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JORDAN ENERGY SECTOR CAPACITY BUILDING ACTIVITY QUARTERLY PERFORMANCE REPORT

QUARTERLY REPORTING PERIOD
From January 1 - March 31, 2014



(Above) Utility Capacity Building Workshop, February 2014

April 15, 2014

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FROM JANUARY 1 – MARCH 31, 2014

JORDAN ENERGY SECTOR CAPACITY BUILDING ACTIVITY
CONTRACT NUMBER: AID-OAA-I-13-00018
TASK ORDER NUMBER: AID-278-TO-13-00003
DELOITTE CONSULTING LLP
USAID/JORDAN ENERGY OFFICE
APRIL 15, 2014

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TABLE OF ACRONYMS

| Acronym | Term |
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| AFD | Agence Française de Développement |
| ASE | Alliance to Save Energy |
| CFL | Compact Fluorescent |
| DOS | Department of Statistics |
| DSM | Demand-side Management |
| EBRD | European Bank for Reconstruction and Development |
| EDCO | Electricity Distribution Company |
| EE | Energy Efficiency |
| ERC | Electricity Regulatory Commission |
| ESCB | Energy Sector Capacity Building Activity |
| ESCO | Energy Service Company |
| ESP | Energy Service Provider |
| EU | European Union |
| GCC | Global Climate Change |
| GoJ | Government of Jordan |
| IDECO | Irbid District Electricity Company LTD. |
| IFC | International Finance Corporation |
| IM | Incentive Mechanism |
| IPP | Independent Power Producer |
| JEPCO | Jordan Electric Power Company |
| JESPA | Jordan Energy Service Providers Association |
| JREEEF | Jordan Renewable Energy and Energy Efficiency Fund |
| JRF | Jordanian River Foundation |
| JSMO | Jordan Standards and Metrology Organization |
| KEC | Kingdom Electricity Company |
| KW | Kilowatt |
| KWh | Kilowatt hours |
| MEMR | Ministry of Energy and Mineral Resources |
| MEV | Measurement, Evaluation and Verification |
| MLIs | Multi-Lateral Institutions |
| MoE | Ministry of Environment |
| MoF | Ministry of Finance |

| Acronym | Term |
|----------------|--|
| MoPIC | Ministry of Planning and International Cooperation |
| MoPWH | Ministry of Public Works and Housing |
| M&V | Measurement and Verification |
| NARUC | National Association of Regulatory Utility Commissioners |
| NEEAP | National Energy Efficiency Action Plan |
| NEPCO | National Electricity Power Company |
| NGO | Non-Governmental Organization |
| NYPSC | New York Public Service Commission |
| RE | Renewable Energy |
| RFTOP | Request for Task Order Proposal |
| RSS | Royal Scientific Society |
| RT | Reform Timetable |
| SC | Steering Committee |
| STTA | Short-Term Technical Assistance |
| SWH | Solar Water Heater |
| TBD | To be determined |
| TTC | Technology Transitions Company |
| UJ | University of Jordan |
| UNEP | United Nations Environment Program |
| UNDP | United Nations Development Program |
| USAID | United States Agency for International Development |
| USTDA | United States Trade and Development Agency |
| VSD | Variable speed drive |
| WB | World Bank |
| WG | Working Group |

EXECUTIVE SUMMARY

During the period January 1 – March 31, 2014, the Energy Sector Capacity Building Activity (Contract # AID-OAA-I-13-00018, Task Order # AID-278-TO-13-00003) made significant steps towards the adoption of a demand-side management framework for electric utilities. A set of six recommendations have been developed and socialized with key stakeholders. ESCB has submitted these recommendations, listed below, for approval by the Steering Committee.

The DSM Recommendations

- 1. DSM should be used to reduce subsidized electricity consumption**
- 2. JREEEF should provide initial funding of DSM activities**
- 3. MEMR and ERC should jointly develop processes for considering DSM activities proposed by electric utilities**
- 4. Electricity distributors, NEPCO, and the ERC should establish DSM units, which will plan, implement, monitor and evaluate DSM projects**
- 5. Distributors should be eligible for a performance incentive if they meet DSM delivery targets set by MEMR and the ERC**
- 6. After 2017, the recovery of DSM costs through tariffs should be considered**

Hand-in-hand with the DSM recommendations, ESCB completed the capacity building action plans for Jordan's electric utilities and conducted several introductory trainings. Intensive capacity building per the action plans will commence following adoption of the DSM framework. ESCB also began coordination efforts for the planned internship program with the German-Jordanian University, the University of Jordan, and the American University in Madaba and laid groundwork for mentorship and leadership programs for women in the energy sector.

ESCB has also made good progress in assessing the opportunities for the energy service provider (ESP) market in Jordan. Most notably, ESCB completed a market potential assessment for ESPs (with a focus on the role of women). ESCB also conducted a workshop on the possibility of organizing the ESP industry through an association. The conversations held during this workshop suggest that before starting a new association for ESPs, ESCB should carefully consider options to include ESPs under existing organizations such as EDAMA.

This quarter, ESCB also commenced its first initiative under Task 4. Throughout the next period, ESCB will continue to support the procurement and installation of solar photovoltaic (PV) arrays for two buildings of the Government of Jordan (GOJ): Jordan Customs; and Ministry of Planning and International Cooperation (MOPIC).

Overall, ESCB is on-target with its performance indicators. The greatest challenge the activity faces to date is the lack of quorum in the ERC Board. This situation has delayed obtaining regulatory approval of the incentive mechanism and necessitated Prime Minister approval. In the next quarter, ESCB will focus on obtaining approval for the DSM recommendations, laying the foundation for more intensive efforts in capacity building the ERC, MEMR, utilities, and ESPs.

TASK 1: DESIGN A UTILITIES INCENTIVE MECHANISM TO PROMOTE ENERGY EFFICIENCY

| AT-A-GLANCE SUMMARY | |
|--|--|
| Top 4 Achievements | Priority Next Step Activities |
| <ol style="list-style-type: none"> 1. Agreed DSM incentive mechanism recommendations and submitted to the DSM Steering Committee for approval 2. Completed planning and began implementation of a household load survey 3. Conducted customer consultations and prepared the customer consultation report 4. Completed a beta version of the DSM financial analysis model and conducted initial training for electric utility DSM planners | <ol style="list-style-type: none"> 1. Obtain Steering Committee approval of the DSM Incentive Mechanism recommendations 2. Work with ERC and MEMR to prepare a DSM Letter of Instruction, which will provide guidance to electric utilities on how to submit their DSM proposals 3. Conduct the household load survey, analyze the data, and produce results 4. Work with electric utilities to plan and propose DSM projects 5. Work with ERC to prepare a DSM project proposal evaluation process |
| Primary Implementation Barriers | Proposed Changes to Work Plan |
| <ul style="list-style-type: none"> ▪ Lack of quorum in the ERC Board delayed obtaining regulatory approval of the incentive mechanism ▪ Lack of end-use load data complicated selection of DSM measures | <ul style="list-style-type: none"> ▪ DSM Action Plan will suffer some delays as the lack of an ERC Board requires the DSM incentive mechanism to be submitted to the Prime Minister for approval |

Key Accomplishments

Progress made towards fulfillment of the project's results

Progress towards establishing a DSM Incentive Mechanism

ESCB held a series of key stakeholder meetings to garner support for recommended framework for electric utility-driven DSM in Jordan (see **Box 1**).

Box 1. The DSM Recommendations

1. DSM should be used to reduce subsidized electricity consumption
2. JREEEF should provide initial funding of DSM activities
3. MEMR and ERC should jointly develop processes for considering DSM activities proposed by electric utilities
4. Electricity distributors, NEPCO, and the ERC should establish DSM units, which will plan, implement, monitor and evaluate DSM projects
5. Distributors should be eligible for a performance incentive if they meet

DSM delivery targets set by MEMR and the ERC

6. After 2017, the recovery of DSM costs through tariffs should be considered

These meetings included a third gathering of the DSM Steering Committee, and bilateral meetings with His Excellency Minister Hamed and the three sitting ERC Commissioners. The meeting discussions focused on three main issues:

- Presenting the DSM incentive mechanism recommendations
- Discussing a workable approval process in the absence of a quorum of the ERC Board
- Securing a funding source for initial DSM activities

Steering Committee (SC) Meeting

SUMMARY

Meeting Conclusion

SC agreed to endorse contingent upon approval by the ERC Board

Action Items

- ESCB to present the DSM recommendations to the ERC board
- ESCB to follow-up on details of funding from MEMR/JREEEF

The SC held its third meeting on Jan. 13, 2014, chaired by Dr. Ma'abreh. During this meeting, ESCB presented the proposed DSM Incentive Mechanism. ESCB introduced the rationale for DSM and described how all the stakeholders were involved in developing the recommendations. The ESCB team also presented examples of DSM programs, including their benefits in terms of subsidy reductions and participant bill savings. After discussion, ***the Steering Committee agreed to endorse the recommendations of the DSM mechanism as presented by ESCB team – contingent upon their approval by the ERC Board.*** ESCB agreed to present the DSM Recommendations to the ERC Board and to follow-up on the details of funding recommendations with MEMR/JREEEF.

MEMR/JREEEF- USAID/ESCB Bilateral Meeting

SUMMARY

Meeting Conclusion

There are no legal barriers to accessing JREEEF funds for DSM activities

Action Items

- ESCB to work with ERC and MEMR to establish project proposal and implementation review procedures that satisfy forthcoming JREEEF financial by-laws
- USAID to coordinate with ABD

The USAID/ESCB team held a bilateral meeting with MEMR/JREEEF managers on Jan. 20, 2014 in MEMR. The objective of the meeting was to discuss any legal or regulatory or administrative barriers to accessing JREEEF to fund initial DSM activities. ESCB introduced the ESCB activity's early focus on developing a mechanism to promote energy efficiency delivered by electric utilities, and noted the deadline of Apr. 30, 2014 for agreeing on a DSM mechanism.

