



Higher Population Council Strategy for the Years (2015-2019)



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for the Years (2015-2019)**



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Forward :

Based on the pioneering role played by the Higher Population Council in developing population policies and initiating advocacy for them and following up on the implementation of national plans related to population and development issues so as to ensure attaining the returns of demographic opportunity that will reach its peak in 2030, which stresses the importance of linking the demographic shift and growth rates in the composition of the population age groups with the economic and social development matters to raise the standard of living of the population.

Higher Population Council is proud to issue its Strategic Plan for the years 2015-2019, as it will be the roadmap which will govern the future trends and expectations of the Council within its mandate related to formulating policies, supporting decisions related to population, promoting awareness around them and strengthening the bonds of partnership between local and concerned international institutions, as HPC is the reference party concerned with population and development issues.

This document has been issued to set for HPC and all its partners and supporters the strategic goals and initiatives that should be adopted and implemented to achieve the council vision, strategic goals, and being able to carry out its mandate concerned with the population and development issues properly.

The plan includes five strategic objectives: Establish a supportive policies and legislations environment for population and development issues in order to achieve and attain the returns of the demographic opportunity, reinforce the cooperation with partners concerned with the population and development issues and expand them, work on achieving the financial sustainability for the council, increase awareness level of the population and development issues and Improve the council's operations efficiency and quality of outputs.

The strategic plan has been developed utilizing a scientific methodology and adopted a participatory approach during development stages in consultation with all partners, stakeholders and entities supporting the Council.

Having the owner to present this strategic plan, I would like to express my sincere thanks and gratitude to Her Royal Highness, Princess Basma Bent Talal, for her ongoing directives and continuous support for the general secretariat of the Council and for supporting all population and development issues.

I am also thankful for every one contributed in the development of this strategy, starting from our partners in Government and non-governmental organizations, Donors , Abico Management Consulting team , and last but not least our strategic planning team and all staff members of HPC.

We are launching the Strategic Plan to continue our outstanding efforts to serve achieving the national development goals and contribute in reaching citizen prosperity.

May God guide us to all blessings under the Hashemite banner.

Secretary General

Dr. Sawsan Al Majali



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About Higher Population Council



As social work has changed from being performed on a charitable basis to be carried out on a sustainable development manner, aiming to support low income families to become financially independent, a need for specialized national body concerned with all population development concerns has been emerged; accordingly Her Royal Highness Princess Basma Chairperson of the Board of Trustees of The Jordanian Hashemite Fund for Human Development (JOHUD) initiated in 1988 a proposal to the government to establish the Jordanian National Population Commission (JNPC), which was adopted immediately, including a General Secretariat hosted by JOHUD.

The HPC is empowered with the authority to direct national efforts to achieve sustainable development by striving to create a balance between population growth, economic development requirements and the national resources. In 2002, The Higher Population Council (HPC) was founded to replace the Commission.

In 2002, The Higher Population Council (HPC) was founded to replace the Commission and was headed by the Prime Minister to address a number of population issues that affect development. In 2008, HPC was reformed and headed by the Prime Minister, then reconstituted in 2012 under the chairmanship of the Minister of Planning & International Cooperation and members of:

The Higher Population Council Members:

- Seven active ministers (Minister of Planning “President of HPC”; Minister of Labor; Minister of Health; Minister of Awqaf and Islamic Affairs; Minister of Social Development; Minister of Education; Minister of Higher Education & Scientific Research).
- Secretary General of the Higher Council for Youth.
- General Manager of the Vocational Training Corporation.
- Secretary General of the Jordanian National Commission for Women’s Affairs.
- Director General of Jordan Radio and Television Corporation.
- President of the National Center for Human Resources Development.
- Secretary General of the Higher Population Council.
- Two members representing the private sector.



In 2011, Prime minister has approved forming an executive committee for the council to facilitate performing its mandate and achieving the objectives under the chairmanship of the minister of labor and membership of:

Council Executive Committee Members:

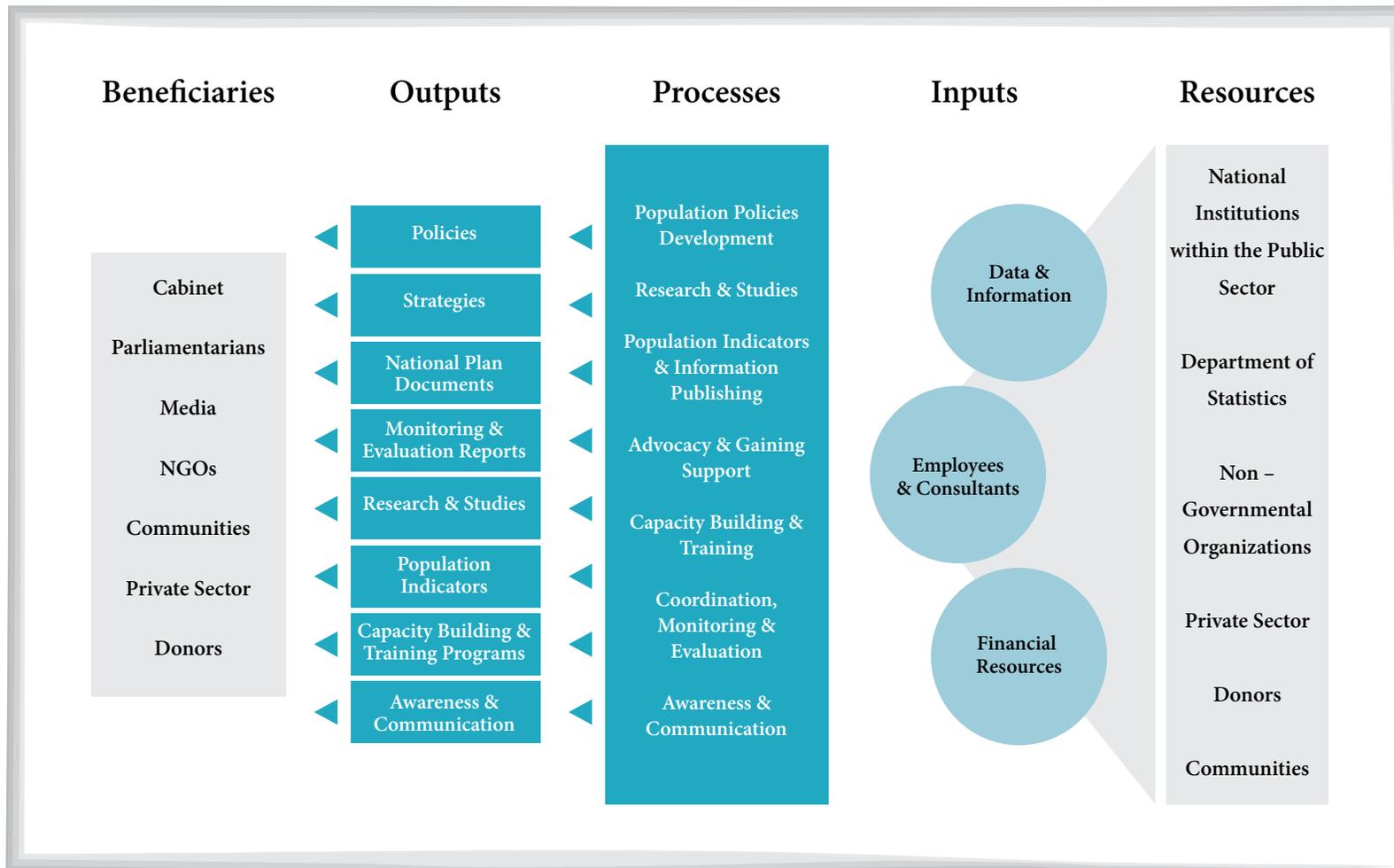
- Minister of Labor (President).
- Secretary General of the ministry of health.
- Secretary General of the Higher Education & Scientific Research.
- Director General of Jordan Radio and Television Corporation
- One member representing the private sector
- Secretary General of the Higher Population Council.

Higher Population Council Mandate:

The Higher Population Council mandate emerged from the HPC adding value cycle, which was extracted from its Business Model (Figure number 1 below), as the council was formed by the cabinet to be the reference entity to develop policies, strategies and action plans related to population and development issues, coordinates with all concerned national governmental, private and volunteering institutions, monitors and evaluates implementation of these plans, initiates advocacy, provides relevant information, raise awareness and strengthens national capacities in the population and development field. Below the summary of HPC Mandate:

- Develop population policies and gaining support for them.
- Develop strategies and national plans for promoting awareness of population and development issues.
- Reinforce the participation of public and private organizations in planning, managing and implementing projects and programs related to population and development.
- Improve the national capacities in population and development field.
- Provide relevant information and population indicators that help decision makers in planning.
- Monitor and evaluate implementation of policies, strategies and action plans related to population.

Figure No. (1): HPC Business Model





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Strategy Development Methodology

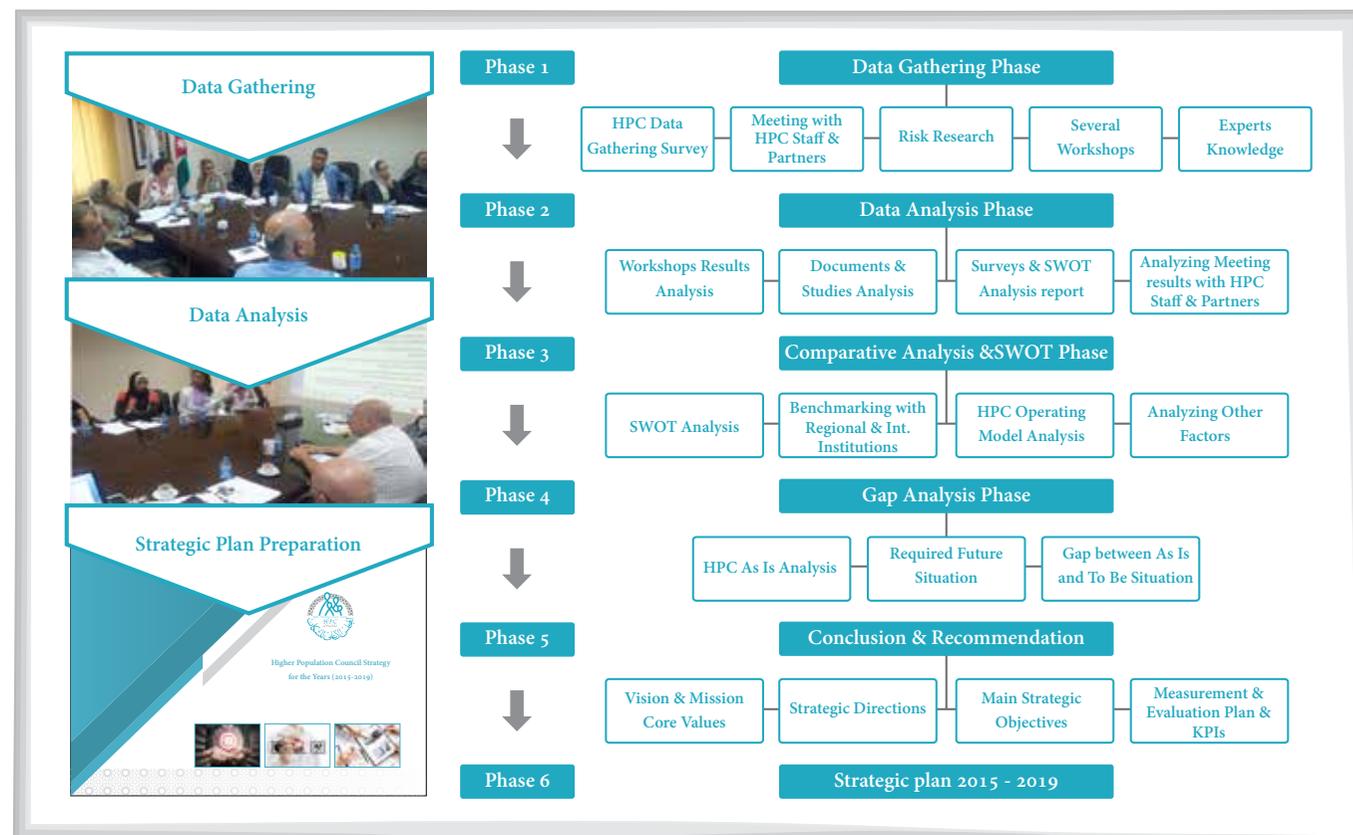
With the technical support of Abico Management Consulting Company, best practices were followed in preparing the Strategic plan for the Higher Population Council for the years (2015-2019).

