishment of a Statistical Business Register (SBR) in Jordan.

The mission consisted of workshops held with managers and experts between 16.1.2023 and 19.1.2023. Consultants assigned to the mission facilitated discussions and prepared proposals for conclusions. The conclusions of the workshops were on 19.1. 2023 presented to top management of DoS and adopted.

Key findings and recommendations were the following:

The work carried out to establish a Statistical Business Register in Jordan has progressed well. Data sets have been shared between DoS and key partners and analysis of those data is under way. DoS should ensure that forthcoming stages of the project also run smoothly

The Co-operation with the strategic partners, Ministry of Trade and Industry (MIT) and Companies Control Department (CCD), is working very well. Commitment to joint goals of the project and mutual trust between all parties is impressive.

Co-operation with other data holders (in addition to MIT and CCD), such as the Tax Department, the Social Security Corporation, ministries, municipalities, licensing authorities, business associations, trade unions, electricity companies etc. should be enhanced.

The mutually beneficial co-operation between DoS, CCD and MIT should be used as a showcase to highlight benefits from co-operation when discussing with potential new partner organizations.

During the mission the different strategies and practices of co-operation, as well as practical steps on how to proceed in establishing a SBR were extensively discussed during the workshops.

DoS, MIT and CCD will continue their work on business registers, taking into account conclusions and recommendations of this mission. Next SBR mission will take place in February and primarily deal with technical implementation of the STATBUS-system.

## 1. General comments

This mission report was prepared within the Twinning Project “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”. This was the second activity in component 1 on Statistical Business Register.

The purpose of the activity were:

- Drafting a first roadmap for establishing of SBR at DoS outlined;
- Best international practices for Memorandum of Understanding (MoU's) discussed;

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- Awareness of obligations and benefits of a high quality SBR among owner of administrative data;
- Recommendations for next steps;

The consultants would like to express their sincere thanks to all officials and individuals met for the kind support and valuable information which they received during the stay in Jordan and which highly facilitated their work. The views and observations stated in this report are those of the consultants and do not necessarily correspond to the views of EU, Statistics Finland or Statistics Denmark.

During the mission the different strategies and practices of co-operation, as well as practical steps on how to proceed in establishing a SBR were extensively discussed in workshops held with DoS staff and Ministry of Industry and Trade and Companies Control Department.

Consultants provided two background presentations that served as a starting point for the discussion. Slides used in the presentations are annexed to this report. During the mission a set of practical recommendations were elaborated together with the partners.

## 2. Assessment and results

### Assessment

The work carried out to establish a Statistical Business Register in Jordan has progressed well. Data sets have been shared between DoS and key partners and analysis of those data is under way. DoS should ensure, that forthcoming stages of the project also run smoothly.

The co-operation with the strategic partners, Ministry of Trade and Industry and Companies Control Department, is working very well. Commitment to joint goals of the project and mutual trust between all parties is impressive.

Co-operation with other data holders (in addition to MIT and CCD) like the Tax Department, the Social Security Corporation, ministries, municipalities, licensing authorities, business associations, trade unions, electricity companies etc. should be enhanced.

The mutually beneficial co-operation between DoS, CCD and MIT should be used as a showcase to highlight benefits from co-operation when discussing with potential new partner organizations.

The results of the workshops are described in detail below. Conclusions and recommendations are presented in Chapter 3. Conclusions contain advice on how to proceed when constructing the roadmap for future work, advice on co-operation with other administrations, advice on how to communicate the benefits of register based statistical system to stakeholders as well as proposals for some practical tasks that should be carried out.

### Results

On **day 1** of the mission the EU experts presented how Finland and Denmark, respectively, have implemented a SBR which reflect international recommendations and EU requirements.

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Finnish presentation focused, in addition to brief description of the national SBR, on co-operation and stakeholder management aspects, Denmark focused on how international standards and national data sources and data usage have been solved in the Danish SBR and how other statistical production processes such as labor market statistics and national accounts relate to the SBR, cf. the mission program in annex 2. For the two presentations, please see annex 4 and 5.