A key unresolved issue is identifying a funding source for the early years of a DSM effort, as the retail tariff freeze precludes recovering DSM costs from tariffs. The ESCB team presented several options under consideration – JREEEF, the rural files, donors, and commercial financing. The team then presented the rationale for preferring funding through JREEEF.

JREEEF was established to fund renewable energy projects and projects that rationalize energy consumption. Funding from JREEEF or other sources for DSM projects is justified because it will deliver multiple benefits - reduced subsidy flows, lower financial losses for NEPCO, and lower electricity bills for DSM participants. Because the early DSM efforts will focus on highly subsidized low-consumption customers, the biggest beneficiary will be NEPCO

and the Government of Jordan. However, NEPCO is not in a position to support DSM until after 2017, when their financial recovery program is complete. Based on these considerations, the logical place to look for DSM funding is JREEF.

MEMR meeting participants agreed with the logic, and considering utility DSM a promising concept, but noted that any commitment on the part of JREEEF would have to wait on detailed DSM proposals. JREEEF would require more detail on how the funds would be used, to whom they would be disbursed, how good performance by the distributors be guaranteed, and how the outcomes would be evaluated. Ultimately, it is up to JREEEF to approve or not to approve a proposal for funding. The ESCB team pointed out that ERC would review and approve DSM proposals and monitor implementation results, thus providing some assurance for JREEEF and MEMR that the funds would be well-spent and expected outcomes achieved. ESCB will work with ERC and MEMR to establish transparent and objective procedures for reviewing proposals and overseeing implementation that would be rigorous enough to satisfy forthcoming JREEEF financial by-laws.

JREEEF described the original tranche of funding of 20 million JD from the rural files, of which 8 million JD have been committed. ESCB and MEMR discussed the potential for the ESCB project to build the capacity of MEMR and JREEEF. JREEEF could work with ESCB and ERC to develop oversight and monitoring protocols for DSM projects that could then be extended to other projects funded by JREEEF. JREEEF noted that AFD was supporting JREEEF, and suggested that USAID and AFD coordinate.

The meeting concluded that ***there are no legal barriers to using JREEEF to support DSM, and thus JREEEF could be an option for DSM activities, subject to establishing procedures for review and passage of the Financial By-laws.***

ESCB-ERC bilateral meetings

| | | |
|---------|---|---|
| SUMMARY | <p>Meeting Conclusion</p> <ul style="list-style-type: none"> ▪ ERC Commissioners confirmed tariffs should not fund DSM activities until after the rate freeze expires in 2017 ▪ ERC noted that DSM project proposals should be subject to regulatory approval | <p>ESCB presented the DSM Incentive Mechanism to the three sitting ERC Commissioners on Feb. 12, 2014. The Commissioners expressed concern about the impact of any activity such as DSM on the 2014-2017 freeze on retail tariffs. They also requested clarification from ERC staff on how DSM programs should be treated from a regulatory standpoint, e.g., as a core or noncore activity of distributors.</p> <p>Subsequent consultations with ERC staff confirmed:</p> <ul style="list-style-type: none"> ▪ Tariffs should not fund the cost of DSM activities until after the 2017 expiry of the rate freeze; |
| | <ul style="list-style-type: none"> ▪ The determination of whether DSM should be considered as a core or noncore activity could be deferred as long as DSM costs were recovered from non-tariff funding sources; ▪ Regardless of funding source, DSM project proposals should be subject to regulatory approval. | |

Meeting with H.E. Minister Hamed

| | | |
|---------|--|---|
| SUMMARY | <p>Meeting Conclusion</p> <p>ESCB will obtain SC endorsement and approval by the Prime Minister</p> | <p>As a follow up to the Jan. 13, 2014 Steering Committee meeting, ESCB and USAID met with H.E. Minister Hamed on Feb. 16, 2014. The team updated H.E. on the progress of developing the DSM incentive mechanism and requested his assistance as regards gaining formal</p> |
| | <p>Action Items</p> <ul style="list-style-type: none"> ▪ ESCB to explore the benefits of rooftop PV for low-usage households | <p>Building Activity Quarterly Report, Jan. 1 – Mar. 31, 2014</p> |

approval of the recommendations and obtaining funding support from JREEF. The ESCB team described several promising DSM programs, including solar water heaters, energy-efficient motors, and efficient lighting conversions for institutional customers. H.E. wondered about the benefits of rooftop PV for low-usage households, and the ESCB project team promised to explore this possible DSM measure.

ESCB-MEMR/EED Bilateral Meetings

| | | |
|----------------|---|---|
| SUMMARY | Meeting Conclusion | As a prelude to the fourth Steering Committee meeting scheduled for early April, ESCB and MEMR/EED held several meetings (Thursday, Mar. 20; Monday, Mar. 24; Tuesday, Mar. 25; Thursday, Mar. 27) to discuss MEMR/EED feedback on the recommendations. |
| | ESCB revised the DSM incentive mechanism recommendations to address MEMR's comments | EED staff reviewed the DSM Incentive Mechanism recommendations and voiced a few concerns. ESCB subsequently modified the recommendations to reflect EED concerns regarding: <ul style="list-style-type: none"> ▪ MEMR and ERC should have joint oversight over approval and implementation of DSM projects, as JREEEF would be asked to provide funding; ▪ The role of the DSM units established by distributors, NEPCO and ERC should be clear, as MEMR has overall responsibility for energy efficiency policy in Jordan; ▪ MEMR and ERC should jointly prepare guidance for electric utilities in preparing their DSM proposals |

MEMR also noted that the regulatory environment for the energy and mineral resources sectors may be changing. Thus, the DSM incentive mechanism recommendations should be flexible in this regard. ESCB revised the DSM incentive mechanism recommendations to incorporate MEMR's comments and sent out a revised version on Sunday Mar. 23, 2014.

Working Group Meetings

As described in the last quarterly report, ESCB established three Working Groups and two Task Forces that collectively take forward the stakeholder engagement aspects of developing the DSM incentive mechanism recommendations. ESCB continued to engage with these sector stakeholders this quarter. The Regulatory Working Group held two meetings while the NEPCO and Distributor Working Groups held one meeting each. There was also a joint meeting of the two utilities working groups as well as meetings of the Load Survey Task Force and the Financial Analysis Modeling Task Force. **Table 1** summarizes these meetings and their attendance.

Table 1. Summary of Working Group Meetings Held in FY14 Q2

| Date | Meeting | Purpose | Participants | |
|------|---|--|--------------|-------|
| | | | Men | Women |
| 6 | NEPCO Working Group - 3 rd meeting | Presentation and discussion of a proposed DSM Incentive Mechanism for Jordan | 8 | 1 |

| Date | Meeting | Purpose | Participants | |
|-----------------|---|---|--------------|---|
| 7 | Distributors Working Group - 2 nd meeting | Presentation and discussion of a proposed DSM Incentive Mechanism for Jordan | 14 | 2 |
| 13 | Regulatory Working Group - 4 th meeting | Presentation and discussion of a proposed DSM Incentive Mechanism for Jordan | 9 | 4 |
| 13 | DSM Steering Committee - 3 rd meeting | Presentation and discussion of a proposed DSM Incentive Mechanism for Jordan | 8 | 3 |
| 23 | Load Survey Task Force - 2 nd meeting | Decide load survey questions Confirm survey delivery approach | 9 | 1 |
| February | | | | |
| 26 | Electric Utilities Working Group - 3 rd meeting (Joint NEPCO-Distributors WG meeting) | Present DSM capacity building action planning process; Update on development of the DSM Mechanism | 15 | 2 |
| March | | | | |
| 4 | 5 th meeting of the Regulatory Working Group | Present DSM capacity building action planning process Update on development of the DSM Mechanism | 10 | 2 |
| 16 | 2 nd meeting of the Financial Analysis Model task force - and training on the DSM model | Distributors now able to do their own cost-effectiveness screening | 10 | 5 |

Regulatory Working Group Highlights

| | |
|----------------|---|
| SUMMARY | Meeting Conclusions |
| | <ul style="list-style-type: none"> Verification will be very important to maintain regulatory support Early DSM trainings for utilities will focus on DSM planning, with close involvement of the ERC |

The fourth meeting of the Regulatory WG, rescheduled from Dec. 2013 to Jan. 13, 2014 due to Storm Alexa, focused on the recommendations for a DSM Incentive Mechanism. The ESCB team presented the DSM Recommendations and invited comment. DSM activities would focus on reducing the delivered cost of electricity or subsidy flows and thus would benefit both end-users and the Government. To minimize any impact of tariffs, a portal within JREEEF to support utility DSM programs would be established. The ESCB team presented several examples of DSM programs that would reduce subsidies, primarily focusing on households.

Commissioner Rabadi noted that raising tariffs today to pay for DSM is not feasible. She also observed that there are a number of tariff categories not reflected in the presentation. ESCB explained that recommendations would be made for each of the subsidized customer classes. Commissioner Rabadi asked how the ERC will ensure that the DISCOs are doing what they are supposed to do, and that the DSM spending is producing energy savings and subsidy reductions. The issue of verification will be very important to maintain regulatory support.

The fifth meeting of the Regulatory Working Group was held on Mar. 4, 2014. ESCB presented the status of the DSM Incentive Mechanism, as the recommendations were revised based on feedback from the three ERC Commissioners. The main changes were:

1. All of the costs of DSM are to be recovered from a non-tariff funding source in order to eliminate any impact on the retail tariff freeze.
2. A determination of the regulatory treatment for DSM should be deferred until the retail tariff freeze expires.
3. ERC and MEMR will both review utility DSM project proposals, with ERC providing regulatory approval and MEMR providing funding approval.