Additionally, a participatory approach has been used during strategic plan development phases, by involving the general secretariat staff headed by the HPC secretary general before reaching and agreeing on HPC vision, mission and core values statements as well as identifying strategic directions, objectives and smart goals linked with key performance indicators and agreeing on the measurement techniques that will be used.

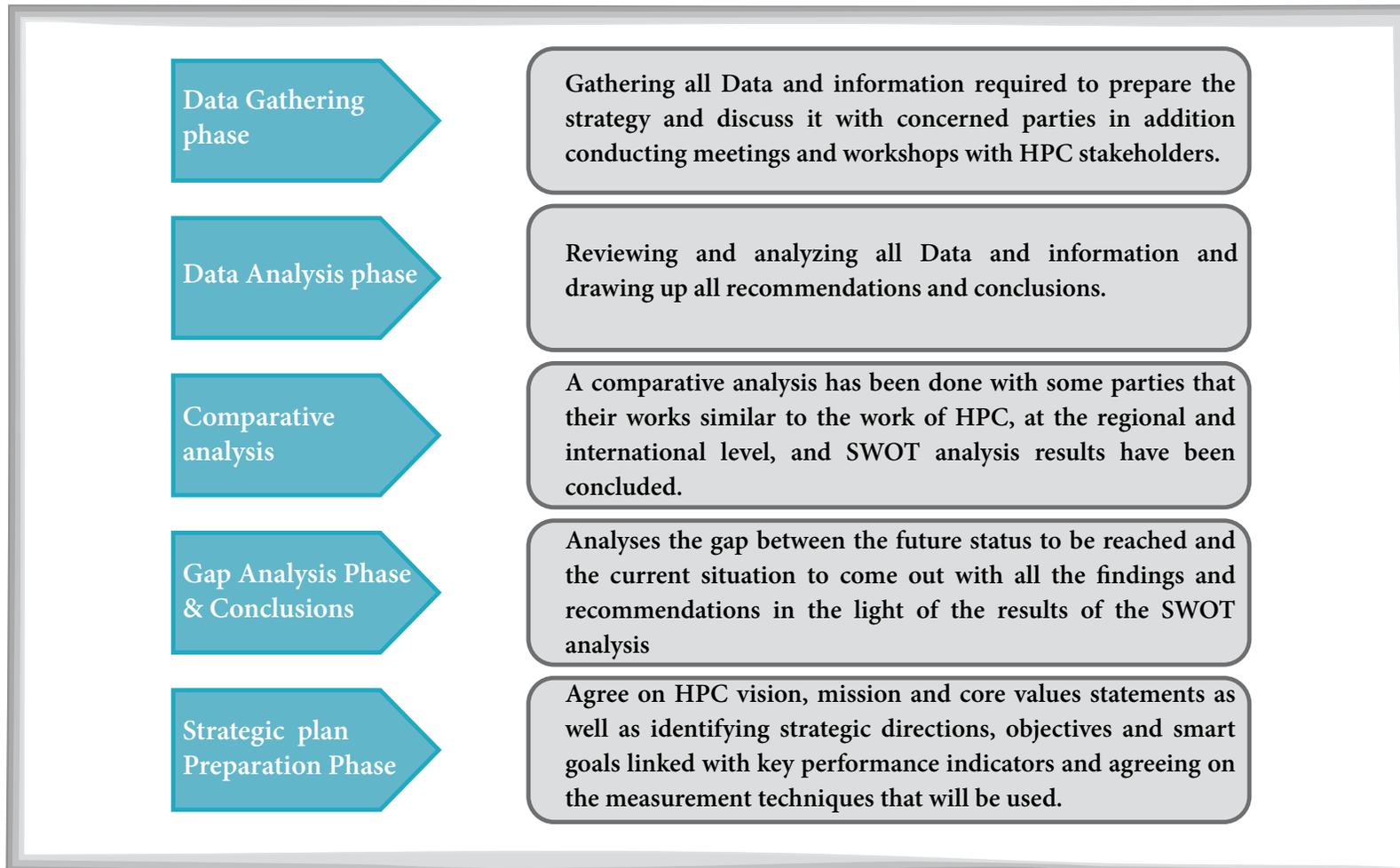
Chart Number (2): (Strategy Development Methodology)

Moreover, consultation with HPC partners and all its supporting parties has been carried out during strategic plan development phases through conducting one to one meetings and workshops.

Thus, all strategic plan parts have been discussed and agreed on with the general secretariat staff headed by the HPC secretary general before finalizing them; this was done to guarantee the actual buying in from HPC staff for the strategic plan and achieving successfully the aimed goals during the coming five years.



Below is a summary of the strategic plan development phases:





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SWOT Analysis



SWOT Analysis is considered as one of the methods which are used in strategic plan analysis and consists of the following:

- a) Identifying Strengths that create success and guarantee the distinction of the council in the present and future.
- b) Identifying Weaknesses that should be solved to strengthen the role of the council.
- c) Identifying Opportunities exist in the external environment, which include all factors that emphasize achieving success if being utilized properly.
- d) Identifying Threats exist in the external environment, which could lead to obstacles and drawbacks in the council performance.

This analysis helps in identifying the core abilities for the council to find its competitive edge that emphasize its role in dealing with the Population and Development issues.

It also helps in identifying HPC strategic mandate and its linkage with the council organization structure, to ensure having all proper organizational units to perform the tasks related to HPC Strategic objectives, Vision, Mission and Core Values.

SWOT Analysis results have been concluded after covering all internal and external parties concerned with HPC mandate. A comprehensive questionnaire has been developed and distributed among HPC staff, in addition to the meetings conducted with all managers and partners working with the council to finally present the results of the analysis on the secretary general and the general secretariat through consensual workshops before agreeing on SWOT Analysis results and coming out with the HPC Vision, Mission and Core Values.

Strengths

- The multitude of institutions and partners which support the mandate and programs performed by the Higher Population Council along with many directive committees represents these parties, which would help achieving the HPC aimed goals.
- The existence of a Board from all the ministries and institutions concerned with HPC mandate along with an executive committee and experienced secretary general who is able to perform duties properly towards achieving the aimed vision.
- The national framework concerned with population and developments policies (included in the Demographic Opportunity document) was adopted by the cabinet and all the concerned ministries and organizations were directed to execute these approved policies.
- The Higher Population Council has a clear strategy along with coherent work plans and smart key performance indicators that can be measured.
- Having an effective general secretary for the Higher Population Council represents the ministries and organizations concerned with HPC mandate, which would help achieving the HPC aimed goals.
- Applying an effective mechanism to follow up on executing the council's activities through periodic meetings along with monthly, quarterly and annual progress reports.
- Having competent experienced staff at HPC who are capable of performing tasks in a professional manner, in addition to the continuing efforts of the council to develop their staff through a yearly training plan.
- Having an advanced Information technological network in the council in addition to applying internally Standard Operating Procedures including the processes dealing with the partners.
- The membership of the council in the sectional and technical committees of several organizations to guarantee the merging of the demographic dimensions in the related development plans.

Weaknesses

- HPC staff headcount is insufficient compared to the tasks required from them in addition to the lack of adequate administrative staff.
- The issues of population development and demographic opportunity are not among the priorities of some decision makers as a result of the prevailing circumstances facing the kingdom in addition to the fact that the council influence on the decision makers is not effective due to its role as only a consulting entity.
- The divergent of the tasks delegated to the council in addition to the multitude of entities working on the issues of population and development, which hinders the process of execution as well as the process of controlling and following up on these issues along with having weak corporation from some HPC partners or concerned parties.
- Some information, indicators, numbers or reports being provided to the council by some concerned parties are not precise.
- Some of the HPC planned programs, projects and initiatives are being postponed delayed or cancelled due to the fact that the implementation of these programs depends on receiving financial aids by other parties.
- Lack of available financial sources for the HPC and the fact that it is financially dependent on external parties.
- Lack of experts within HPC Staff and its dependency on contracting with external experts to execute some of the works, programs and studies. This is added to the lack of specialized experts in the issue of demographic opportunity in Jordan.
- The HPC does not have a fixed annual budget and a changeable budget is assigned each year. Moreover, some of the HPC programs and projects depend on funds provided by donors and external parties.
- The lack of experience for some of the HPC staff in the fields of the policies development, initiating advocacy, social marketing and the demographic opportunity and others alongside with the existence of vacant staff in the ministry of labor assigned for the council.
- The lack of quality culture for some HPC staff.
- Human resources systems in the HPC are not activated in a complete frame such as systems related to succession and career development plans, employee and customer satisfaction evaluation programs as well as capacity building programs and others.
- The large number of reports and paper documents filled in the HPC and the duplication for some of the indicators at these reports.
- Policies and activities implemented by the partners will be discontinued in case of stopping the funding. Furthermore, HPC is not applying the proper verification and audit procedures thoroughly.
- Progress monitoring mechanism applied at the HPC depends on the degree of achievement not on the quality of work performed or impact level of the performed initiative or the project.

Opportunities

- The existence of a national framework concerned with population and developments policies in the demographic opportunity document, which was adopted by the cabinet and all the concerned ministries and organizations were directed to execute these approved policies.
- The fact that the political leadership is supporting the issues of population and developments along with the possibility of initiating advocacy and gaining the support of decision makers after the government has already adopted a national plans with specific development goals (represented in the national agenda, executive development programs and the preparation of the economic plan for the next ten years).
- Creating an influence to implement policies related to population matters through initiating advocacy with the Population, environment and Health Committee at the Senate as well as Population, Labor and Social Development Committee at the House of Representatives or through working with any other effective committees.
- The presidency of the ministry of planning to the national directive committee to follow up on the implementation of policies included in the demographic opportunity document.
- The existence of a board, general secretary and an executive committee at the level of ministers.
- The present demographic situation in the shadow of obligatory immigration and limited financial resources is a suitable environment to initiate advocacy and gain support of decision makers for the issues related to population and development.
- The existence of king Abdullah II award for Excellence.

Threats

- The rapidity of change in the leadership of the supporting institutions and partners which forms an additional burden on the HPC in gaining the support of the new leadership
- External funding provided to Jordan is not sustainable with the economic crisis in addition to the fact that priorities for funding developmental projects have also been changed.
- The divergent, multitude and difficulty of the issues related to population and development as well as the variety of parties concerned with these issues threatens achieving the aimed goals on these issues.
- The unexpected circumstances occurred in Jordan such as the existence of a large number of Syrian refugees and other events, which have an influence on the population and development issues and affect the effectiveness of all studies, programs and projects which have been prepared before these events.
- The likelihood of not achieving the objectives that HPC is aiming for in the short term due to the fact that the nature of these goals that are related to the population and development matters only achieved gradually and in the long term.
- The shortage in the number of experts who are specialized in population and demography fields in Jordan.
- Lack of awareness of the Demographic Opportunity concept for some of the concerned parties as it is related to the future, which will be reflected on not considering it as a priority and concentrating on treating the present issues instead.