Among topics discussed in more detail with DoS participants were: legal basis for data access and data sharing agreements, co-operation between administrations, dealing with under-/over-coverage, harmonisation (matching, merging and priority rules) of input data bases from different data providers, aspects related to usage of public and/or private data sources, linking of data via keys / ID\_numbers, secure data delivery from external sources, usage of internal and external statistical data for stratification purposes,

On day 2 a full day meeting was held with management representatives from the Ministry of Industry and Trade (MIT) and Companies Control Department (CCD), cf. the participants list in annex 3. Firstly, focus was put on the scope and mandatory objectives of this Twinning component and on the efficiencies and quality gains that can be achieved via the SBR based on data from MIT and CCD, which is already being analyzed via data comparison in off-line data bases. Secondly, a short version of the SBR situation in Finland and Denmark was presented in order to bring the representatives from MIT and CCD 'on par' with the participants. Thirdly, the representatives from MIT and CCD orally presented the purpose, scope and overall content of their respective registers, including ongoing development projects and areas for quality improvements, e.g. attribution of activity codes in certain industries and conversion of activity codes from ISIC rev. 3 to ISIC rev. 4. (In this context it should be kept in mind that ISIC is currently being updated from rev. 4 to rev. 5, which will take effect from 2025. Thus, the conversion to rev. 5 at some point in time should be foreseen. However, in any case the conversion from rev. 3 to rev. 4 must take place first.)

An aspect that was brought up by the EU experts was the need for more clarity – conceptually and in relation to statistical needs - re different types of business units at different levels (legal units, enterprises and establishments).

Based on the presentations and discussions from day 1 and day 2, a joint workshop was held on day 3 with participation from MIT (registering privately owned businesses) and CCD (registering public limited companies) with the following annotated agenda.

The first issue raised was the role of MIT and CCD in relation to the SBR project's strategy, roadmap / development phase and the subsequent current production. It was clarified that MIT and CCD are partners of strategic importance to DoS, which is also underlined by MIT's and CCD's current cooperation with DoS in other areas. Cooperation is necessary at both expert and management, including timely approvals of the mandate within which experts can find solutions together between authorities.

It was also clarified that MIT publishes regularly figures about the number of registered establishment and offers a search function on their website, where owners can access information about their own establishment ('own access'). CCD has a public search function for information about companies.

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The participants will now do the necessary preparations in their respective organizations for the SBR cooperation to be formally approved, which they expect to be unproblematic. DoS already receives data from MIT and CCD via MODEE – in the current SBR production it is envisaged that monthly updates are needed – the content (total or delta) and format needs to be agreed.

The second issue raised was the potential for the SBR and for statistical products from cooperating with additional public and private data sources (ministries, municipalities, licensing authorities, business associations, trade unions, electricity companies etc.) in Jordan in order to access / link with business information which could either add value to the SBR (e.g. in relation to the correctness of main/secondary activity codes; identification of active/inactive units and identification of local units, including GIS coordinates) or to particular statistical products, including the national accounts.

In this context it was discussed that e.g. the accuracy of employment figures from Social Security is not always sufficient. Against that background, DoS plans to conduct a survey (on site interviews) targeted to establishments in areas with high density of larger business units with a view to obtain correct figures for e.g. turnover and employment. It was discussed that the SBR could hold more than one employment figure, i.e. from different sources, if it would be useful for the SBR maintenance, creation of samples and the statistics production.

Lastly, there was a discussion about the need to be more clear what we mean, when we talk about different 'business units'. The international standards – which are supported by the STATBUS system – say that the SBR should have legal units (i.e. administrative) plus enterprises and local units (statistical units at institutional and functional level, respectively, cf. ISIC and SNA). This will not involve more work for DoS (is supported by STATBUS), and for a business unit with just one location (which is the case for the large majority of business units) the information for the three perspectives coincide in practice.