Mike Weedall, ESCB’s distributor DSM capacity building consultant, also presented the DSM Capacity Building Plan for electric utilities. Early efforts will focus on DSM program planning and will closely involve the regulator. Options for delivering the training include classroom training, on-the-job training/learn by doing, embedded USAID-provided topical experts, and DSM program design seminars (“charrettes”). Capacity building will include utility-specific delivery, delivery to all utilities together, and training to be shared between ERC and electric utility staff.

Highlights of the Electric Utility Working Groups

| | | |
|----------------|---|--|
| SUMMARY | <p>Meeting Conclusions</p> <ul style="list-style-type: none"> ▪ NEPCO, as well as the DISCOs, should establish a DSM unit ▪ Mechanism must be very specific in defining “success” <p>Action Items</p> <ul style="list-style-type: none"> ▪ ESCB to analyze effect of energy savings on the distribution loss target DISCOs must meet ▪ ESCB to share the final incentive mechanism recommendations to the utilities before going to Prime Minister ▪ ESCB to circulate a draft form of the Letter of Instruction to be issued by ERC | <p>The Jan. 6, 2014 NEPCO WG meeting, rescheduled from Dec. 2013 due to Storm Alexa, focused on the proposed DSM incentive mechanism. The ESCB team briefed the WG on the recommendations and requested any comments in order that they might be included in the presentation to the Steering Committee. The WG agreed that JREEEF is the logical source of funding as per the RE and EE law. However, they noted that the available money in the JREEEF will be quickly spent unless the fund is replenished from its legal sources. NEPCO asked about the need to provide DSM incentives to the Distributors, and wondered whether NEPCO should also receive a DSM incentive. The WG suggested that not only the Distributors but NEPCO as well must establish a DSM unit. ESCB agreed to change the proposal to reflect this suggestion.</p> <p>A companion Distributor WG meeting, with the same objectives to present the DSM incentive mechanism and gather WG feedback before presentation to the SC, was held on Jan. 7, 2014. This meeting was also rescheduled from Dec. 2013 due to inclement weather. The ESCB team requested the WG delegates encourage their managers to express their support for the DSM recommendations at the Steering Committee meeting.</p> <p>JEPCO delegates commented on the “principal.” Distributors should be eligible for incentive payment for successful delivery of core DSM” and requested that the mechanism should be very specific in defining what constitutes success.</p> |
|----------------|---|--|

JEPCO delegates also expressed concern regarding the simplicity and transparency of any measurement and verification process. IDECO expressed concern about the effect of energy savings on the distribution loss target that the distributors must meet. ESCB indicated that this would be analyzed as part of financial modeling.

A joint NEPCO and Distributor WG Meeting was held on Feb. 26, 2014 at NEPCO. The objectives were: to present the work of Mike Weedall, the DSM Capacity Building consultant, and the recommendations for the Electric Utilities DSM Capacity Building Action Plan; and to present the next steps towards getting approval on the DSM Incentive Mechanism.

IDECO delegates asked if the capacity building action plan will focus on individual utilities or on individual topics, with the participants coming from all of the utilities. ESCB noted that including all utilities in the same training session was not only economical, but facilitated discussion between DSM staff members at the different utilities. ESCB also noted that the capacity building action plan will be shared with the utilities once it is approved by USAID.

ESCB provided updates to the Working Groups on progress towards agreeing a DSM incentive mechanism, and handed out the latest summary of the DSM Incentive Mechanism Recommendations. The DSM mechanism recommendations include priority DSM activities, funding from JREEEF, establishing DSM units, and establishing a reward mechanism for successful delivery of DSM by utilities.

IDECO delegates asked which recommendations were the ones that the Steering Committee endorsed. ESCB clarified that the draft recommendations presented to the Steering Committee on Jan. 13, 2014 were subsequently modified based on comments and concerns expressed by the three sitting ERC Commissioners at a meeting on Feb. 12, 2014. ESCB has revised the proposal and will request another Steering Committee meeting to gain approval of the revised recommendations. One key change is that the three sitting ERC commissioners will not agree to considering DSM as a core activity at time because doing so would potentially have an impact on retail tariffs, which are frozen until end-2017. DSM funding will have to come from some source other than tariffs.

IDECO expressed the view that the measurement and verification process could be through counting energy efficient devices rather than estimating energy savings, and suggested there be no penalties involved. ESCB affirmed that no penalties will be recommended, and agreed to add a recommendation that ERC consider DSM as core business after 2017 if initial results are good.

EDCO noted that the utilities need to know the incentive mechanism recommendations before going to Prime Minister, and asked that the Letter of Instruction to be issued by ERC be circulated in a draft form. ESCB promised to respond to these requests. EDCO and NEPCO both inquired about how the quality of EE technologies would be assured. ESCB clarified the existence of quality assurance in the process of procurement, and added that NERC will help on this. NEPCO inquired if maximum demand reduction was involved in the saving calculation and mentioned that the cost of generation will go down. ESCB responded that demand reduction benefits would be included in the financial analysis model, which each of the distributors would be trained on shortly.

Task Forces

The Load Survey Task Force met on Jan. 23, 2014 to hear the detailed plan for the household load survey. Based on the NDA that ESCB signed with the Distributors, the ESCB team acquired the customer data from each utility needed to draw the load survey sample. Each Distributor will have a sample that will represent its own customers and market. The sample size varies from 850 to 1000 households for each distributor. The results of bilateral meeting to

agree on the logistics of conducting the survey and the responsibilities of each party were described (see **Table 2** below).

Table 2: Responsibilities for the Household Load Survey

| Task/Activity | DISCO | ESCB |
|---|-------|------|
| Endorsing/approving questionnaire | √ | |
| Assigning load survey teams | √ | |
| Assign load survey supervisor | √ | |
| Interviewing selected DISCO personnel | | √ |
| Contracting external load survey teams | | √ |
| Contracting data entry system analyst, etc. | | √ |
| Training of load survey teams | | √ |
| Pretest of questionnaire | √ | √ |
| Planning of field visits based on customer location | √ | √ |
| Getting DOS or UJ approval (for security reasons) | | √ |
| Logistical support | √ | √ |
| Arranging of field vehicles | √ | |
| Preparing the tabulation plan | | √ |
| Conducting load survey | √ | √ |
| Checking and verification | √ | √ |
| Training on data entry and analysis | | √ |
| Data entry and check | | √ |
| Statistical analysis | √ | √ |
| Producing output tables | √ | √ |
| Producing draft report | √ | √ |
| Drawing conclusions and recommendations | √ | √ |
| Producing final report | √ | √ |
| Presentation of results in a seminar | | √ |

Five survey teams will be mobilized for each distributor. Each team will consist of a female engineer recommended by the statistical consultant and hired by ESCB, plus an engineer employee of the distribution company. Each team will require a car, which will be provided by the Distributor. ESCB's statistical expert interviewed each candidate interviewer to determine their suitability. ESCB will also provide data entry clerks and programmer/analysts. The Distributors will provide supervisors, drawing from engineers assigned to the DSM Unit. Training for interviewers and supervisors will start in late April and the data collection should start by May 1, 2014.

Other Task 1 Activities

DSM financial analysis model

ESCB developed a beta version of the financial model and delivered it to the three DISCOs through a one-day training workshop held on the Mar. 16, 2014. Mark Germer, an international financial modelling expert who has extensive previous experience in building commercial DSM analysis models and participated in developing the model, led the trainings. Due to the non-disclosure agreement ESCB has signed with each of the DISCOs, and based on DISCOs demand, each DISCO received an exclusive version of the model containing only its customer billing data. Each of the three versions is password-protected and provided only to that DISCO.

The ultimate goal of the financial model is to screen DSM programs for the cost effectiveness. A considerable part of the training was on how the financial model fits in the DSM program

planning and delivery process. After basic training on the model interface, each DISCO was provided with their model and invited to do a group DSM planning exercise, including presenting the results of their efforts to the entire class. A training assessment form showed that the trainees appreciated this training format. **ESCB will continue working towards delivering the Alpha version of the financial model, which is expected to be finished by the end of June.**

As a result of the several DSM cases presented through the working group presentations over the past quarter, **ESCB started receiving requests from the DISCOs for assistance in evaluating the feasibility of various DSM program designs.** JEPSCO, IDECO, and EDCO requested evaluating the feasibility for a SWH program, PV systems program, and (PV, solar water heaters and variable speed drive) program, respectively.

Engagement with JRF

During the meetings with MEMR and SWH suppliers, Jordan River Foundation (JRF) was highlighted as successful in accessing JREEF for 1 million JD to create community-based small revolving funds to finance 2000 SWH systems by the end of 2014. Hanania (one of Jordan's largest solar water heater providers) was also awarded a sole supplier contract through a competitive process managed by MEMR. ESCB thus sought to learn how JRF and Hanania approached the JREEF application process.

Upon meeting JRF, it became clear that they were approved through an accelerated process that is unlikely to be replicated for future JREEF disbursements. The only reporting requirement built into the JREEF-JRF agreement was quarterly reporting on the number of installed SWH systems. JRF themselves expressed their interest in evaluating the impact of their program and their intention to provide evaluation results to MEMR.

JRF and ESCB agreed to consider cooperation in developing a statistical model to analyze electricity savings and other benefits of the SWH program. JRF will benefit by using the model for their future SWH programs and potentially for PV programs currently in the design phase. ESCB will benefit by understanding the actual performance of SWHs and by building measurement and evaluation capacity at distributors and JRF and MEMR. ESCB is seeking permission from USAID for this cooperation.

Survey of solar water heater industry

As part of a review of potential DSM measures, ESCB held discussions with the three largest solar water heater providers in Jordan – Hanania, Nur, and Millennium Energy. Hanania and Nur are full-fledged manufacturers and advocates of flat plate systems, whereas Millennium Energy is a supplier considering itself to be technology agnostic.