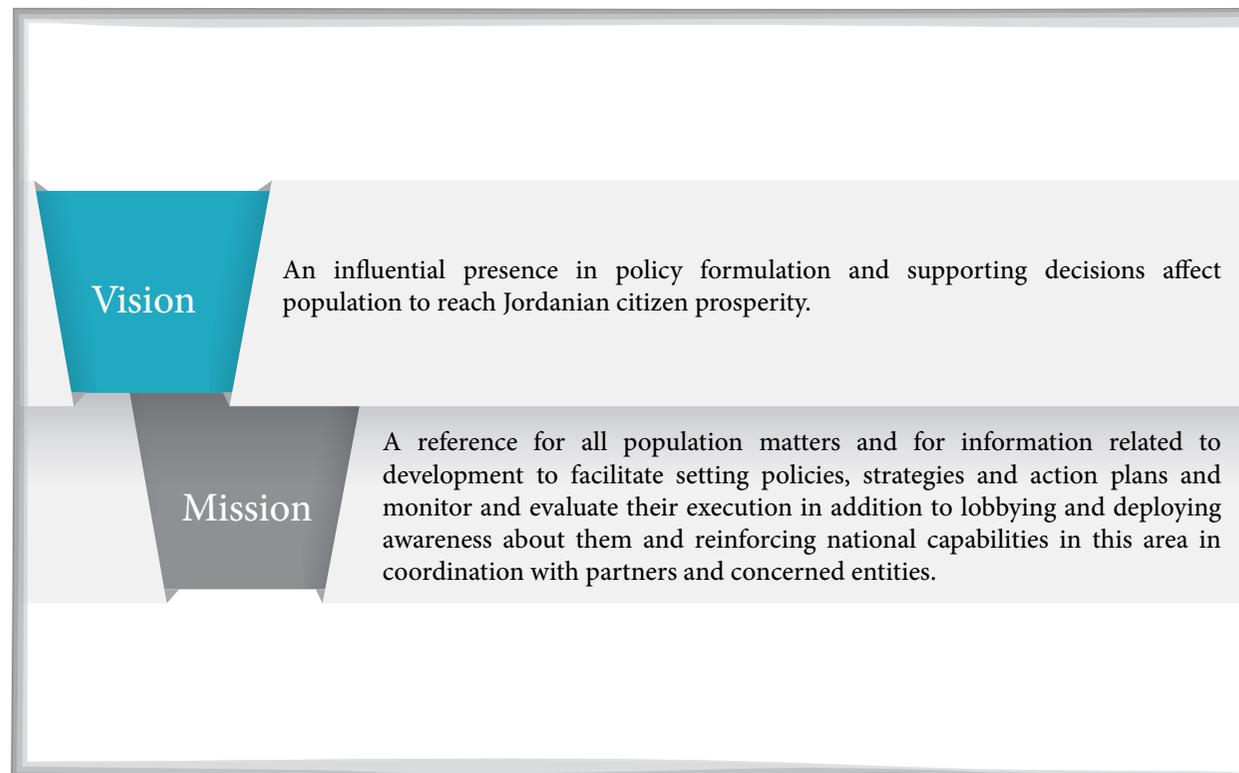


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Vision, Mission and Core Values

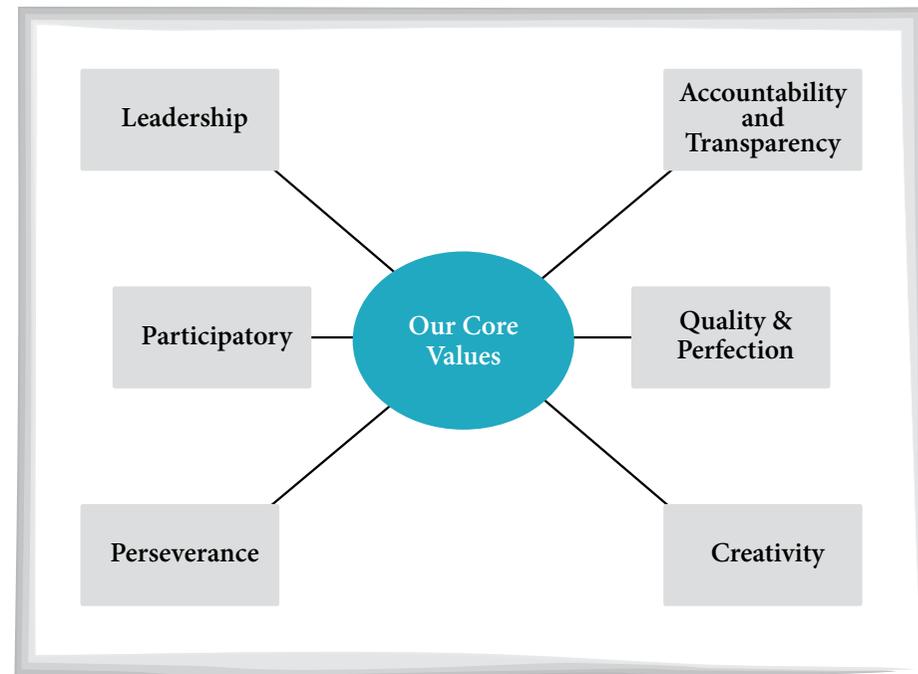
The council is seeking to achieve its vision in the long term and the General Secretariat for the Higher Population Council headed by the Secretary General have continually dedicated their human and financial resources during the past years towards achieving all the goals related to population and development issues.

As part of the comprehensive analysis that have been done during the process of developing Strategy for the years (2015-2019), and after identifying Strategic Directions for the council for the next five years, we have also reviewed HPC Vision, Mission and Core values to ensure their matching with its business model, and the core objectives which the council been established for until finally agreeing on the following Vision, Mission and Core Values:



Core Values

- **Accountability and Transparency:** We work transparently with all private and public entities as well as the people & continually disseminate the results of our performed studies and conducted activities committing to our faith that we are responsible to perform our tasks properly with high quality in front of all parties.
- **Leadership:** We believe that we are pioneers in our field, and this requires initiative.
- **Participatory:** We believe that the success of the council in performing its mandate and achieving the goals related to population and development cannot be reached without team work and active cooperation and mutual support from all partners, service providers, decision makers, beneficiaries and any other party involved in population and development matters.
- **Quality And Excellence:** We work according to standards and specifications of excellence, to ensure quality results, and we seek to improve our performance and results of our work constantly.
- **Creativity:** We believe that every issue of population and development cases is unique to their requirements and needs to be addressed creatively. Therefore we seek to find innovative solutions for each case.
- **Perseverance:** We believe that in order to reach our aimed goals related to population and development issues, hard working, persistence and following up with various parties is required.



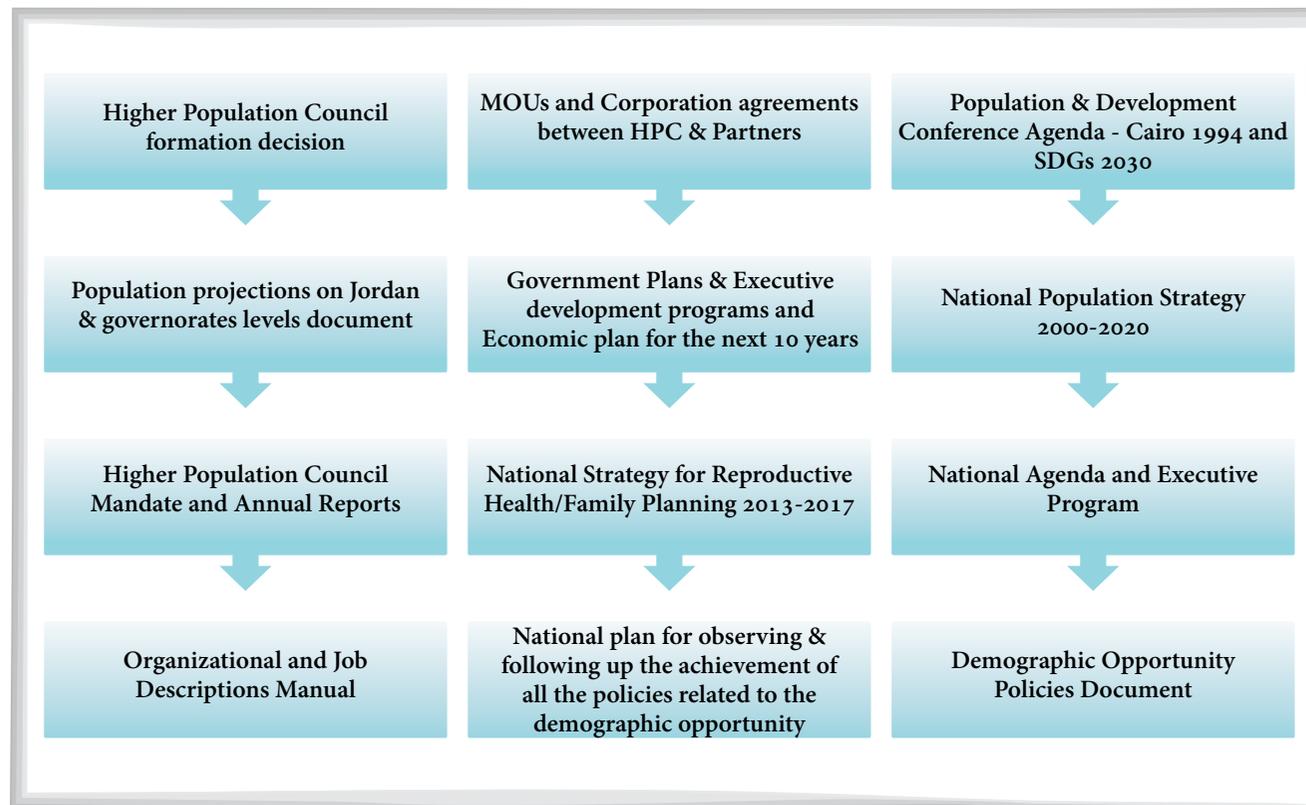


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Strategic Directions

To ensure the alignment of this strategic plan with the national goals, we have reviewed In addition to the performed comprehensive SWOT analysis, meetings conducted with HPC Staff and all relevant partners, as well as the conducted benchmark with other regional and international organizations similar to the council, we have reviewed all deliverables being issued by HPC, national agenda, development framework and national objectives which the council seeks to achieve (As shown in Figure (3) below). This was performed to ensure we have covered the scope, major goals the council been established for, prior to identifying HPC vision, mission and strategic goals for the next coming five years (2015-2019).

Figure No. (3): Some of the reviewed and analyzed documents before developing HPC Vision, Mission and Strategic Goals for the next five years (2015-2019).



On the other hand, we have reviewed goals included in the National Agenda document (As per Figure (4) below) as well as reviewing all objectives mentioned in the demographic opportunity document (As per Figure (5)). Based on the results of the analysis of the national strategies and initiatives, SWOT analysis and comparative studies, meetings and workshops that have been conducted during HPC Strategy development, we have come out with strategic directions that are consistent with the national objectives on one hand and consistent with the HPC business model on the other hand.