There was a common understanding that the 'quick wins' among the joint tasks in the near future are:

- **Activity classification cf. ISIC:** DoS offers to teach MIT and CCD staff in the use of the ISIC rev. 4 classification and in the attribution of activity codes to specific larger businesses, where it is difficult to determine the main activity.
- **Identification of inactive units:** DoS could assist MIT and CCD in the identification of inactive units, i.e. which could be get a cessation date in the MIT's and CCD's registers. (In this context the three organizations need to agree, whether the SBR should contain historical information from the outset, i.e. whether inactive units will be transferred to the SBR.)
- **Employment figures:** DoS could assist MIT in compiling employment figures according to MITs grouping of establishments.
- **Statistical units:** It was suggested that MIT and CCD could look into data about whether legal units in their registers have own or joint balance sheets. For the SBR this is valuable for identifying enterprises consisting of more than one unit, and it may be important for the accuracy of national accounts in some industries. Also, this work could be useful for identifying local units.



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- **Sector classification:** At the next SBR activity the twinning experts will present an algorithm for an automated attribution/maintenance of the sector code, cf. SNA, on the basis of combinations of the ownership codes and main activity codes.
- **Detailed mapping of fields in the SBR database:** The experts mentioned that a detailed mapping of data fields from the source registers to the data fields in the STATBUS database needs to be made. This will involve analysis, decisions and matching/merging of the units at the different levels, the relations and all the variables/attributes and value lists that will be used in Jordan's SBR.
- **Communication and publicity:** DoS foresees a larger public communication/visibility event to take place when the SBR (and other results) from the twinning project (and other internationally supported) are achieved. The other partners in the SBR project support this and will contribute. This will be further discussed at a later stage.

There was a common understanding that **urgent tasks** in the near future are:

- **Entering agreements / contract** for the cooperation re the SBR project.
- **Updating of the current statistical frames** which will require both some work on DoS's side and some joint efforts. In this context it must be agreed which data DoS could share with MIT and CCD, and what to do when data in registers and surveys deviate.
- **Design questionnaire for establishment survey**, cf. above. The draft questionnaire will be discussed with MIT, CCD (and other interested national stakeholders) and with international organizations supporting DoS projects (e.g. UNDP). The task will also be discussed in the twinning context late February. The questionnaire shall be finalized in the first half of 2023.

To ensure that nothing important is forgotten (and in order to prioritize actions) it was agreed that MIT, CCD and DoS would discuss internally and then exchange 'needs and wishes' via email before having a joint workshop in order to reach a common position.

With regard to **risks in the project** the following were mentioned:

- **Unexpected needs for IT investment and -support:** There will always come some issue, but no major obstacles are foreseen. However, we could have difficulties if some new data transfers require particular IT infrastructure or qualifications.
- **Legal issues:** These fall into two categories: Firstly, cases where there is no legal basis for data sharing – this goes e.g. for some data from the tax authorities. Changing such situations would require new legislation, which is clearly outside the scope and time frame for the twinning project. Secondly, it could be cases where authorities interpret existing legislation, e.g. in relation to data sharing, differently. In such cases we will try to 'cautiously and diplomatically work around the problem' in order to find common ground with the stakeholders in question. If needed and possible we can seek legal advice.
- **Additional data sources and stakeholders:** It was agreed to draw up a 'stakeholder matrix' of possible additional data sources and stakeholders, including an indicative timeline for when to contact them. It should be noted that some of these will be out of scope for the

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SBR (but relevant for statistical domains), and some will also be outside the scope and timeline for the twinning project, but would be activities on the long term transition of Jordan's statistical system to become register based.

### 3. Conclusions and recommendations

#### **Key Benefits and planning principles:**

- Key benefits of a register-based statistical system are improved timeliness and coherence of statistics, for the benefit of the users.
- Also, response burden on enterprises and costs for producing statistics would be reduced.
- When planning a register-based statistical system it is advisable to proceed in steps and implement different elements to statistics when they are good enough; they do not have to be perfect.
- Co-operation with other data holders (in addition to MIT and CCD) like ministries, municipalities, licensing authorities, business associations, trade unions, electricity companies etc. should be enhanced.
- DoS should draw up a stakeholder matrix of possible additional data sources and stakeholders, including an indicative timeline for contacting them.

#### **Success criteria for the SBR-project:**

- The SBR project will be considered as a success when the following requirements are met:
- Technical matching of the existing registers is carried out and results evaluated.
- The STATBUS based SBR system has been set up in DoS.
- Permanent Data transmission and co-operation between DoS and the two pilot organizations,
- Ministry of Industry and Trade and Companies Control Department, has been designed, agreed and implemented.
- DoS has prepared a roadmap for next steps in establishing co-operation with more administrations, including analysis of challenges of co-operation and solutions to them.