Millennium differs from the other suppliers such that it focuses on large-scale commercial projects within the energy sector as a whole. Residential SWH make up only 2% of their revenue. As such, they seemed less intent on expanding that market than either Hanania or Nur.

All three suppliers provide the standard size of SWH sold in Jordan (150-250 liter capacity). Lifetime, warranty procedures, and after-sales services are comparable. While sales are made throughout the country, there is a tendency for Central Jordan to capture a higher percentage of sales due to higher income levels in the region.

All three companies shared a concern regarding cheap systems, many from China, which do not live up to performance or lifetime claims. This has created an image problem for the technology. **The companies suggested that JSMO take a more proactive approach in setting market standards and banning inferior products from being sold on the market.**

Additional comments from the SWH companies include:

- The SWH test facility in operation at RSS does not cover the full spectrum of SWH testing performed in order to receive accreditations such as the European Solar Thermal Industry Foundation's Solar Keymark certification.¹
- Access to financing is a continuing concern, as banks are only interested in providing small loans at high interest rates or with high service charges.

There was some cautious optimism regarding future sales, especially if government is serious about enforcing the recently introduced SWH regulations mandating its installation for all residences over 150m². Should the regulations pass and be enforced, the market is expected to increase to approximately 50,000 units per year; today, the market is half that size.

ESCB will actively cooperate with the SWH providers as the DSM measures are further developed.

Integrated Resource Planning

Quanta Consulting, a subcontractor under ESCB, submitted their draft report entitled *Assessment of IRM Needs in Jordan*. The ESCB team has reviewed the report and provided comments. A final draft to be submitted to USAID is expected in April.

Consumer consultations

ESCB conducted three focus groups with EDCO, IDECO, and NEPCO customers, and a fourth focus group with selected schools. The focus groups were designed to represent a wide range of sectors to better understand how DSM can be implemented for different types of consumers.

Based on the received feedback, lighting is of interest to all consumers, followed by SWH and Variable Speed Drive (VSD) for specific sectors. There is, however, some apprehension regarding the quality of EE products available on the market. Specifically, some customers perceived the current products to either have a shorter lifespan or have poor performance relative to what is advertised. ***Similar to the SWH providers, the focus group participants suggested that JSMO takes steps to ban poor quality imports and to introduce national testing facilities for the applicable technologies.*** PV technology was widely mentioned a possible avenue for reducing consumption but all consumers have expressed concerns about price and, to a lesser extent, space requirements.

The inability to access affordable financing solutions for EE technologies is a major barrier for investment. Despite the availability of green credit facilities at some banks, loans for energy efficiency measures are still treated in a similar manner to traditional loans with respect to interest rates and expected loan guarantees. These risk-offsetting measures taken by the credit facilities, coupled with the long payback period for some technologies, tend to dissuade management from making such investments. As a general guidance, a four-year payback is considered the maximum length of time consumers are willing to accept.

When the possibility of a DSM program managed by DISCOs was discussed, the reaction was skeptical across all groups. ***At the moment, consumers do not see DISCOs as partners or service providers but are viewed in a similar manner to "debt collection agencies", a term used more than once.*** Even if consumers were to accept that DISCOs are capable of running a DSM program, the consensus was that Amman would receive the majority share of all funding. ESCB will work with the DISCOs to counter this negative image.

Challenges/Solutions

Implementation issues, including obstacles encountered and possible delays

¹ They also noted that the cost of qualifying for the certification is quite high

| Challenge | Proposed Solution |
|--|--|
| Lack of enthusiasm by MEMR for electricity utility involvement in delivering energy efficiency activities. Such a situation may create obstacles in getting distributor DSM projects approved. | Continue to work with MEMR and ERC to build capacity for their shared role in overseeing utility DSM |
| Steering Committee has not yet approved the DSM Incentive Mechanism recommendations. | ESCB continues to conduct bilateral meetings with the stakeholders to explain the recommendations and get support |
| JREEEF not yet approved as funding source for DSM | Model a concept three-year pilot DSM activity and present the results of financial analysis (anticipated high return on investment) as a business case for JREEEF investment |
| Possible delay for implementation of the load survey due to the lack of women electrical engineers interviewers in southern Jordan | Hire other qualified women university graduate interviewers other than electrical engineers |

Activity Forecast

The primary focus of the next quarter will be achieving approval from the Steering Committee on the DSM Incentive Mechanism Recommendations. Following approval, ESCB will organize a number of activities that are contingent on a successfully concluded DSM agreement. These anticipated activities are listed below.

| Activity | Responsibility | Expected Result | Target date |
|--|--|--|---------------|
| Hold stakeholder group consultative meeting | MEMR and WG Chairs with USAID/ESCB support | DSM incentive mechanism presented and discussed, and comments received | May 15, 2014 |
| Hold public consultation | MEMR, ERC Chief Commissioner, DISCO and NEPCO CEOs, USAID/ESCB | Public inputs to the DSM incentive mechanism – through websites and other modalities | May 30, 2014 |
| Promulgate Letter of Instruction for DSM project preparation | MEMR and ERC | Detailed instructions to Distributors regarding their DSM proposals | Jun. 1, 2014 |
| Supporting WGs in developing a DSM implementation plan | WGs with USAID/ESCB support | DSM implementation plan endorsed by WGs | Jun. 15, 2014 |
| Support distributors in developing DSM proposals | DISCOs with USAID/ESCB support | DSM proposals for submittal to ERC and MEMR | Jul. 1, 2014 |

Once the Incentive Mechanism recommendations are approved, each DISCO will design their own DSM programs. ESCB will support the roll-out of the financial model in each of the DISCOs to help them select the most appropriate DSM program for each one. ESCB staff will also provide ERC and MEMR training in the financial model, along with other relevant intensive capacity building with the DISCOs, ERC and MEMR.

TASK 2: BUILD CAPACITY OF THE ENERGY SECTOR

| AT-A-GLANCE SUMMARY | |
|---|---|
| Top 3 Achievements | Priority Next Step Activities |
| <ol style="list-style-type: none"> 1. Preparation of Action Plans for ERC/MEMR and the electric utilities 2. Delivery of training on DSM planning, financial modeling, 3. Mobilization of a Renewable Power Integration Expert to provide technical assistance on preparing grid codes for NEPCO and ERC | <ul style="list-style-type: none"> ▪ Complete preparation of detailed SOWs for the priority capacity building needs (and TA) outlined the two Capacity Building Action Plans ▪ Mobilize specialist DSM consultants to provide capacity building to NEPCO and the distributors ▪ Complete preparation of SOWs for technical assistance requested by MEMR/EED and MEMR/JREEF |
| Primary Implementation Barriers | Proposed Changes to Work Plan |
| <ul style="list-style-type: none"> ▪ Lack of enthusiasm for DSM capacity building on the part of ERC and MEMR ▪ Lower priority of capacity building activities relative to gaining approval of the DSM incentive mechanism | <ul style="list-style-type: none"> ▪ Implementing the Capacity Building action plans will be delayed as the Incentive Mechanism is finalized |

Key Accomplishments

Progress made towards fulfillment of the project's results

Assessment of capacity building needs for utilities

ESCB mobilized two consultants (Mike Weedall and Brian Castelli) to conduct an assessment on DSM capacity building needs for utilities. They spent three weeks in Jordan interviewing NEPCO, IDECO, JEPCO, and EDCO management and staff to assess what skills and capabilities these organizations require to fulfill their new DSM responsibility.

The project team spent one day in each utility meeting with all those involved in EE activities, and with other staff members who have potential to work in EE units in their companies. Each utility visit ended with a meeting with the CEO.

The interviews pointed to one major conclusion: ***The level of DSM knowledge and expertise within the Jordanian utilities is at a very basic level.***

As such, the capacity building training must be comprehensive, covering all aspects of DSM, and must be extremely detailed. Furthermore, ongoing support is needed to sustain capacity building progress. ***ESCB therefore recommends a series of training modules covering the basic elements of DSM, followed by ongoing support and on-the-job coaching delivered by visiting experts.*** The recommended curriculum is described in a detailed capacity-building plan for utilities on Mar.15, 2014. The plan is in its final draft waiting for approval from USAID.

Capacity building activities

Utility Capacity Building on DSM

ESCB team conducted a one-day introductory training on Feb. 24, 2014. The session targeted people from the four utilities; NEPCO, JEPSCO, EDCO and IDECO, with 30 people of attendees. Mike Weedall and Grayson Heffner from ESCB covered the following topics:



(Above) Mike Weedall kicks off a one-day introductory training on DSM fundamentals

- Introduction to DSM
- DSM Planning Essentials
- DSM Program Design
- Effective Marketing Strategies
- Measurement and Evaluation

The session included interaction activities with the attendees, who were divided into four groups representing the four utilities. Each group was asked to choose its favorite EE program from between the programs that was presented and then implement the processes covered by the training on the selected program. Following the group work, each group presented their approach and recommended strategies in developing the program.

Training on DSM financial model

ESCB conducted a one-day training for the three distributors on Mar. 16, 2014 on how to use the ESCB-developed DSM financial model (beta version). ESCB allocated five seats for each DISCO. All 15 attendees were people who will be involved in the EE activity in their company. The training was computer based, where every one or two trainees have one laptop. ESCB provided any missed laptops.

ESCB acquired and manipulated row billing data from each DISCO to input into the financial model. Each group of one utility was given a password-protected copy of the model with its own billing data already imported. The training covered the following topics:

- Introduction and Overview
- Model methodology
- Input requirements
- Results tabs
- Examples of EE programs that can be plugged into the model
- Group exercise to design DSM programs: each group selected an EE program and plugged it into the model to calculate results. The ESCB trainers coached the groups; at the end, each group presented their results.