Figure No. (4): National Agenda Development Dimensions

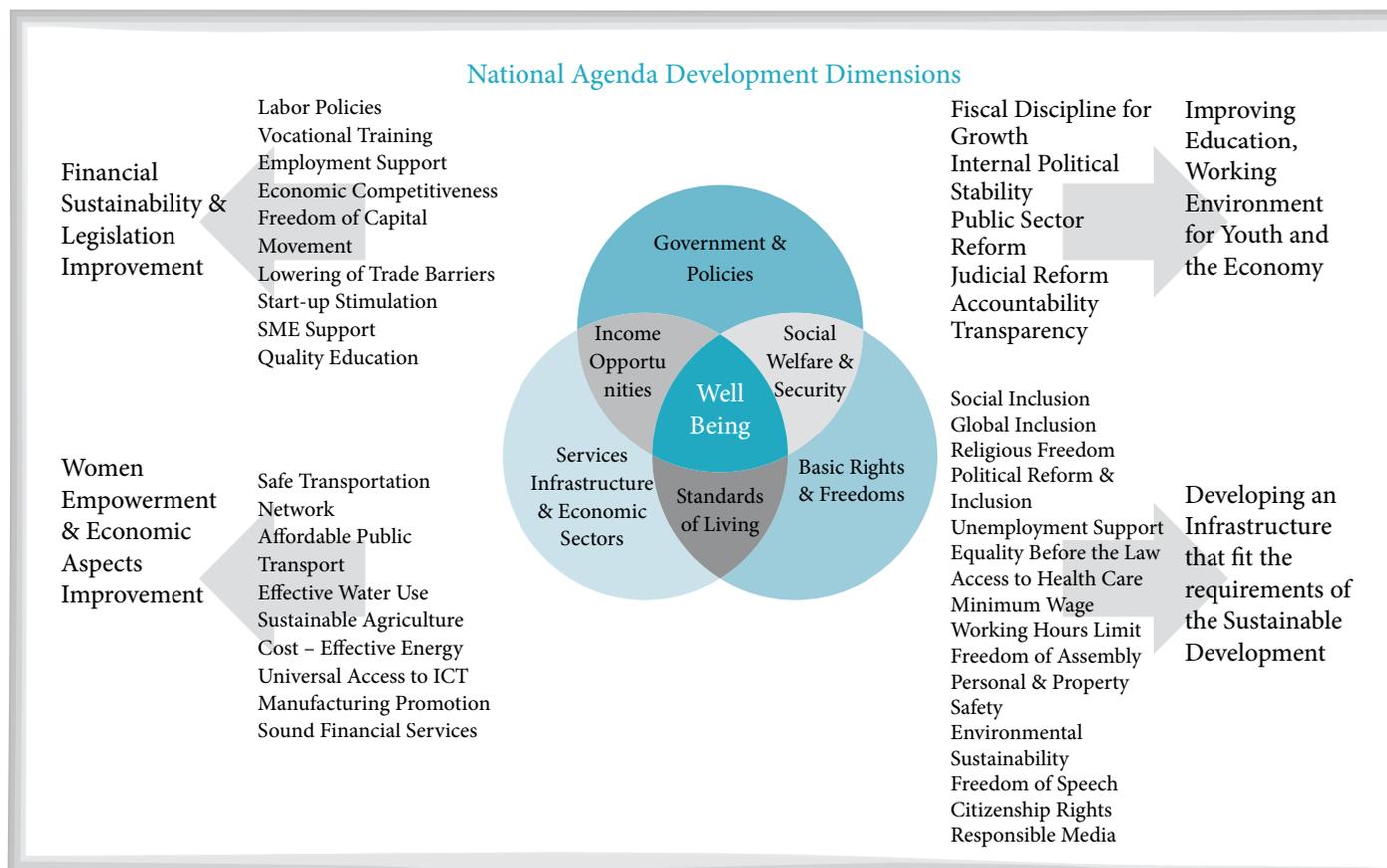
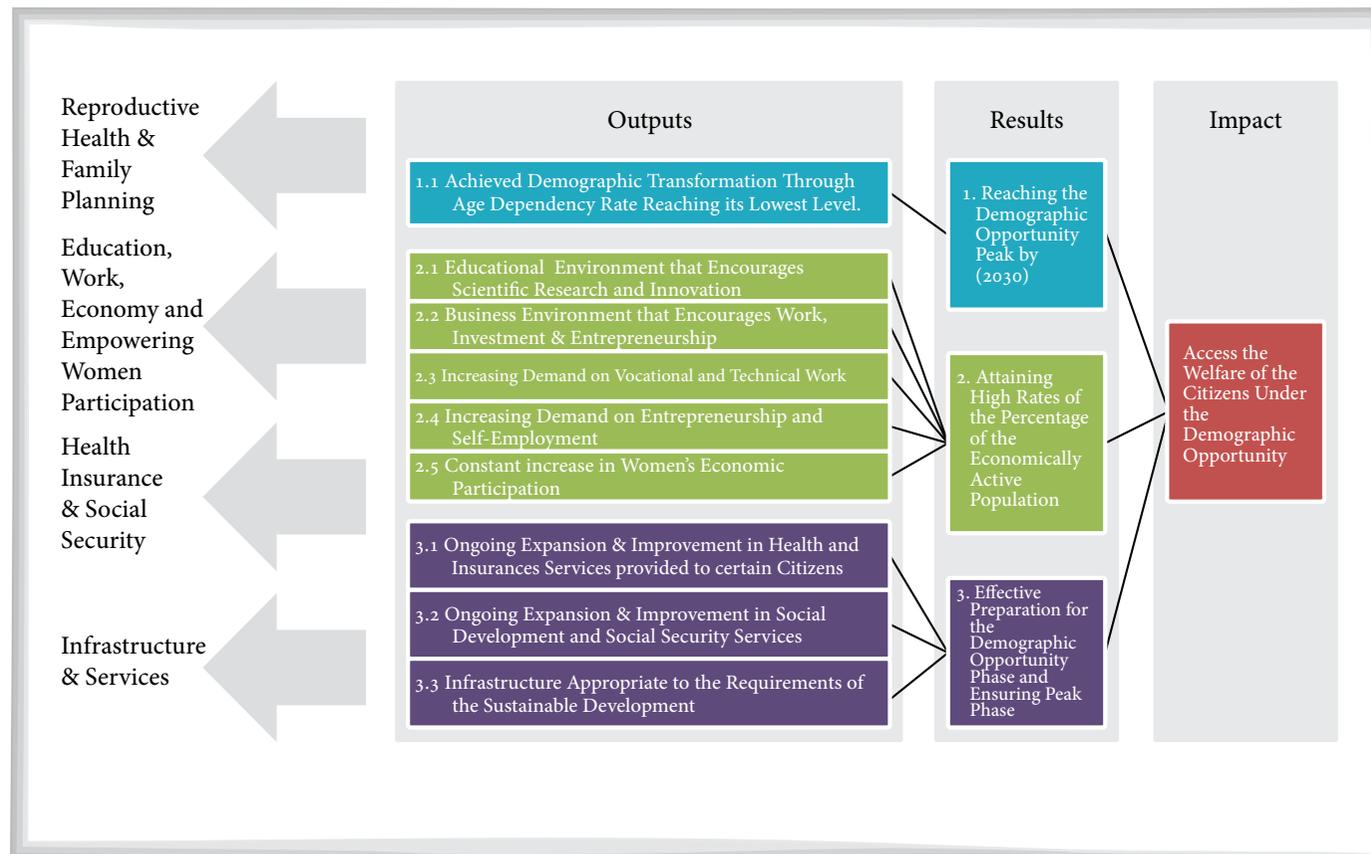


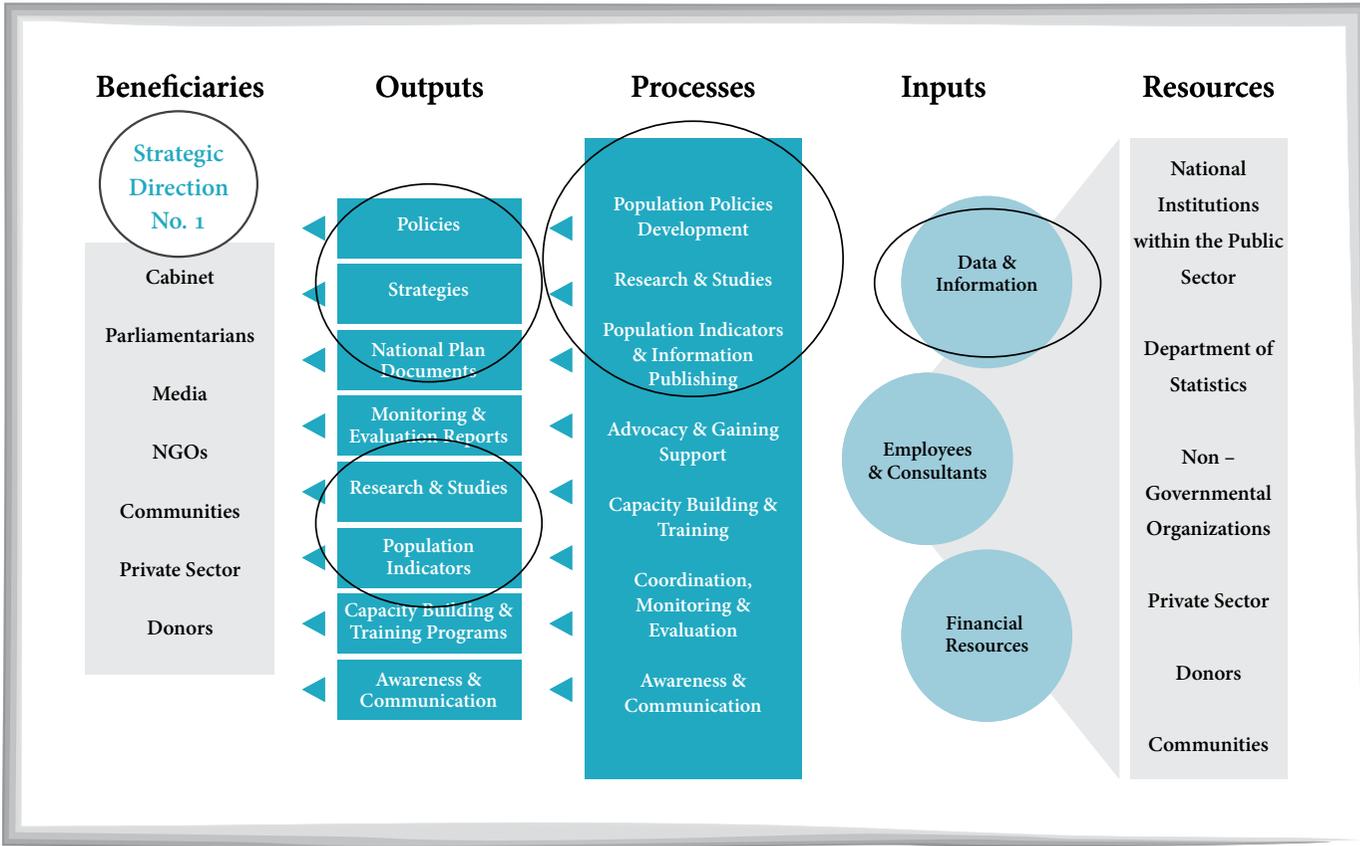
Figure No. (5): The Logical Framework for the desired results from implementing the National Plan for monitoring and evaluating the achievement of demographic opportunity of Population Opportunity policies.



Accordingly, we have been identified five major Strategic Directions for the next five years:

Strategic Direction 1:
Contributing in providing a supportive policies environment for the Population and Development issues

This strategic direction has been identified in order to achieve two key strategic goals, first to continue the process of supporting policies, legislations and advocacy for all issues related to achieving and attaining the returns from the demographic opportunity over the next five years, and second to determine all policies that should be given the priority to be worked on through preparing national action plans to monitor their implementation, as well as strengthen conducting research and studies on population and development concerns.