#### **SBR, National Accounts and Business Surveys:**

- A good quality SBR will provide business surveys better tools to target samples for different data needs.
- It will be possible to replace or reduce the contents of business surveys by direct data collection using administrative data flows through the SBR.
- In National Accounts there are several quality aspects that could be improved through good quality business register.
- The scope and contents of the SBR in relation to other statistical instruments that could be used to fulfill National Accounts needs should be carefully considered.
- For some NA data issues, it may be cost-effective to use other data sources than the SBR.

#### **Co-operation with other administrations:**

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- Enhanced co-operation of administrations is key to success. The win-win nature of the benefits should be highlighted for all the participating organizations.
- Co-operation processes should ensure that all layers of administration – from ministries to departments and expert-level co-operation – are committed to the joint goal.
- MIT and CCD are partners of strategic importance to DoS and they are committed and contribute in a cooperative spirit.
- The co-operation should be institutionalized by formal agreements/MoUs between DoS and partners.

### **Urgent tasks and quick benefits:**

- DoS should investigate and evaluate alternative sources of employment data (and other vital data elements) in SBR to determine the best sources.
- DoS could teach and support MIT and CCD staff in the use of the ISIC rev. 4 classification (if agreed and covered by MoU with the partners).
- The EU experts could give advice on conversion from ISIC rev. 3 to ISIC rev. 4 (including automated recoding).
- DoS could assist MIT and CCD in the identification of inactive units.
- DoS could assist MIT in compiling employment figures according to MIT's grouping of establishments (smaller 'one-off' activity – not based on SBR).
- DoS, MIT and CCD should together investigate, whether some of the data needs for National Accounts could be fulfilled using existing data.
- Data- and user needs should be examined systematically in co-operation with statistical areas and key institutions using statistics. This will take into account the comprehensive World Bank study on user needs.

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## **Annex 1. Terms of Reference**

### **Terms of Reference**

#### **EU Twinning Project JO 21 ENI ST 01 22**

##### **Component 1:**

Roadmap for the development of an integrated administrative data system in Jordan with pilots on Statistical Business registers (SBR) and population statistics

##### **Activity 1.2.1:**

Strategy for cooperation with administrative data owners for establishing a SBR

*Dates: 16-19 January 2023*

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Annex A. Program for the activity

Annex B. Participants

Annex C: Achievements and challenges for building a SBR in Jordan (PowerPoint presentation)

**List of abbreviations**

BC	Beneficiary Country
CoE	Census of Establishments
DoS	Department of Statistics
ESS	European Statistical System
MS	Member State
NA	National Accounts
RTA	Resident Twinning Advisor
SBR	Statistical Business Register
STE	Short Term Expert
ToR	Term of References

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## **0. Objective and Mandatory Results for the component**

### ***Objective***

*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 long-term project. The main 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 a statistical business register (SBR) and improving the quality of population statistics. In relation to business statistics specifically, the development of a SBR it is essential to integrating different data sources, and providing additional analysis without increasing costs.

SBR is 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 and National Accounts.

The lack of a comprehensive SBR was identified as an obstacle to future improvements of DoS statistics back in the 2015 Twinning project led by Statistics Denmark. 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 pilot project will examine available administrative data sources on business entities.

Recently the [Jordan Economic Modernization Vision 2030](#) was launched and “[Smart Jordan](#)” was identified as one of the eight Growth Drivers to implement the Economic Modernization Vision. The ‘Smart Jordan Driver’ includes seven sectors where data is one of them. This indicates the national interest to ensure constant and reliable data sources, and robust statistical systems that contribute to timely and informed policy making. It is expected that one of the measures that will be taken is to transform Jordan's Department of Statistics (DoS) into an interactive National Statistical Center (NSC).

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Component 1 is sub-divided in five sub-components each with a Mandatory Results (MR) and two to four indicators of achievements associated with the sub-component.