Power Breakfast Executive Seminar

ESCB convened a power breakfast for high-level executives from the electric utilities, ESCOs, and other private entities from the energy sector. Twenty-three executives participated in the event. During the breakfast, ESCB provided material explaining the DSM incentive mechanism. The discussion explored the role of ESCOs in the coming DSM activities.

Event attendees demonstrated considerable interest in this subject and identified the need for additional events of this nature on topics related to the private sector role and opportunities in energy services.

Energy Efficient Lighting Bulk Procurement and Replacement Program

Over the last two years, the Ministry of Energy and Mineral Resources (MEMR) has been working to distribute efficient lights to low usage customers. To support this program, **ESCB assembled two international experts in bulk procurement and replacement programs who worked from Amman**. Naceur Hammami provided assistance from Feb. 7 - 24, 2014, and Dilip Limaye from Feb. 12 – 24, 2014.

Mr. Hammami and Mr. Limaye discussed how to support the Ministry in implementing the CFL replacement program. This technical assistance will go forward once the bulk, procurement tender (of 1.5 million CFLs and LEDs) is approved. They also conducted a seminar on Bulk Procurement and Replacement Strategies. Twenty-five participants attended the seminar, including members of the CFL Replacement Program Technical Committee, executives from MEMR and other officials. The seminar identified the various important elements of program design and implementation and experience from a number of countries in Asia and Africa. This information is very useful as MEMR moves forward with its program.



Above: Photos from the seminar on CFL and LED Bulk Procurement and Replacement Strategies led by ESCB consultants Naceur Hammami and Dilip Limaye.

Mr. Hammami and Mr. Limaye also held meetings with MEMR's related departments, where they identified other areas in which MEMR could benefit from technical support for program implementation. Although the tender for bulk procurement of energy-efficient lamps has been already issued by MEMR, there are many elements of program design, implementation, and monitoring and evaluation that appear to be not formulated in detail by MEMR and its CFL Replacement Program Technical Committee.

Weather Emergency Planning

Bad weather conditions prevailed in Jordan during Dec. 2013, where heavy accumulated snowfall left many people without electricity and heightened tension between the ERC and electricity companies. ESCB helped mitigate this situation by mobilizing an expert in weather emergency planning, Ms. Alice Miller. Ms. Miller is formerly of the New York Public Service Commission and currently a consultant for the National Association of Regulatory Utility Commissioners (NARUC). Her duties at the NYPSC included reviewing utility emergency plans, evaluating utility performance during weather-related outages. On Jan. 21, 2014, Ms. Miller provided a presentation to 41 representatives from the electricity sector, including MEMR and the ERC. She presented experiences from the US in weather emergency planning and operations, with special attention to practices and technologies that might prove useful for Jordan. Ms. Miller covered a wide range of weather emergency topics:

- Prepare or Beware! The case for Outage Management Planning
- Communication and Public Relations – Mobilizing social media for weather emergencies

- Command Centers – A role for dispatchers, regulators, and public relations managers
- Call Centers – Best practices and emerging technologies
- Mutual Aid Arrangements – Applications of the mutual aid model for Jordan
- Review and remediation – Cooperatively preparing for the next weather emergency

Energy managers

ESCB supported training for *nine* participants from the three DISCOs and the National Center for Security and Crises Management to get knowledge and certification to become a Certified Energy Manager. The training session was organized during the period of 2- 6 of February by EDAMA/Jordan Energy Chapter.

Challenges/Solutions

Implementation issues, including obstacles encountered and possible delays

The capacity building actions plans for MEMR/ERC and for the distribution companies have been completed and submitted to USAID. Capacity building has been put on hold while the DSM incentive mechanism is approved.

Activity Forecast

Next steps for the next period

In the next quarter, ESCB will begin capacity building activities in earnest. **Table 3** below shows the training activities scheduled for the next reporting period for the ERC and MEMR.

Table 3: Anticipated capacity building activities for ERC and MEMR (Apr. – Jun. 2014)

| |
|---|
| DSM Implementation Training |
| ▪ Financial and technical impact on utilities |
| ▪ DSM case studies |
| ▪ Role of energy auditing and ESCO services |
| ▪ DSM program design |
| Energy Service Providers Development |
| ▪ Performance contracting regulation |
| Awareness campaigns |
| ▪ Promotional campaign design |
| ▪ Campaign monitoring and evaluation |
| JREEEF |
| ▪ EE, RE and DSM project development and evaluation |
| ▪ Financial management and fund administration |
| ▪ Procedures to receive and evaluate applications for funding |
| ▪ Procurement, comptroller and disbursement procedures |
| Tariff Structure Design Training |
| ▪ Identifying tariff categories |
| ▪ Integration of RE and net metering |

Table 4 below shows the training activities scheduled for the next reporting period for utilities.

Table 4: Anticipated capacity building activities for electric utilities (Apr. – Jun. 2014)

| Activity | Target Group | Resources | Deliverables/Schedule |
|--|-----------------|--------------|---|
| DSM Planning | | | |
| Develop template for standard DSM Program Plan and secure comments to finalize plan from utilities and ERC | ERC & Utilities | ESCB team | ERC reviews the DSM Plan template and finalizes what information is needed and in what format from utilities. Due: April, 2014 |
| Overview of DSM planning | ERC & Utilities | TBD | Identify DSM Training Lead & develop training materials. Conduct training. Due: May 2014 |
| Technology Assessment | ERC & Utilities | TBD | Identify DSM Training Lead & develop training materials. Conduct training. Due: June 2014 |
| Cost-effectiveness and measure screening | ERC & Utilities | TBD | Identify DSM Training Lead & develop training materials. Conduct training. Due: June 2014 |
| DSM Implementation | | | |
| Designing effective pilot projects | ERC & Utilities | TBD | Identify DSM Training Lead & develop training materials. Conduct training. Due: June 2014 |
| Staffing and Organizational Development | | | |
| DSM organization | Utilities | TBD | Meet individually with senior management at four utilities to discuss staffing options & where to put DSM unit in their utilities. Due: May 2014 |
| Position descriptions | ERC & Utilities | TBD | Sample position descriptions provided to utilities for positions they will have in DSM group. Due: May 2014 |
| Ongoing support | Utilities | TBD | Develop map of each utility org. & map out specific support & duties required within each utility from other depts. Due: June 2014 |
| Monitoring and Evaluation | | | |
| Draft EM&V plan and meet with ERC to secure their approval for how EM&V will be conducted. | ERC | Alice Miller | Develop proposed EM&V protocol. Meet with ERC and finalize protocol. Due: June 2014 |

| Activity | Target Group | Resources | Deliverables/Schedule |
|---|-----------------|-----------|--|
| DSM Knowledge Bank | | | |
| Secure feedback from ERC & utilities regarding DSM Knowledge Bank approach. | ERC & Utilities | ESCB team | Comments taken and incorporated into development of detailed training. Due: June 2014 |

TASK 3: DEVELOP ENERGY SERVICES ASSOCIATION(S)

| AT-A-GLANCE SUMMARY | |
|--|--|
| Top Achievements | Priority Next Step Activities |
| <ol style="list-style-type: none"> 1. Completion of the market potential assessment for ESPs 2. Workshop for ESP association development 3. Reviewing the ESPs licensing system/bylaw developed by MEMR | <ol style="list-style-type: none"> 1. Develop coalition of energy-related associations and begin implementing individual action plans 2. Complete financial survey 3. Conduct capacity-building activities in performance contracting, M&V 4. Design internship and mentoring programs for universities graduates at ESPs with special focus on women. 5. Design an ESPs accreditation system |
| Primary Implementation Barriers | Proposed Changes to Work Plan |
| None identified at this time. | None identified at this time. |

Key Accomplishments

Progress made towards fulfillment of the project's results

Identification of possible governing structure for ESPs organization

ESCB held a workshop for Energy Service Providers (ESPs) on Mar. 3, 2014. There were 62 participants, representing ESPs, energy-related associations, governmental agencies, financial institutions and large consumers.

(Below) Photos from the Special Workshop on Organizing Jordan's ESPs, featuring Chief of Party Mary Worzala, ESCB's senior gender expert Jenine Jaradat, and representatives from the attendance presenting the results of the working groups discussions



(Below) Photos from the Special Workshop on Organizing Jordan’s ESPs, featuring representatives from the attendance presenting the results of the working groups discussions



Identification of ESPs needs (capacity building/training needs) as part of the market assessment and the association workshop

The survey report that assesses the ESPs market potential was completed and submitted to USAID. ESCB presented these survey results in the ESP association workshop held in March.

ESCB developed an interview protocol for structured interviews with banks, financing firms, and development agencies. ESCB tested the questionnaire with three financing institutions and will be rolled out early in the next quarter.

During Feb. and Mar. 2014, ESCB conducted interviews with all the relevant organizations in Jordan that have any type of accreditation, licensing or certification programs related to the energy services industry. ESCB has prepared detailed report on “Accreditation & Licensing Programs in Jordan,” which is currently being reviewed by project staff.

ESCB has recruited consultants to conduct the performance contracting and the M&V capacity building workshops scheduled for May 2014.