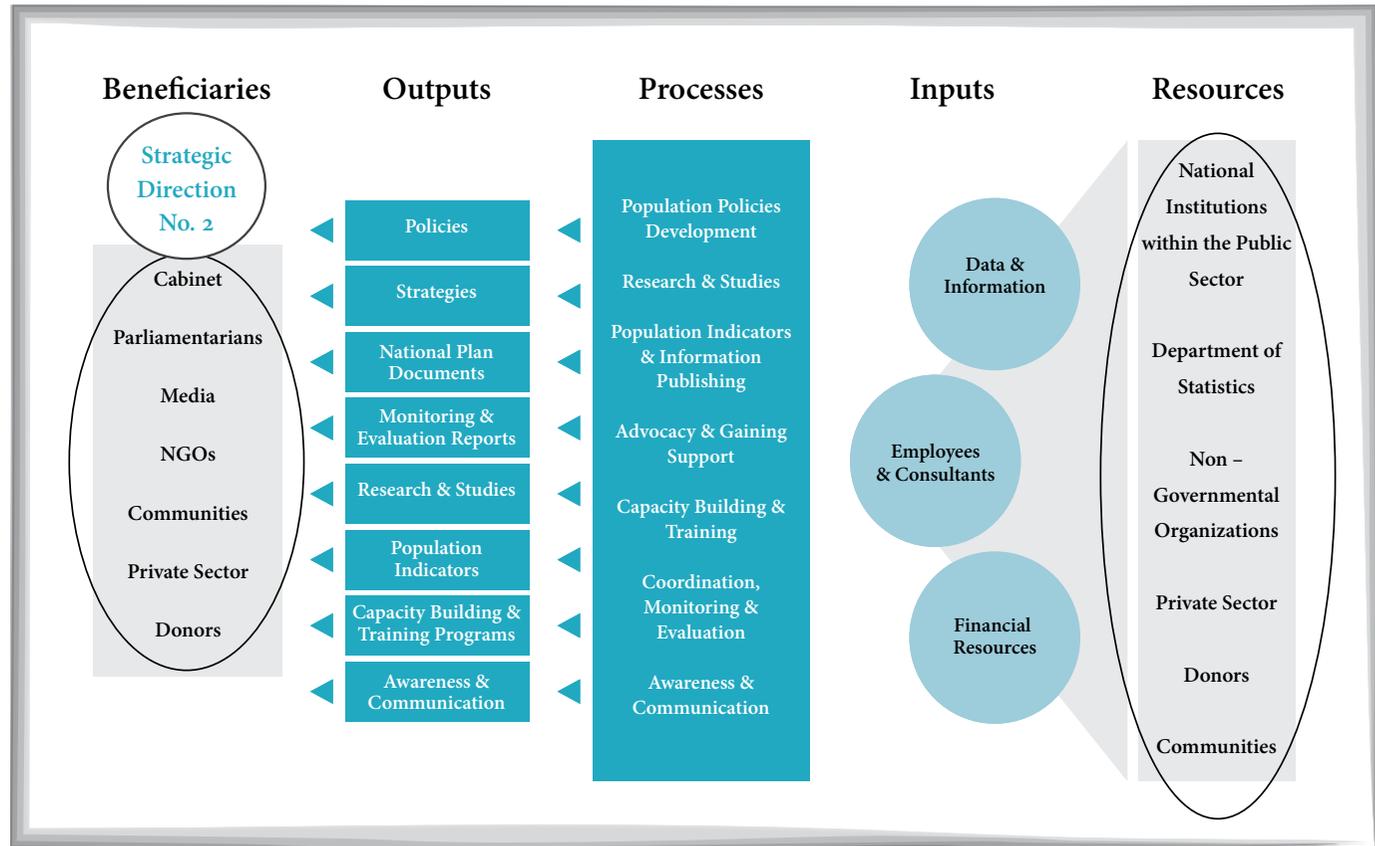


Strategic Direction 2:

Reinforcement of cooperation and networking with partners to serve the Population & Development Issues

The second strategic direction has been identified in order to continue the process of coordination with all governmental and non-governmental agencies, funding agents and any other party related to population and development field.

This will be done through the establishment of mechanisms and programs to institutionalize coordination and cooperation with all government agencies, civil society organizations and the private sector, in addition to the development of a motivation system that encourage partners to cooperate with the council, besides strengthening cooperation with regional and international institutions concerned with population and development issues.

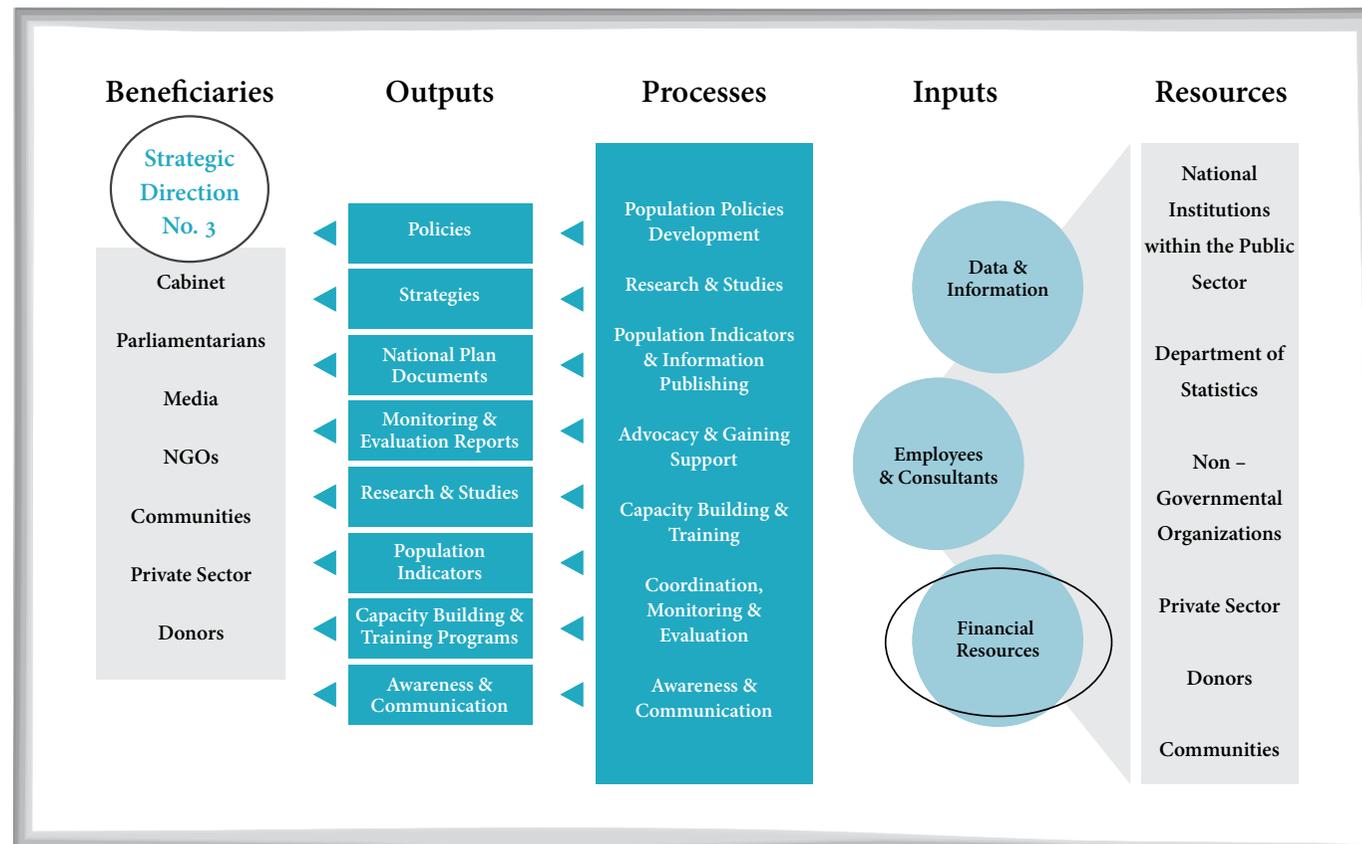


Strategic Direction 3:

Working on achieving the financial continuity for the council

The third strategic direction has been identified in order to achieve financial sustainability for the Council through implementing fundraising Strategy to sustain and raise the financial resources for the Council, in addition to implementing a cost reduction plan to decrease council internal expenses.

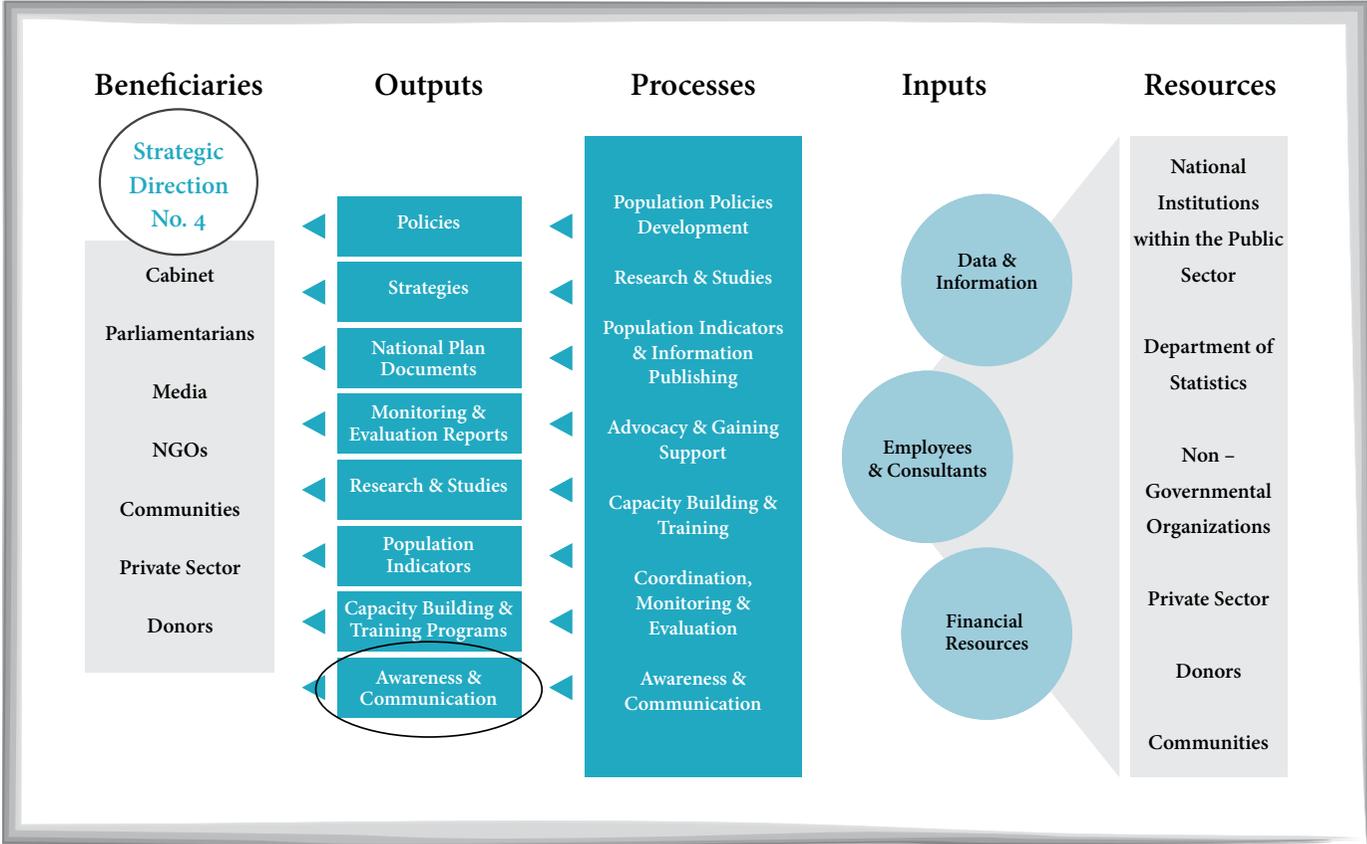
Moreover, the council will aim to establish during the next five years a training center that is specialized in population and development issues, revenues generated from this centre will also contribute in achieving the financial sustainability for HPC.