***Mandatory results and indicators for achievement for each sub-component***

**Table 1: Mandatory results and indicators for achievement (IA) for each sub-components within Component 1: an integrated administrative data system for Jordan**

<b>MR from the Twinning Fiche</b>	<b>Indicator</b>
<b>MR 1.1:</b> Compile an inventory of administrative data on business and households and an indicative roadmap for inclusion in an integrated system	<p><b>Indicator 1.1.A:</b> Inventory of administrative data variables and detailed supporting metadata prepared</p> <p><b>Indicator 1.1.B:</b> Tentative roadmap prepared for inclusion of data in integrated system</p>
<b>MR 1.2:</b> Pilot project to develop strategy for integrating administrative data sources for the purposes of creating an SBR	<p><b>Indicator 1.2.A:</b> Administrative data sources identified and assessed and plan developed for integrating these with Census of Establishments (CoE) information in an SBR</p> <p><b>Indicator 1.2.B:</b> 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><b>Indicator 1.2.C:</b> Explore how SBS can benefit other statistical domains in the DoS</p>
<b>MR 1.3:</b> Undertake pilot project on how administrative records can be used to strengthen population statistics and inform framing of the 2025 CoP questionnaire	<p><b>Indicator 1.3.A:</b> Inventory of data sources prepared and assessed and action plan for incorporation in DoS statistics developed</p> <p><b>Indicator 1.3.B:</b> Methodology developed for incorporating administrative data</p> <p><b>Indicator 1.3.C:</b> Documentation prepared on statistical standards, classifications, identifiers, mapping etc.</p> <p><b>Indicator 1.3.D:</b> Review of how administrative data can assist in developing the COP 2025 questionnaires</p>
<b>MR 1.4:</b> Develop strategy for ensuring flows of data between the DoS and counterpart institutions are established on an ongoing basis for pilot projects above	<p><b>Indicator 1.4.A:</b> Review of technical infrastructure for data transfers and action plan prepared based on 1.1 and 1.2 above</p> <p><b>Indicator 1.4.B:</b> MoUs agreed between DoS and partner institutions</p> <p><b>Indicator 1.4.C:</b> Agreement on statistical standards, classifications, identifiers etc. between DoS and partner institutions</p> <p><b>Indicator 1.4.D:</b> Review of data flows within the DoS</p>
<b>MR 1.5:</b> 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	<p><b>Indicator 1.5.A:</b> Detailed documentation on statistical standards, classifications, identifiers etc. developed.</p> <p><b>Indicator 1.5.B:</b> Comprehensive training programs and workshops provided for DoS staff and partner institutions</p> <p><b>Indicator 1.5.C:</b> DoS leadership role in ensuring proper statistical standards applied across the Jordanian statistical system reinforced.</p>

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**1. Purpose of the activity**

The purpose of this activity is to draft a roadmap for enhancing a Statistical Business Register (SBR) in Jordan including a strategy for the cooperation with stakeholders. Furthermore, best international practices for Memorandum of Understanding (MoU) will be discussed.

***Background information for enhancing SBR at DoS***

As background information for building a roadmap for an enhanced SBR in Jordan the current achievements and challenges are provided in annex C. In table 2 the known available variable from key administrative sources are listed.

In brief, DoS has reach out to the following five owner of administrative data where the two first two is regarded as the most important according to the Fiche.

- The Ministry of Industry and Trade
- Companies Control Department
- Income and Tax Department
- Greater Amman Municipality
- Social Security Corporation
- Ministry of Local Administration
- Ministry of digital Economy and Entrepreneurship

**Table 2:** Current variables in the current SBR as well as know available variable from different key sources of administrative data (Based extract from appendix c).

Source/Variable	SBR in DoS	Companies Controller Department	Social Security Corporation	Greater Amman municipality
Commercial name for the establishment	x	x		
Common name	x			
Establishment's owner name	x			
Establishment's owner nationality	x			
Establishment's owner national number	x	x		
Establishment's registration number	x	x		
Detailed address	x	x		
Number of workers			x	
Establishment's size				x
Establishment's registration date	x	x		
Registered capital	x			
Establishment's legal entity	x	x		
Occupation and description of economic activity			x	

Currently, the SBR is stored and managed in Excel. However, at the initial planning mission for this component it was decided to test the suitability of using StatBus as the platform for SBR. StatBus is as a client-server based system for storing and maintain information on businesses from administrative sources, surveys and censuses. StatBus is based on the UN international guidelines for development and maintenance of statistical business registers.