Challenges/Solutions

Implementation issues, including obstacles encountered and possible delays

| Challenge | Proposed Solution |
|--|---|
| Mapping and analyzing the best governing structure for ESPs organization. This will require intensive discussions with all stakeholders. | A coalition of associations has been proposed that will focus ESCB efforts on supporting existing associations. |

Activity Forecast

Next steps for the next period

- Follow up on building a coalition of ESPs
- Conduct capacity-building activities for ESPs on performance-based contracting, monitoring & verification, access to finance, and preparing business and marketing plans
- Design internship programs at ESPs for universities graduates, with special focus on women
- Design an ESP accreditation system and obtain ESP buy-in

- Review the ESPs licensing system/bylaw developed by MEMR and provide technical advice on how to enhance it

TASK 4: RESPOND TO ENERGY SECTOR OPPORTUNITIES

| AT-A-GLANCE SUMMARY | |
|---|---|
| Top Achievements | Priority Next Step Activities |
| <ol style="list-style-type: none"> 1. USAID approved the installation of solar PV at MOPIC and the Jordan Customs building 2. ESCB fielded a short-term consultant to develop the solar systems RFP and bidding process | <ol style="list-style-type: none"> 1. Complete the RFP for both sites; get USAID approval for the RFP and selection process 2. Complete the environmental monitoring and mitigation plan 3. Release the RFP to bidders |
| Primary Implementation Barriers | Proposed Changes to Work Plan |
| None identified at this time. | None proposed at this time. |

Key Accomplishments

Progress made towards fulfillment of the project's results

Task 4 of ESCB targets opportunities in the energy sector such as small-scale renewable energy generation in public buildings, minor enhancements in the electricity transmission system, feasibility and identification studies, designs, tendering support, oversight services for small-scale electricity generation, economic studies and other technical studies as needed.

During the reporting period, ESCB began supporting the first emergent request. The Government of Jordan (GOJ) is undertaking to promote the installation of renewable electricity generation at all government agencies. To assist with this endeavor, USAID is facilitating the procurement and installation of solar photovoltaic (PV) arrays at two buildings of the Government of Jordan (GOJ):

- Jordan Customs; and
- Ministry of Planning and International Cooperation (MOPIC).

During the period of March 8 – 18, 2014, ESCB mobilized a short-term Deloitte consultant (Bill Noel) in support of planning for the procurement and installation of these PV installations. Mr. Noel completed the following activities in support of two proposed solar PV installations at Jordan Customs and MOPIC:

- Met with USAID Project Manager to review the project scope, technical parameters and other requirements;
- Performed visual site inspections and met with representatives of Jordan Customs and MOPIC to review the projects;
- Reviewed the electric consumption history for Jordan Customs and MOPIC;
- Independently assessed the solar irradiation, optimal panel tilt, and other site characteristics based on geospatial positioning satellite (GPS) information;
- Consolidated industry standards and guidelines for solar PV installation leading practices;
- Developed a draft technical specification and tendering process for the proposed installations.

Challenges/Solutions

Implementation issues, including obstacles encountered and possible delays

None identified at this time.

Activity Forecast

Next steps for the next period

- Finalize the RFP, bidding procedures and selection criteria for the two solar PV systems
- Advertise and issue the RFP for potential bidders
- Respond to potential bidder's questions regarding the procurement
- Conduct the technical and financial evaluation of bids

CROSS-CUTTING AREAS: GENDER & INCLUSION

| AT-A-GLANCE SUMMARY | |
|---|---|
| Top Achievements | Priority Next Step Activities |
| 1. Assessed the role of women in Energy Service Providers in Jordan | <ol style="list-style-type: none"> 1. Begin the implementation of ESCB's mentorship program 2. Plan ESCB's leadership forum |
| Primary Implementation Barriers | Proposed Changes to Work Plan |
| None identified at this time. | None proposed at this time. |

The project continues to integrate inclusion/gender as a cross-cutting issue, with all project staff expected to consider gender across their tasks and specific activities. Weekly internal reports from task leaders contain gender updates to assist the gender team in measuring successes against ESCB's Inclusion plan, which includes its Gender Action Plan and recommendations for integrating youth and disability.

Key Accomplishments

Progress made towards fulfillment of the project's results

- **Assessed the role of women in Energy Service Providers in Jordan.** ESCB presented the findings from the assessment, which included interviews of two women-owned energy businesses, at the ESP workshop held on Mar. 3, 2014 and included recommendations for a comprehensive approach by ESPs, an ESP association and the ESCB project to enhance women's participation in, and advancement throughout, the sector.
- **Began coordination efforts for ESCB's planned internship program** with the German-Jordanian University, the University of Jordan and the American University in Madaba.
- **Laid groundwork for mentorship and leadership programs.** ESCB met with a number of stakeholders, including universities, mentorship programs and individuals in the public and private sector to further enrich ESCB's understanding of gender in the sector and develop its planned mentorship and leadership programs. ESCB's first leadership forum is planned for September 2014.
- **Held 'gender coordination meetings'** with USAID projects Jordan Competitiveness Program and Water Reuse and Environmental Conservation Project to discuss gender integration and future collaboration.
- **Held a capacity building session for local project staff on Gender Programming** and ensured that they understand the role they play in integrating gender into the project. Systemized the reporting of gender achievements within the project.
- **Secured confirmation from JEPCO and IDECO** that they will recruit three women engineers in their respective energy efficiency units once they are approved by the ERC through discussions with senior leadership in counterpart organizations on encouraging women's participation and leadership.
- **Reviewed the load research manual to ensure that it reflects the cultural and gender considerations** that must be taken into account when working directly with households.

- Ensured the lead research team includes women when conducting residential research.
- Ensured women were included in consumer group consultations.

Activity Forecast

Next steps for the next period

- Begin implementing ESCB's mentorship program
- Organize ESCB's first leadership forum
- Continue dialogue with stakeholders on the benefits female participation will bring to the energy sector

PROJECT MANAGEMENT AND OPERATIONS

| AT-A-GLANCE SUMMARY | |
|---|--|
| Top 3 Achievements | Priority Next Step Activities |
| <ol style="list-style-type: none"> 1. Mobilized six new resources, including two full-time local advisors 2. Identified short-term housing options for STTAs, to reduce long-term costs | Continue facilitating new resource approvals and other operations in support of technical activities |
| Primary Implementation Barriers | Proposed Changes to Work Plan |
| Not applicable | Not applicable |

Key Accomplishments

Human Resources

- Received approval from USAID and mobilized the following resources:

Table 5. Resources approved during reporting period

| Name | Employed by | Project Role |
|----------------------|-------------------|--|
| Hammami, Naceur | Deloitte US (ICA) | Renewable Energy and Energy Efficiency Expert (Task 2 Plug STTA) |
| Weedall, Mike | ASE | DSM Expert (Task 1 STTA) |
| Ballouz, Hala | Deloitte US (ICA) | Renewable Integration / Grid Code Specialist (Task 2 Plug) |
| Qubain, Tarek | ECO Consult | DSM Planner (Task 1 LTTA) |
| Abdel Al-Qader, Lama | ECO Consult | Institutional Capacity Development Advisor (Task 2 LTTA) |
| Lockhart, David | Deloitte US (ICA) | Regulatory Advisor (Task 2 Plug STTA) |

- Prepared contracts for Load Survey Interviewers to be hired for two months (Apr. 21 - Jun. 21, 2014)

Procurement/Office Premises

- Added furniture in the office due to increased staff
- Set up a technical team room in the office with partitions
- Identified short-term housing options for STTAs to reduce costs
- Maintained government-furnished property inventory

Financial

- Opened new bank account (in name of Deloitte Consulting Overseas Projects LLC) with updated signatories. Previously, the bank account included the name of a closed USAID-funded project, SABEQ, which occasionally led vendors to question check payments from the project. These new accounts should reduce vendor confusion, expediting procurements.

Communications:

| Event | Venue | Date | # of invitees | # of attendees | Male | Female |
|--|--------------|-----------|---------------|----------------|------|--------|
| Weather Emergency Planning and Operations For Electric Utilities | NEPCO | 1/21/2014 | 80 | 67 | 56 | 11 |
| NEPCO Consumer Consultation | Century Park | 2/13/2014 | 14 | 14 | 14 | 0 |
| Lessons Learned from Energy Efficiency, Bulk Procurement and Replacement Programs around the world | Crown Plaza | 2/18/2014 | 41 | 30 | 25 | 5 |
| Power Breakfast Executive Seminar | Four Seasons | 2/20/2014 | 52 | 32 | 25 | 7 |
| Aqaba Consumer Consultation | Movenpick | 2/21/2014 | 18 | 17 | 14 | 3 |
| Utility Capacity Building Workshop | Century Park | 2/24/2014 | 55 | 32 | 25 | 7 |
| IDECO Consumer Consultation | IDECO | 2/5/2014 | 22 | 22 | 18 | 2 |
| Special Workshop on organizing Jordan Energy Service Providers | Crown Plaza | 3/3/2014 | 184 | 75 | 55 | 20 |
| Schools Consumer Consultation | ESCB | 3/5/2014 | 10 | 7 | 5 | 2 |
| Financial Model Training | Century Park | 3/16/2014 | 20 | 22 | 15 | 7 |

Challenges/Solutions

Implementation issues, including obstacles encountered and possible delays

| Challenge | Proposed Solution |
|--|--|
| Isam Mustafa (Sr. Energy Expert) transitioned from being an independent contractor to a Deloitte employee on Mar. 2, 2014, but later resigned on Mar. 31, 2014 | ESCB staffing is being reviewed to determine if we need to bring a replacement on board. No delays expected. |