Strategic Direction 4:

Promoting the awareness level for the Population and development Issues

The fourth strategic direction has been identified in order to continue strengthening the Council's role in raising the level of awareness, gaining support for population and development issues through implementing communication and media strategy and through the implementation of initiatives, campaigns, dialogues and constant meetings with the target groups in addition to activating the role of the websites and social media communications, diversifying promotion methods and opening new communication channels in cooperation with partners supporting the Council.

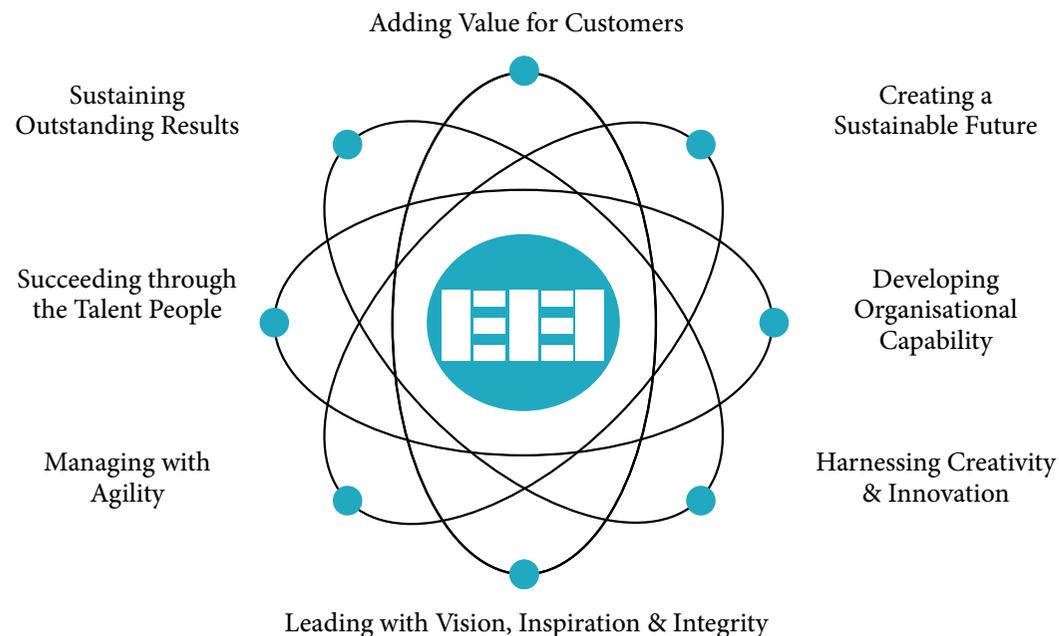


Strategic Direction 5:

Achieving the Institutional excellence, efficiency, and improving the quality of council's outputs

The fifth strategic direction has been identified in order to strengthen the role of the Council as a consulting and training entity that is pioneer in population and development issues, through applying quality and excellence standards, building capacities, improving Human resources efficiency, developing council staff talents as well as building a creative and innovative culture within HPC under the supervision of a wise and competent leadership.

Excellent Organisations achieve and sustain outstanding levels of performance that meet or exceed the expectations for all their stakeholders





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Strategic Objectives

Based on the previously mentioned five strategic directions, we have identified the following Strategic Objectives:

Main Strategic Objectives	Minor Goals
1. Establish a supportive policies and legislations environment for population and development issues in order to achieve and attain the returns of the demographic opportunity	1.1 Provide a supportive policies environment for achieving the demographic opportunity
	1.2 Provide a supportive policies environment for population and development issues
	1.3 Provide information, studies and indicators related to population and development issues with a proper quality for decision making
2. Reinforce cooperation and integration with partners concerned with the population and development issues and expand them	2.1 Sustain and expand HPC partners
	2.2 Reinforce monitoring and evaluation practice for HPC processes with partners
3. Strive to achieve the financial sustainability for the council	3.1 Grow HPC financial resources
	3.2 Reduce HPC Expenses
4. Increase awareness level of the population and development issues	4.1 Promote the awareness and knowledge levels of the population and development issues
	4.2 Enhance HPC institutional image
5. Improve the council's operations efficiency and quality of outputs	5.1 Reinforce HPC role as consulting and training entity pioneer in the population and development field
	5.2 Improve the quality of the council's outputs
	5.3 Reinforce continuous learning and knowledge management culture within HPC
	5.4 Improve the capacity of Human resources staff
	5.5 Improve and automate the council's operations
	5.6 Improve monitoring and evaluation process within HPC



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Strategic Initiatives & Programs



In light of strategic directions and goals which have been identified for the HPC, and according to the conducted meetings with the Higher Population Council staff and with the partners – in addition to the several workshops which have been conducted in addition to the fact that the analytical studies related to the population demographic changes in Jordan (Similar to the countries which have been facing high level of birth rate in the past and has a continual decreasing Birth rate now), it is clear that we are about to step the threshold of a historical demographic change holding a "Demographic Opportunity" accompanied with several effects on the social and economic levels . This opportunity might be positive if utilized properly, and it might be in a form of challenges if not. Unlike the advanced countries, which have closed their demographic window many decades ago, the demographic window of many developing countries (Jordan is one of them) is not open wide yet.

Since part of HPC mandate is supporting the decision making, suggesting policies and coordinating and following up with the ministries, private and public organizations concerned with the issues of population and development, and according to the cabinet decision to establish the HPC, the council should play a strategic role in utilizing this demographic opportunity in the proper time and manner, hence achievement and proper utilization of this opportunity is considered as one of the main critical success factors to the Higher Population Council.

In order to achieve this, the HPC has updated the Demographic Opportunities Policies document which has been prepared in 2009 in light of the demographic changes occurred in Jordan between the years 2007 and 2012. Updating the document was based on the results of the survey of population and family reproductive health for the years between 2007 and 2012, which address the effects of obligatory immigration especially the Syrian refugees and show a decreasing number of birth rate in all governorates with a lower number of total deaths among children especially infants, which leads to an increasing rate of the expected age at birth.

For all that, reflecting the effects of the mentioned changes in the document, especially the issues related to the age structure and the population size was a necessity, as these changes will have effects and reflections on the life of Jordanians. Moreover, the Demographic Opportunity Policies document has also reviewed and considered the results of the periodical reports issued by HPC related to observation and following up the achievement of the demographic opportunity before suggesting the mentioned policies.

The national plan for the observing and following up the achievement of policies related to the demographic opportunity has also been updated. This plan has been prepared to be a practical instrument that could be used by the council in observing and following up the achievement of all the policies related to the demographic opportunity in coordination and partnership with all concerned parties in order to achieve the social, development and economic goals that could be achieved from utilizing the demographic opportunity.

In order to achieve that , the strategic plan has included the following programmers and initiatives which have been identified through a participatory approach with the HPC partners and donors in line with the national plans that HPC is following up on their implementation (national plan for observing and following up the achievement of all the policies related to the demographic opportunity, the national plans for family planning health) which lead to achieve the national goals in coordination with all the concerned parties to initiate advocacy for the family planning, development and population issues.

Identifying the initiatives for the Higher Population Council for the years 2015-2019 were developed after reviewing the results presented in the observation and following up the achievement of the demographic opportunity report as well as the development priorities agenda after year 2015, in addition to the several meetings conducted with the partners. After all the analysis and meetings, the following areas have turned to be the most significant ones that HPC shall focus on during the next five years:

- Fertility rates stability
- Youth & Employment
- Women Economic Participation
- Migration
- Monitoring and Evaluation
- Achieving the financial sustainability for the council

Accordingly, in light with the strategic directions and objectives that have been identified for the HPC and after meetings conducted with HPC staff and partners in addition to the several conducted workshops, the following programs and initiatives have been suggested:

Main Strategic Objectives	Minor Goals	Programs and Initiatives	Responsibility
1. Establish a supportive policies and legislations environment for population and development issues in order to achieve and attain the returns of the demographic opportunity	1. Provide a supportive policies environment for achieving the demographic opportunity	<ul style="list-style-type: none"> • Develop a priority list of reproductive health/ family planning policies that need support and issue policy papers for the most important issues • Plan and initiates advocacy to support reproductive health / family planning policies • Public private partnership initiatives in family planning services provision • Prepare national reproductive health / family planning annual action plans • Follow-up and evaluate the executive action plans included within the national strategy of reproductive health / family planning (periodic follow-up and evaluation reports, mid-term and end of strategy evaluation reports). • Active participation with the committees responsible for formulating and discussing legislation and strategies related to reproductive health / family planning issues 	Programs Management Unit Policies and Studies Unit

Main Strategic Objectives	Minor Goals	Programs and Initiatives	Responsibility
<p>Cont/</p> <p>1. Establish a supportive policies and legislations environment for population and development issues in order to achieve and attain the returns of the demographic opportunity</p>	<p>2. Provide a supportive policies environment for population and development issues</p>	<ul style="list-style-type: none"> • Develop a priority list of the policies and issue policy papers related to the most important population and development issues frequently • Prepare analytical study of the policies environment supporting the population and development issues • Review the National Population Strategy • Develop and implement a strategy to gain support for demographic opportunity policies and follow up on the implementation of these policies and ensure including them in national strategies • Design and implement advocacy initiatives for demographic opportunity policies • Active participation with the committees responsible for formulating and discussing legislation and strategies related to population and development issues • Apply the system related to observing and following up on the indicators associated with policies related to achieving and attaining the returns of the demographic opportunity 	<p>Policies and Studies Unit</p> <p>Programs Management Unit</p> <p>Media Unit</p>
	<p>3. Provide information, studies and indicators related to population and development issues with a proper quality for decision making</p>	<ul style="list-style-type: none"> • Develop database • Maintain digital maps • Maintain database • Prepare studies related to population and development issues with a quality appropriate for decision-making 	<p>Policies and Studies Unit</p> <p>IT Unit</p>

Main Strategic Objectives	Minor Goals	Programs and Initiatives	Responsibility
2. Reinforce the cooperation and integration levels with partners concerned with the population and development issues and expand them	1. Sustain and expand HPC partners	<ul style="list-style-type: none"> • Develop a general framework and a classification map that includes all relevant private, public and funding agents, information about their activities, their orientations and initiatives, studies and obligations related to each development and population field and link this framework with the existing data base and constantly update it • Establish guidelines ,mechanisms and programs to institutionalize the coordination and cooperation process with government agencies, civil society organizations and the private sector • Develop a motivation system to encourage partners to cooperate with the council, according to partner type and level of cooperation required • Active participation in local, regional and international conferences • Financial Grants Management (Entities and projects supporting the Council) 	All Units
	2. Reinforce monitoring and evaluation practice for HPC processes with partners	<ul style="list-style-type: none"> • Expand the council's membership in committees and related relevant institutions • Reinforce the council's relations with regional and international institutions concerned with population issues • Implement training programs and build the capacities of partners in the monitoring and evaluation field • Update HPC manuals as well as the monitoring and evaluation plans • Follow-up on partners policies, strategies and action plans through effective implementation of the monitoring and evaluation reports • Utilize information technology with partners in the monitoring and evaluation process • Train and build capacities of the partners on the use of automated monitoring systems 	All Units