***Strategy for the cooperation with stakeholders for establishing a SBR***

Broader coalitions resulting in wider public sector collaborations are very conducive to the expansion in the use of administrative data, as well as the establishment of good practices. In order



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to ensure a good cooperation with the stakeholders it is essential to build a good relation and cooperation with administrative data owner and to establish written agreements in form of a Memorandum of Understanding (MoU). In some cases legal changes might be needed as well, e.g. as in the case of receiving administrative data from Income and Tax Department.

## 2. Expected output of the activity

- First draft for a Roadmap for establishing of SBR at DoS outlined;
- Best international practices for Memorandum of Understanding (MoU's) discussed;
- Awareness of obligations and benefits of a high quality SBR among owner of administrative data;
- Recommendations for next steps;
- Activity report;

## 3. Participants

### *MS Short Term Experts (STE's)*

- **Mr. Søren Schiønning Andersen**, Director of Business Statistics (DK). Mr. Andersen has more than 20 years of experiences in the field of business statistics. Since 2014 Mr. Andersen hold the position Director of Business Statistics. In addition Mr. Andersen is a member of the Business Statistics Directors Group in Eurostat as well as the Strategic Development Group in Eurostat. Mr. Andersen has extensive expertise in top management, business registers, register based statistics and use of administrative data for production of official statistics.

E-mail: [ssa@dst.dk](mailto:ssa@dst.dk)

- **Mr. Timo Koskimäki**, Dir. International Affairs and former Deputy Director General (FI). Mr. Koskimäki has more than 20 years of experiences in the field of business statistics including seven years as Deputy Director General. Mr. Koskimäki has extensive expertise on modernization of production processes; methodologies and ICT-architectures; Managing stakeholder relations, especially in the field of new data sources.

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### *DoS experts*

- BC Component Leader: Mr. Jaffar Ababneh, Director of Data management Directory, DoS.

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Additional experts from DoS: The full list will prepared by DoS be provided in an Annex.

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### ***Stakeholders***

High-level representatives and employees with practical experiences with administrative data and data content in the stakeholder institutions. At this mission, a two days meeting will be set up with:

- The Ministry of Industry and Trade
- Companies Control Department

### ***Twinning team***

- Eng. Mohammad Khalaf, Director of Sustainable Development Unit, Department of Statistics (DoS), Jordan (RTA Counterpart)
- Dr. Charlotte Nielsen (RTA)
- Ms. Hala Abdallat (RTA Assistant) /Ms. Zaina Amireh (Language Assistant)

## **4. Resources**

In order to state the importance of an improved SBR for DoS, the Jordanian society and decisions makers, it is essential that a representative from the higher management of DoS is present when meeting the stakeholders.

Translation and interpretation will be provide throughout the activity. Translation will be provided as sequential translation. Therefore, please keep frequent pauses when presenting and talking allowing our project translator to provide as accurate a translation as possible.

All material will provided in both English and Arabic before, under and after the Mission.

The venue will the Meeting room at DoS. Overhead projector, flip-overs and other office material will be available.

## **5. Prerequisite and preparation needed before Meeting the stakeholders**

- Approval and engagement form the High-level Management in DoS
- To reflect the commitment and seriousness of establishing an enhaced enhanced SBR the High-level Management of DoS has to be represented when meeting the stakeholders
- An official invitation from DoS has to be mailed out to The Ministry of Industry and Trade and the Companies Control Department – in that respect the right people to be invited need to be identified and agreed on
- DoS need to be prepared in terms of knowing legislations that can affect the cooperation

## **6. Overall agenda**

- Day 1: Strategy for the cooperation with stakeholders for establishing a SBR
- Day 2: Stakeholder meeting
- Day 3: Stakeholder meeting
- Day 4: Roadmap for enhancing a SBR at DoS and sum

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**Annex 2: Programme for the mission**