PERFORMANCE MONITORING

| Indicator | Baseline | FY14 Target | Achieved Results Jan 1-March 31, 2014 | Total Achieved |
|--|--|---|---|--|
| 1. Percent of energy efficiency increases at electricity sub-station level due to USG assistance | 0% <i>DSM/EE program not yet implemented</i> | 0 <i>DSM/EE programs to begin late FY14</i> | N/A | N/A |
| 2. Number of households implementing EE measures as a result of USG assistance | 0 <i>DSM/EE program not yet implemented</i> | 0 <i>DSM/EE programs to begin late FY14</i> | N/A | N/A |
| 3. Number of institutions receiving technical assistance due to USG assistance | 0 <i>Baseline defined to track technical assistance provided through ESCB</i> | 20 <i>List of anticipated institutions included in PMP, Appendix 1</i> | 11 <i>CEGCO, JAF, PSD, SEPCO, Civil Defense, MOMA, GDF, NERC, NIIC, Audit Bureau, , National Center for Security & Crisis Management</i> | 18 New <i>institutions receiving TA=11</i> Continuing <i>institutions receiving TA=7</i> |
| 4. Number of institutions with improved capacity to address clean energy issues as a result of USG assistance | 0 <i>Baseline defined to track capacity building due to ESCB</i> | 0 <i>FY14 is the defined baseline year</i> | N/A | N/A |
| 5. Validated savings from utilities' forecasted electric demand due to incentive mechanism demand-side-management/energy efficiency programs | 0 <i>DSM/EE program not yet implemented</i> | 0 <i>DSM/EE programs to begin late FY14</i> | N/A | N/A |
| 6. Number of ESCOs accredited/licensed | 0 <i>Accreditation program not yet implemented</i> | 0 <i>Accreditation program to begin FY15 earliest</i> | N/A | N/A |

| Indicator | Baseline | FY14 Target | Achieved Results Jan 1-March 31, 2014 | Total Achieved |
|---|--|---|---|--|
| 7. Number of megawatts installed through alternative energy projects in Jordan supported by USG assistance | N/A <i>To be defined based on Task 4 initiatives</i> | 0.15 MW <i>Estimate dependent on known planned solar panel installations</i> | 0 | 0 |
| 8. Number of action plans developed | 0 <i>Baseline defined to track action plans developed due to ESCB</i> | 7 <i>Assumes 3 WG Action Plans, ESCO Action Plan, and 3 Capacity Building Plans (MEMR, ERC, one DISCO)</i> | 2 <i>Capacity building action plan: Phase 1 – DSM Incentive Mechanism Capacity Building Action Plan for:</i> 1. ERC 2. MEMR | 4 |
| 9. Number of laws, policies, strategies, plans, agreements, or regulations addressing clean energy officially proposed, adopted, or implemented as a result of USG assistance | 0 <i>Expected measure will be the utility incentive mechanism</i> | 1 <i>At least one agreement with a DISCO reached</i> | 0 <i>A set of six recommendations have been developed and socialized with key stakeholders. ESCB has submitted these recommendations, for approval by the Steering Committee</i> | 0 |
| 10. ESCO association created | No <i>Governing body not yet established</i> | Yes <i>Association to be formed in FY14</i> | No | No |
| 11. Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources | 0 <i>Baseline defined to track ESCB gender considerations</i> | 30% <i>Based on an estimated approximately 36 female participants out of 120 total</i> | N/A <i>To be reported by the end of this FY</i> | N/A <i>To be reported by the end of this FY</i> |
| 12. Person hours of training completed in technical energy fields supported by USG assistance | 0 <i>Baseline defined to track capacity building due to ESCB</i> | 1,200 <i>Assumes average of 30 trainees attending 14 three hour trainings</i> | 689 | 817 |

APPENDIX

STTA Provided during the Quarter

| | Consultant | Arrival | Departure | Task # | Expertise |
|-----|-------------------|-------------|-------------|--------|-----------------------------|
| 1. | Robert Taylor | 9 Jan 2014 | 24 Jan 2014 | 1 | Regulatory |
| 2. | Alice Miller | 10 Jan 2014 | 23 Jan 2014 | 1 | Regulatory |
| 3. | Brian Castelli | 28 Jan 2014 | 12 Feb 2014 | 2 | DSM capacity building |
| 4. | Richard Longstaff | 9 Feb 2014 | 20 Feb 2014 | PMO | Engagement Director |
| 5. | Naceur Hammami | 10 Feb 2014 | 24 Feb 2014 | 2 | DSM/Lighting program design |
| 6. | Dilip Limaye | 10 Feb 2014 | 21 Feb 2014 | 1 | EE Financing and ESCOs |
| 7. | Hameed Nezhad | 13 Feb 2014 | 8 Mar 2014 | 3 | Task Leader |
| 8. | Jeff Serfass | 14 Feb 2014 | 7 Mar 2014 | 3 | Association Development |
| 9. | Mike Weedall | 6 Feb 2014 | 28 Feb 2014 | 2 | DSM capacity building |
| 10. | Mark Germer | 6 Mar 2014 | 14 Mar 2014 | 1 | EE financial modeling |
| 11. | Bill Noel | 6 Mar 2014 | 19 Mar 2014 | 4 Plug | EE Lighting Standards |
| 12. | Hala Ballouz | 28 Mar 2014 | 12 Apr 2014 | 2 Plug | Renewable integration |
| 13. | David Lockhart | 28 Mar 2014 | 27 Jun 2014 | 2 Plug | Regulatory |

In the News

October 28, 2013

Articles published in local newspapers on the EDAMA Power Breakfast, where ESCB Chief of Party Mary Worzala gave a presentation

Links:

- <http://bit.ly/1bxVZqy>
- <http://bit.ly/191Z8zA>
- <http://bit.ly/Hnn5Yl>
- <http://bit.ly/1qXjJvI>
- <http://on.fb.me/1iqlqeU>
- <http://bit.ly/17V9RbH>

قراء
المرتباليوم

Alarab Alyawm
المرتباليوم



الرئيسية أخبار الأردن الوطن العربي دوليات الاقتصاد الرياضة آراء ومواقف ث
قضايا اليوم فلسطين الطائفة الماليزية ليبيا توقعات النجوم مصر

الإثنين، 28/10/2013

الاقتصاد

الحكومة ستوقع 12 اتفاقية لشراء الطاقة

0 0 0 0



عمان (بترا)-رائف الشيباب-قال وزير الطاقة والثروة المعدنية الدكتور محمد حامد إن الوزارة ستوقع اتفاقية شراء الطاقة مع 12 شركة تقدمت بعروض مباشرة للوزارة .

وأشار حامد خلال لقاء عقده جمعيه ادامة اليوم الاثنين بعنوان "تشجيع كفاءة استخدام الطاقة وبناء القدرات في المجال في الأردن"، إلى موافقة رئاسة الوزراء على

March 9, 2014

Interview with Eng. Samer Zawaydeh on Normina TV's "Recycle" program on XX

Noteworthy mentions:

- 34:00 USAID
- 40:15 ESCB

Link:

<http://www.youtube.com/watch?v=eg4ckCKGnDM>



YouTube video player showing an interview with Eng. Samer Zawaydeh. The video title is "برنامج ريسايل مع المخرج هشام غيث الحلقة 27". The video has 208 views and was published on Mar 9, 2014. The player shows a progress bar at 40:13 / 42:37. The video content shows a man in a suit and red tie sitting at a desk with a recycling bin in front of him.

March 21, 2014

Interview with Eng. Samer Zawaydeh on Normina TV's "Recycle" program on XX

Noteworthy mentions:

- 35:58 ESCB

Link:

https://www.youtube.com/watch?feature=player_embedded&v=wkzSRRGmo8A



YouTube video player showing an interview with Eng. Samer Zawaydeh. The video title is "برنامج ريسايل مع هشام غيث الحلقة 30". The video has 81 views and was published on Mar 21, 2014. The player shows a progress bar at 36:02 / 40:02. The video content shows a man in a suit and yellow tie sitting at a desk with a recycling bin in front of him.