Main Strategic Objectives	Minor Goals	Programs and Initiatives	Responsibility
3. Strive to achieve the financial sustainability for the council	1. Grow HPC financial resources	<ul style="list-style-type: none"> Develop and implement a funding strategy Establish a training center specialized in population and development issues 	<p>Policies and Studies Unit</p> <p>Programs Management Unit</p>
	2. Reduce HPC Expenses	<ul style="list-style-type: none"> Design and implement a cost reduction plan to reduce internal council expenses 	Administration Unit
4. Increase awareness level of the population and development issues	1. Promote the awareness level and knowledge of the population and development issues	<ul style="list-style-type: none"> Develop and implement communication and media strategy (advocacy, community mobilization and public awareness) Implement communication campaigns frequently to promote population and development issues, raise awareness and gain support for these issues Implement programs / various communication initiatives (raising awareness, capacity building, promotion of knowledge and trends, enhancing proper behaviors and practices) to the target groups (youth, women, school students, teachers, preachers, health etc) Activate the Youth Committee Dialogue meetings 	<p>Programs Management Unit</p> <p>Media Unit</p> <p>Policies and Studies Unit</p>
		<ul style="list-style-type: none"> Activate the role of media (television, radio, newspapers, and social networking sites) to promote awareness and advocacy for population and development issues Strengthen relationships with media staff to increase their level of knowledge and gain their support for population and development issues Diversify promotion methods and open new communication channels in cooperation with partners supporting the Council Strive to provide technical and financial support for media agencies (media, institutions) by donors in the field of population issues 	Media Unit
	2. Enhance HPC Institutional Image	<ul style="list-style-type: none"> Develop a marketing plan for the Council Activate the role of the council and its image on websites, networks and social media 	Media Unit

Main Strategic Objectives	Minor Goals	Programs and Initiatives	Responsibility
5. Improve the council's operations efficiency and quality of outputs	1. Reinforce HPC role as consulting and training entity pioneer in the population and development field	<ul style="list-style-type: none"> Regular meetings of the Council Board and the Executive Committee members Establish a specialized training center to build capacities in the field of population and development issues Establish a network of experts and specialists related to the Council 	<p>Policies and Studies Unit</p> <p>Programs Management Unit</p>
	2. Improve the quality of the council's outputs frequently	<ul style="list-style-type: none"> Establish and apply a system to measure partners satisfaction level about council's outputs and HPC staff performance 	Administration Unit
	3. Reinforce continuous learning, knowledge management and excellence within HPC	<ul style="list-style-type: none"> Implement HPC strategy through annual operational plans and amend them when necessary Meet the requirements (non-profit organizations requirements) of King Abdullah II Award for Excellence and obtain the award Conduct an internal and external financial audit every year 	All Units
	4. Improve the capacity of Human resources staff	<ul style="list-style-type: none"> Implement human resources strategy Review the organizational structure and amend it in line with the strategy and update organizational units functions and Job Description cards whenever the need arises 	Administration Unit

Main Strategic Objectives	Minor Goals	Programs and Initiatives	Responsibility
Cont/ 5. Improve the council's operations efficiency and quality of outputs	5. Improve and automate the council's operations	<ul style="list-style-type: none"> • Implement human resources strategy • Review the organizational structure and amend it in line with the strategy and update organizational units functions and Job Description cards whenever the need arises 	Administration Unit IT Unit
	6. Improve monitoring and evaluation process within HPC	<ul style="list-style-type: none"> • Enhance implementing monitoring and evaluation systems within the council • Conduct impact analysis studies for projects, programs and strategies prepared by the Council and take advantage of the results in determining the priorities and action plans 	Strategic Planning Coordinator Policies and Studies Unit, Programs Management Unit



Partners in Building the Future

Annexes

Annex No. 1: Strategic Plan Key Performance Indicators.

Applying monitoring and evaluation plan through performance measurement indicators is significant and vital to ensure implementing and evaluating the Strategic Plan successfully, hence implementing a proper mechanism to measure the degree of achieving the target values through a broad matrix that includes the main strategic objectives, and linking each mentioned goal with key performance indicator with a clear quantitative value of the indicator in the base year and the targeted value that needs to be achieved to reach the desired goals is required, below is the matrix of the HPC strategic plan performance measurement and the target value associated with each strategic objective indicator for the purposes of monitoring and evaluation:

Strategic Direction 1: Contributing in providing a supportive policies environment for the Population and Development issues					
Major Strategic Objectives	Minor Goals	Measurement Indicator	Base year 2014	Target Value 2015-2019	
1. Establish a supportive policies and legislations environment for population and development issues in order to achieve and attain the returns of the demographic opportunity	1. Provide a supportive policies environment for achieving the demographic opportunity	Number of documents and reports prepared to support the environment of polices . (Policy Paper, studies brochures, etc.)	Two report yearly	Two report yearly	
			Policy brief 2	Policy brief 1 yearly	
			Brochure 1	Brochure 1 yearly	
				---	Reproductive health priorities report 2015
		Number of adopted decisions that support the reproductive health issues	2	4 decisions/ policies during the five years strategy	
		Number of annual national reproductive health/family planning action plans	Executive plan every year	Executive plan every year	
		Number of initiatives to support reproductive health/family planning policies	Annual Initiative	One Initiative each year	
		Number of meeting to support the decisions.	Two meetings annually at least	Two meetings at least every year	
		Number of M&E reports	Six month report & yearly report	Six month report & yearly report	
Number of committees the council take part in related to formulation of reproductive health/Family Planning legislatives	3 committees	Two committees at least during the year			
Time required to provide HPC with RH strategy indicators	3 months	less than one month			

Strategic Direction 1: Contributing in providing a supportive policies environment for the Population and Development issues				
Major Strategic Objectives	Minor Goals	Measurement Indicator	Base your 2014	Target Value 2015-2019
Cont / 1. Establish a supportive policies and legislations environment for population and development issues in order to achieve and attain the returns of the demographic opportunity	2. Provide a supportive policies environment for population and development issues	Number of adopted decisions and policies to support the population and development issues	2	3 policies decisions through the years of strategy
		Number of documents prepared to support the environment of polices (Policy Paper, studies brochures, etc)	4	2 reports each year
		Strategy developed and implemented	1	100% Developed strategy in 2015
		The percentage of commitment in implementation of the strategy	---	100% Implementing the Strategy
		Number of Advocacy campaigns implemented	Two Advocacy campaigns during the year	Two Advocacy campaigns every year at least
		Number of meetings conducted to the support decisions	30	4 meetings during the year at least
		Number of committees the council take part in related to formulation of legislatives related to population and development issues	4 committees	4 committees during the year at least
		The extent of commitment of the parties working with the council in submitting required data related to Demographic opportunity policy indicators	100% commitment from the parties	100% commitment from the parties
		The commitment of institutions to provide the data of demographic opportunity policies indicators	100%	100%

Strategic Direction 1: Contributing in providing a supportive policies environment for the Population and Development issues				
Major Strategic Objectives	Minor Goals	Measurement Indicator	Base your 2014	Target Value 2015-2019
1. Establish a supportive policies and legislations environment for population and development issues in order to achieve and attain the returns of the demographic opportunity	2. Provide a supportive policies environment for population and development issues	Time required to provide HPC with Demographic opportunity indicators	one month	2-3 weeks
		Number of M&E follow up reports issued periodically	3	3 annually
		Number of meetings of the steering committees and representative liaison staff for the demographic opportunity	Twice for the steering committees and four for the liaison staff	Twice for the steering committees and four for the liaison staff
	3. Provide information, studies and indicators related to population and development issues with a proper quality for decision making	Establishing and maintaining population data base (Population research and studies website, PROMISE, Indicators System DEVINFO)	3-data bases	3 population data bases that are working 100% all the time
			% of commitment in updating the information, indicators and studies related to population and development	90% of the information in PROMISE and DEVINFO Data base is updated all the time.
		Number of studies, reports and brochures	5	Two reports or studies every year

Strategic Direction2: Reinforcement of cooperation and networking with partners to serve the Population and Development Issues				
Major Strategic Objectives	Minor Goals	Measurement Indicator	Base your 2014	Target Value 2015-2019
2. Reinforce the cooperation and integration levels with partners concerned with the population and development issues and expand them	1. Maintaining and Expanding the range of partners of The Higher population council	Comprehensive classification Map	N / A	100 % The Map achieved 2015
		Percentage of achieving the comprehensive Map %	N / A	100% The Map achievement in 2016
		The percentage of updating the classification Map and its comprehensiveness	0	100 % updated Map
		The percentage of organizations added on the Map	0	15 – 20 % increase each year
		The percentage of initiative added to the Map	0	10 – 15 % increase each year
		The percentage of new studies added to the Map	0	10 – 15 % increase each year
		Developing a system in order to identify the cooperation mechanisms according to the type of the party	100 % The system will be achieved in 2015	100 %The system will be achieved in 2015
		The Motivation System is applied for the partners	---	100 % The system will be achieved in 2015
		The number of conferences, workshop and forums which the council participates in.	4	10 % at least increase every year
		The number of financial agreements supporting the council	4	Two new supportive parties every year
Number of plans that were prepared and sent to the supporting parties of the council	4	100 % financial budgets were prepared and sent to all the supporting parties of the council		

Strategic Direction2: Reinforcement of cooperation and networking with partners to serve the Population and Development Issues				
Major Strategic Objectives	Minor Goals	Measurement Indicator	Base your 2014	Target Value 2015-2019
Cont / 2. Reinforce the cooperation and integration levels with partners concerned with the population and development issues and expand them	Cont / 1. Maintaining and Expanding the range of partners of The Higher population council	Number of Reports both financial and technical which were prepared and sent to the supporting parties of the council	4	100 % of Financial & Technical reports were prepared and sent to all the supporting parties of the council
		2. The reinforcement of the follow up and evaluation the work of the council with partners	The number of committees, councils and organizations in the council	10
	The number of partners		35	From 2 to 3 new parties every year
	The number of understanding memos signed with the partners		4	From 2 – 3 new memos every year
	The number of understanding memos signed with regional and international organizations		2	20 % increase at least every year
	The number of the periodical meetings with partners and the donors		30	From 2 – 3 new periodic meeting every year
	The number of the cooperation initiatives with private sector		1	One new cooperative initiative yearly
	The number of training programs dealing with follow up and evaluation		1	One program at least yearly
	Follow up plan for the population opportunity for the years 2016-2017-2018 distributed	Prepared plan	The plan is printed and distributed	

Strategic Direction2: Reinforcement of cooperation and networking with partners to serve the Population and Development Issues				
Major Strategic Objectives	Minor Goals	Measurement Indicator	Base your 2014	Target Value 2015-2019
Cont / 2. Reinforce the cooperation and integration levels with partners concerned with the population and development issues and expand them	Cont / 2. The reinforcement of the follow up and evaluation the work of the council with partners	Follow up plan for the population opportunity for the years 2019, 2020 and 2021 is printed	0	The plan in printed in 2019
		Population opportunity indicators manual is updated	1	The indicators manual is updated in the years 2015 and 2019
		The number of M&E reports	2	Two reports for RH and one for population opportunity yearly
		The number of meetings of the liaison's officers conducted	4	4
		The number of meetings of the steering committees to discuss the M&E reports	4	4
		The percentage of implemented recommendations according to the coordination's meetings	100 % of the recommendation were follow	100% of the recommendations were follow
		M&E automated System is developed	---	M&E automated System developed in 2017
		M&E automated System is implemented	0	An applied system 100% used in 2018
		The percentage of completed training plans on the M&E automated System	0	100% at the end of 2017

Strategic Direction 3 :Working on achieving the financial continuity for the council				
Major Strategic Objectives	Minor Goals	Measurement Indicator	Base your 2014	Target Value 2015-2019
3. Strive to achieve the financial sustainability for the council	1. Diversity of financial resources for the council	A funding strategy developed	N /A	Funding strategy is developed 100% in 2015
		The number of projects proposals submit to the financial parties (donors, local and private sector)	4	Increasing the number (2) every year
		The number of approved proposals	3	4 offers approved yearly at least
		The percentage of the increase in the number of parties offered to support the council financial	3	2 parties every year at least
		Training Center established	N /A	Training Center established in 2016
		The percentage of annual increase in the number of programs and training courses conducted	7 Programs	Increase by 20% at least every year
		The percentage of annual increase of benefits from training	N /A	Increase by 25% at least every year
	2. Rationalizing the council expenses	The percentage of decrease in expenses compared with the first year	20%	Decrease by 20 – 25% at least yearly