<b>Date</b>	<b>Venue</b>	<b>Time</b>	<b>Topic</b>
Monday 16 January 2023	DG Meeting room – 1th floor	09:00 – 09:45	Welcoming, acquaintance, program of the week (Mr. Mr. Jaffar Ababneh and Charlotte Nielsen)
		09:45 – 10:30	<b>MS:</b> Strategy for cooperation with administrative data owners for establishing a SBR in Finland (Mr. Timo Koskimäki)
		10:30 – 10:45	Coffee break
		10:45 – 11:30	<b>MS:</b> Strategy for cooperation with administrative data owners for establishing a SBR in Denmark (Mr. Søren Schønning Andersen)
		11:30 – 12:15	Lunch break
		12:15 – 15:00	<b>MS and BC</b> Preparatory work for meeting the stakeholders
Tuesday 17 January 2023	DG Meeting room – 1th floor	09:00 – 09:30	<b>MS:</b> Summary and conclusion from day 1
		09:30 - 12:00	<b>MS and BC:</b> Stakeholder meeting with the Ministry of Industry and Trade and the Company Control Department – part 1
		12:00 – 13:00	Lunch break – food will be provided
		13:00 – 15:00	<b>MS and BC:</b> Stakeholder meeting with the Ministry of Industry and Trade and the Company Control Department – part 2
Wednesday 18 January 2023	DG Meeting room – 1th floor	09:00 – 09:30	<b>MS:</b> Summary and conclusion from day 2
		09:30 – 12:00	<b>MS and BC:</b> Stakeholder meeting with the Ministry of Industry and Trade and the Company Control Department – part 3
		12:00 – 13:00	Lunch break - food will be provided
		13:00 – 15:00	<b>MS and BC:</b> Stakeholder meeting with the Ministry of Industry and Trade and the Company Control Department – part 4
Thursday 19 January 2023	DG Meeting room – 1th floor	09:00 – 09:30	<b>MS:</b> Summary and conclusion from day 3
		09:30 - 12:00	<b>MS and BC:</b> Summarizing the results and next steps
		12:00 – 13:00	Lunch break
		13:00 – 14:30	<b>MS and BC:</b> Drafting steps for a roadmap
		14:30 – 15:00	<b>MS and BC:</b> Evaluation of the mission and final remarks

**Abbreviations:****MS** = EU Member State (Denmark, Germany, Italy, Lithuania, Finland);**DoS** = Department of Statistics, Jordan

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### **Annex 3. Persons met**

*The list will be updated by the Twinning team after the Mission*

#### ***From DoS***

- Dr. Tayseer Muqdadi, Technical Assistant to the Director General  
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- Dr. Ali Al Shebli, Operational Assistant to the Director General  
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- Dr. Fozan Alhurout, Administrative and Financial Affairs Assistant to the Director General  
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- Mr Jafaar Ababneh, Director of Data Management Directory / BC CL 1  
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- Mr Mohammad Abdel Razzaq, Director of Economic Surveys/ BC CL 3  
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- Mr. Omar Hakouz, National Account Expert  
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- Mr Walid Battah, Director of National Account  
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- Mr. Murad Bani Hamad, Head of Annual Accounts  
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- Mr. Abd Alwahad Alharaizeh, Staff / Business Register  
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- Ms. Anwar Alkhasbah, Staff / Business Register  
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- Ms. Safa'a abu Ghaitah, Staff / Business Register  
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- Mr. Mohammad Shatnawi, Staff / IT department  
[Mohammad.Shatnawi@DOS.GOV.JO](mailto:Mohammad.Shatnawi@DOS.GOV.JO)
- Eng. Mohammad Khalaf, Director of Sustainable Development Unit, Department of Statistics (DoS), Jordan (RTA Counterpart)  
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*Stakeholders*

**Ministry of Industry and Trade:**

- Eng. Shadi Deabat / Director of the Information Technology Directorate  
[shadi.deabat@mit.gov.jo](mailto:shadi.deabat@mit.gov.jo)
- Ms. Diana Alaqtash / Assistant Director of Economic Policies / Head of the Studies Department.  
[Diana.Alaqtash@MIT.GOV.JO](mailto:Diana.Alaqtash@MIT.GOV.JO)

**Companies Control Department**

- Mr Hashem Alhersh / Director of Human Resources and Institutional Development  
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