Strategic Direction 4 :Promoting the awareness level for the Population and development Issues				
Major Strategic Objectives	Minor Goals	Measurement Indicator	Base your 2014	Target Value 2015-2019
4. Increase awareness level of the population and development issues	1. Promote the awareness level and knowledge of the population and development issues	The percentage of Knowledge and awareness regarding population and development issues among concerned people	---	25% increased annually
		a strategy for communication& media developed	---	communication strategy developed in 2015
		The percentage of implementation of the communication& media strategy	---	100%
		Number of campaigns conducted	2	One at least every year for HPC
			2	One campaign at least with partners every year
		The number of communications programs for the target audience implemented	7	20% increase every year
		The number of round tables / forums conducted	20	10% increase every year
		The number of materials published in the mass media	85 materials were published in the media	20% increase at least every year
		Number of training programs conducted for media	2	2 Programs yearly at least
		Percentage of commitment in applying the training programs for media	100%	100%
The number of participants in the training programs	60 trainees	10% increase at least yearly		

Strategic Direction 4 :Promoting the awareness level for the Population and development Issues				
Major Strategic Objectives	Minor Goals	Measurement Indicator	Base your 2014	Target Value 2015-2019
<p>Cont /</p> <p>4. Increase awareness level of the population and development issues</p>	<p>2. Enhance HPC institutional image</p>	Availability of a marketing plan for council	N / A	Marketing plan for the council, developed by in 2015
		Availability of up dated plan to activate the role of social media	A plan needs updating	An updated plan to activate the role of electronic and social media sites at beginning of the year 2015
		The number of materials, questionnaires, Audio-visual materials in the electronic and social media sites	30 posts monthly on Facebook	10% increase at least yearly
			20 posts monthly on Twitter	
			20 posts monthly on LinkedIn	
			2 videos every 3 months on YouTube	
			5 material and news in both Arabic and English on promise	
9 reports or studies uploaded every two months on the site "promise" of the council				

Strategic Direction 5 :Achieving the Institutional excellence, efficiency, and improving the quality of council's outputs				
Major Strategic Objectives	Minor Goals	Measurement Indicator	Base your 2014	Target Value 2015-2019
5. Improve the council's operations efficiency and quality of outputs	1. Reinforce HPC role as consulting and training entity pioneer in the population and development field	The numbers of board members meetings	2 meeting for the board and 2 for the executive committee	One meeting for the board and 2 for the executive committee annually
		The number of decisions executed according to the recommendation of the boards meeting	N / A	100% executing decisions
		The percentage of commitment in submitting reports to the board members	100%	100%
		Establishing a Training center	N / A	Training center in 2016
		The existence of the marketing plan for the center	N / A	The existence of the marketing plan for the center in 2016
		The Commitment of implementation of the training plan	N / A	100%
		The annual increase in the number of training programs	7	20% increase annually
		The annual increase in the number of trainees	200	20% increase annually
		The annual increase in the level of satisfaction with the performance of center	N / A	100% annually
		Expert data base developed	---	Data base in 2015
		Expert data base updated	---	Updated data base
The annual increase in the participation of Experts in HPC activity	12	20% increase annually		

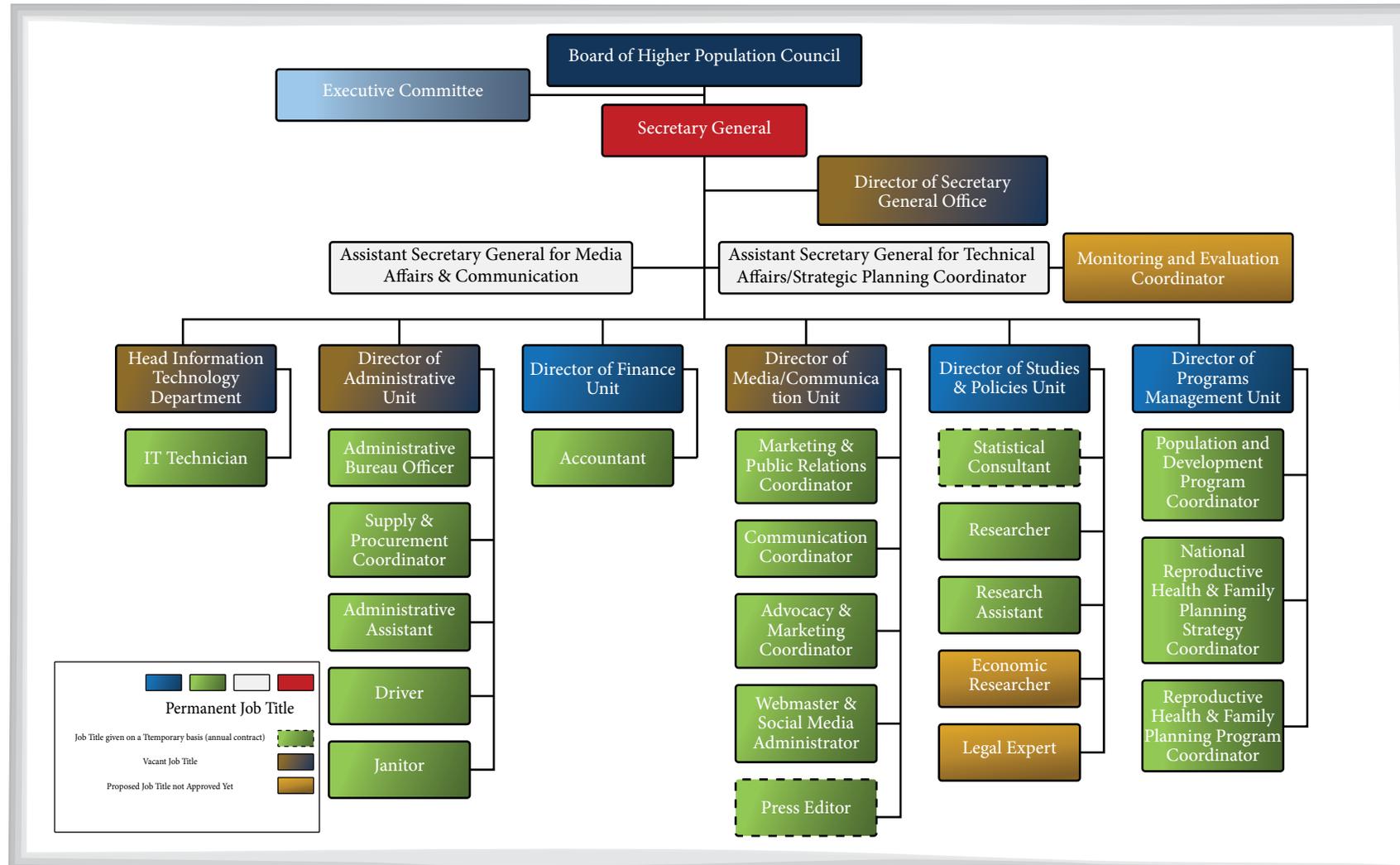
Strategic Direction 5 :Achieving the Institutional excellence, efficiency, and improving the quality of council's outputs				
Major Strategic Objectives	Minor Goals	Measurement Indicator	Base your 2014	Target Value 2015-2019
Cont / 5. Improve the council's operations efficiency and quality of outputs	2. Improve the quality of the council's outputs frequently	system to measure partners satisfaction level about council's outputs and HPC staff performance	---	System developed in 2015
		The level of satisfaction with the performance of HPC Outputs	---	100% level of satisfaction annually
		The level of satisfaction with the HPC staff performance	---	100% level of satisfaction annually
	3. Reinforce continuous learning, knowledge management and excellence within HPC	The percentage of completed activities of the annual plan	90%	100% Annually
		HPC Strategic plan (2015-2019) approved and distributed	Draft if HPC Strategic plan (2015-2019)	HPC Strategic plan approved and distributed in 2015
		Providing financial and technical reports quarterly	100%	100%
		King Abdullah Award application completed	---	The Award application completed in 2015
		King Abdullah Award requirements implemented	---	100%
		Get King Abdullah Award		2015
		The annual financial audit completed	100%	100%
	4. Improve the capacity of Human resources staff	organizational structure modified and approved	organizational structure needs modifications	organizational structure modified and approved in 2015

Strategic Direction 5 :Achieving the Institutional excellence, efficiency, and improving the quality of council's outputs				
Major Strategic Objectives	Minor Goals	Measurement Indicator	Base your 2014	Target Value 2015-2019
Cont / 5. Improve the council's operations efficiency and quality of outputs	Cont / 4. Improve the capacity of Human resources staff	Job Description cards updated	organizational units functions and Job Description cards needs update	and Job Description cards updated in 2015
		organizational units functions updated	organizational units functions needs update	organizational units functions updated in 2015
		The percentage of Implementation of the human resources strategy	100%	100%
		The presence of functional replacement policies	---	The presence of functional replacement policies in 2015
		Building career paths policies	---	2016
		The implementation of the annual evaluation of the performance of staff	100%	100%
		Staff Capacity building plan	100%	100%
		The percentage of Employees who joined training courses	50%	At least 80% usually
		Level of improvement in staff performance results	Very good	Annual Increase by 15%-20 %
		Existence of selection criteria	selection criteria needs improvement	selection criteria improved
		Time required for selection and appointment	More than two months	One month

Strategic Direction 5 : Achieving the Institutional excellence, efficiency, and improving the quality of council's outputs				
Major Strategic Objectives	Minor Goals	Measurement Indicator	Base your 2014	Target Value 2015-2019
5. Improve the council's operations efficiency and quality of outputs	4. Improve the capacity of Human resources staff	The ratio of staff has been proofed after trial period	100%	At least 90%
		An effective incentive system	System need modification	An effective incentive system in 2015
		Employee satisfaction system	NA	Employee satisfaction system
		Level of Employee satisfaction	NA	15%-20% Annual increase in Level of Employee satisfaction
		Turnover rate	15%	Continues decrees
	5. Improve and automate the council's operation	HPC standard operating manual Updated	operating manual need update	HPC standard operating manual Updated 100%
		Internal audit process to ensure to standard performing the operations according procedures	NA	Quarterly reports
		integrated information and communication systems Developed (establish the required infrastructure for automating the council's operations)	infrastructure	System developed in 2015
		Automated system used	NA	Automated system used in 2016
		Number of times the system failed or stopped	3	Not more than 2 annually
		The level of internal complaints regarding work environment	10%	0%
		Time needed for administrative operation to be completed	2-3 days	less than one day

Strategic Direction 5 :Achieving the Institutional excellence, efficiency, and improving the quality of council's outputs				
Major Strategic Objectives	Minor Goals	Measurement Indicator	Base your 2014	Target Value 2015-2019
5. Improve the council's operations efficiency and quality of outputs	5. Improve and automate the council's operation	The level of internal complaints regarding supply and procurement operations process level	30%	0%
		% of signed agreements which has been followed up	80%	100%
		The average time it takes from the tender to assignment	From two weeks to two month	Continues degrees
	6. Improve monitoring and evaluation process within HPC	implementing monitoring and evaluation systems within the council	100%	100%
		Minutes o internal f meeting conducted	90%	100%
		Number of impact analysis studies for projects, programs Conducted	NA	At least two studies yearly start by 2016
		Number of impact analysis studies to asses HPC conducted	NA	At least one yearly start by 2016

Annex No. 2: HPC Suggested Organizational Structure





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