Project Inventory List

| Description | Asset ID No. | Manufacturer | Model No. | Manufacturer Serial No. | WBS (Level 1) | Date Acquired | Date in Service | Property Value (USD) | Property Value (JOD) | Acquisition Method | Invoice No. | Location | USAID Logo Used? | Type | Room # |
|---|--------------|--------------|-----------|-------------------------|---------------|---------------|-----------------|----------------------|----------------------|------------------------------|-------------|---------------|------------------|-----------|--------|
| Desk 160 cm+ Lateral Extension+Pedestal 4 Drawers | ESCB1 | Las Mobilis | 106355 | FQ000789-2-ESCB1 | USA10551-01 | 09/26/13 | 10/29/13 | 428.87 | JOD 304.50 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 002 |
| Desk 160 cm+ Lateral Extension+Pedestal 4 Drawers | ESCB2 | Las Mobilis | 106355 | FQ000789-2-ESCB2 | USA10551-01 | 09/26/13 | 10/29/13 | 428.87 | JOD 304.50 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 002 |
| Desk 160 cm+ Lateral Extension+Pedestal 4 Drawers | ESCB3 | Las Mobilis | 106355 | FQ000789-2-ESCB3 | USA10551-01 | 09/26/13 | 10/29/13 | 428.87 | JOD 304.50 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 002 |
| Desk 160 cm+ Lateral Extension+Pedestal 4 Drawers | ESCB4 | Las Mobilis | 106355 | FQ000789-2-ESCB4 | USA10551-01 | 09/26/13 | 10/29/13 | 428.87 | JOD 304.50 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 002 |
| Desk 160 cm+ Lateral Extension+Pedestal 4 Drawers | ESCB5 | Las Mobilis | 106355 | FQ000789-2-ESCB5 | USA10551-01 | 09/26/13 | 10/29/13 | 428.87 | JOD 304.50 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 002 |
| Desk 160 cm+ Lateral Extension+Pedestal 4 Drawers | ESCB6 | Las Mobilis | 106355 | FQ000789-2-ESCB6 | USA10551-01 | 09/26/13 | 10/29/13 | 428.87 | JOD 304.50 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 014 |
| Desk 160 cm+ Lateral Extension+Pedestal 4 Drawers | ESCB7 | Las Mobilis | 106355 | FQ000789-2-ESCB7 | USA10551-01 | 09/26/13 | 10/29/13 | 428.87 | JOD 304.50 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 008 |
| Desk 160 cm+ Lateral Extension+Pedestal 4 Drawers | ESCB8 | Las Mobilis | 106355 | FQ000789-2-ESCB8 | USA10551-01 | 09/26/13 | 10/29/13 | 428.87 | JOD 304.50 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 009 |
| Desk 160 cm+ Lateral Extension+Pedestal 4 Drawers | ESCB9 | Las Mobilis | 106355 | FQ000789-2-ESCB9 | USA10551-01 | 09/26/13 | 10/29/13 | 428.87 | JOD 304.50 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 010 |
| Desk 140 cm+Pedestal 2 Drawers | ESCB10 | Las Mobilis | 106354 | FQ000789-2-ESCB10 | USA10551-01 | 09/26/13 | 10/29/13 | 263.03 | JOD 186.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 014 |
| Desk 140 cm+Pedestal 2 Drawers | ESCB11 | Las Mobilis | 106354 | FQ000789-2-ESCB11 | USA10551-01 | 09/26/13 | 10/29/13 | 263.03 | JOD 186.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 007 |
| Desk 140 cm+Pedestal 2 Drawers | ESCB12 | Las Mobilis | 106354 | FQ000789-2-ESCB12 | USA10551-01 | 09/26/13 | 10/29/13 | 263.03 | JOD 186.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 007 |
| Desk 140 cm+Pedestal 2 Drawers | ESCB13 | Las Mobilis | 106354 | FQ000789-2-ESCB13 | USA10551-01 | 09/26/13 | 10/29/13 | 263.03 | JOD 186.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 003 |
| Desk 140 cm+Pedestal 2 Drawers | ESCB14 | Las Mobilis | 106354 | FQ000789-2-ESCB14 | USA10551-01 | 09/26/13 | 10/29/13 | 263.03 | JOD 186.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 003 |
| Desk 180 cm+ Lateral Extension+Pedestal 4 Drawers | ESCB15 | Las Mobilis | 106356 | FQ000789-2-ESCB15 | USA10551-01 | 09/26/13 | 10/29/13 | 440.49 | JOD 312.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 006 |
| Desk 180 cm+ Lateral Extension+Pedestal 4 Drawers | ESCB16 | Las Mobilis | 106356 | FQ000789-2-ESCB16 | USA10551-01 | 09/26/13 | 10/29/13 | 440.49 | JOD 312.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 005 |
| Front Panel L 140 cm | ESCB17 | Las Mobilis | 106292 | FQ000789-2-ESCB17 | USA10551-01 | 09/26/13 | 10/29/13 | 75.84 | JOD 53.85 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 003 |
| High cabinet L90xD35xH 198.4 cm | ESCB18 | Las Mobilis | 113636 | FQ000789-2-ESCB18 | USA10551-01 | 09/26/13 | 10/29/13 | 389.79 | JOD 276.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 008 |
| High cabinet L90xD35xH 198.4 cm | ESCB19 | Las Mobilis | 113636 | FQ000789-2-ESCB19 | USA10551-01 | 09/26/13 | 10/29/13 | 389.79 | JOD 276.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 009 |
| High cabinet L90xD35xH 198.4 cm | ESCB20 | Las Mobilis | 113636 | FQ000789-2-ESCB20 | USA10551-01 | 09/26/13 | 10/29/13 | 389.79 | JOD 276.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 009 |
| High cabinet L90xD46.2xH 198.4 cm | ESCB21 | Las Mobilis | 113588 | FQ000789-2-ESCB21 | USA10551-01 | 09/26/13 | 10/29/13 | 426.76 | JOD 303.00 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 014 |
| High cabinet L90xD46.2xH | ESCB22 | Las Mobilis | 113588 | FQ000789-2- | USA10551-01 | 09/26/13 | 10/29/13 | 426.76 | JOD | Contractor | FQ000789-2 | Amman, | Yes | Furniture | 003 |

| | | | | | | | | | | | | | | | |
|---|--------|-------------|--------|-------------------|-------------|----------|----------|--------|------------|------------------------------|------------|---------------|-----|-----------|-----|
| 198.4 cm | | | | ESCB22 | | | | | 303.00 | Acquired Property | | Jordan | | | |
| Low cabinet L90xD35xH 83.2 cm | ESCB23 | Las Mobilis | 113603 | FQ000789-2-ESCB23 | USA10551-01 | 09/26/13 | 10/29/13 | 191.20 | JOD 135.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 014 |
| Low cabinet L90xD46.2xH 83.2 cm | ESCB24 | Las Mobilis | 113513 | FQ000789-2-ESCB24 | USA10551-01 | 09/26/13 | 10/29/13 | 209.62 | JOD 148.83 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 008 |
| Low cabinet L90xD46.2xH 83.2 cm | ESCB25 | Las Mobilis | 113513 | FQ000789-2-ESCB25 | USA10551-01 | 09/26/13 | 10/29/13 | 209.62 | JOD 148.83 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 004 |
| Low cabinet L90xD46.2xH 83.2 cm | ESCB26 | Las Mobilis | 113513 | FQ000789-2-ESCB26 | USA10551-01 | 09/26/13 | 10/29/13 | 209.62 | JOD 148.83 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 004 |
| Low cabinet L90xD35xH 83.2 cm | ESCB27 | Las Mobilis | 113603 | FQ000789-2-ESCB27 | USA10551-01 | 09/26/13 | 10/29/13 | 191.20 | JOD 135.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 002 |
| Low cabinet L90xD35xH 83.2 cm | ESCB28 | Las Mobilis | 113603 | FQ000789-2-ESCB28 | USA10551-01 | 09/26/13 | 10/29/13 | 191.20 | JOD 135.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 002 |
| Low cabinet L90xD35xH 83.2 cm | ESCB29 | Las Mobilis | 113603 | FQ000789-2-ESCB29 | USA10551-01 | 09/26/13 | 10/29/13 | 191.20 | JOD 135.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 002 |
| Low cabinet L90xD35xH 83.2 cm | ESCB30 | Las Mobilis | 113603 | FQ000789-2-ESCB30 | USA10551-01 | 09/26/13 | 10/29/13 | 191.20 | JOD 135.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 005 |
| Low cabinet L90xD35xH 83.2 cm | ESCB31 | Las Mobilis | 113603 | FQ000789-2-ESCB31 | USA10551-01 | 09/26/13 | 10/29/13 | 191.20 | JOD 135.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 006 |
| Low cabinet L90xD35xH 83.2 cm | ESCB32 | Las Mobilis | 113603 | FQ000789-2-ESCB32 | USA10551-01 | 09/26/13 | 10/29/13 | 191.20 | JOD 135.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 007 |
| Low cabinet L90xD35xH 83.2 cm | ESCB33 | Las Mobilis | 113603 | FQ000789-2-ESCB33 | USA10551-01 | 09/26/13 | 10/29/13 | 191.20 | JOD 135.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 008 |
| Low cabinet L90xD35xH 83.2 cm | ESCB34 | Las Mobilis | 113603 | FQ000789-2-ESCB34 | USA10551-01 | 09/26/13 | 10/29/13 | 191.20 | JOD 135.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 010 |
| Low cabinet L90xD35xH 83.2 cm | ESCB35 | Las Mobilis | 113603 | FQ000789-2-ESCB35 | USA10551-01 | 09/26/13 | 10/29/13 | 191.20 | JOD 135.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 014 |
| Low cabinet L90xD35xH 83.2 cm | ESCB36 | Las Mobilis | 113603 | FQ000789-2-ESCB36 | USA10551-01 | 09/26/13 | 10/29/13 | 191.20 | JOD 135.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 011 |
| Low cabinet L90xD35xH 83.2 cm | ESCB37 | Las Mobilis | 113603 | FQ000789-2-ESCB37 | USA10551-01 | 09/26/13 | 10/29/13 | 191.20 | JOD 135.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 011 |
| Coffee Table L60xD60xH39.5 cm | ESCB38 | Las Mobilis | 155147 | FQ000789-2-ESCB38 | USA10551-01 | 09/26/13 | 10/29/13 | 85.56 | JOD 60.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 014 |
| Coffee Table L60xD60xH39.5 cm | ESCB39 | Las Mobilis | 155147 | FQ000789-2-ESCB39 | USA10551-01 | 09/26/13 | 10/29/13 | 85.56 | JOD 60.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 005 |
| Coffee Table L60xD60xH39.5 cm | ESCB40 | Las Mobilis | 155147 | FQ000789-2-ESCB40 | USA10551-01 | 09/26/13 | 10/29/13 | 85.56 | JOD 60.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 006 |
| Coffee Table L60xD60xH39.5 cm | ESCB41 | Las Mobilis | 155147 | FQ000789-2-ESCB41 | USA10551-01 | 09/26/13 | 10/29/13 | 85.56 | JOD 60.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 008 |
| Coffee Table L60xD60xH39.5 cm | ESCB42 | Las Mobilis | 155147 | FQ000789-2-ESCB42 | USA10551-01 | 09/26/13 | 10/29/13 | 85.56 | JOD 60.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 009 |
| Coffee Table L60xD60xH39.5 cm | ESCB43 | Las Mobilis | 155147 | FQ000789-2-ESCB43 | USA10551-01 | 09/26/13 | 10/29/13 | 85.56 | JOD 60.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 007 |
| Coffee Table L60xD60xH39.5 cm | ESCB44 | Las Mobilis | 155147 | FQ000789-2-ESCB44 | USA10551-01 | 09/26/13 | 10/29/13 | 85.56 | JOD 60.75 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 001 |
| Rectangular Meeting Table L 260 cm | ESCB45 | Las Mobilis | 106373 | FQ000789-2-ESCB45 | USA10551-01 | 09/26/13 | 10/29/13 | 327.46 | JOD 232.50 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 004 |
| Rectangular Meeting Table L 260 cm | ESCB46 | Las Mobilis | 106373 | FQ000789-2-ESCB46 | USA10551-01 | 09/26/13 | 10/29/13 | 327.46 | JOD 232.50 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 004 |
| Round Meeting Table/Metal Base L 120 cm | ESCB47 | Las Mobilis | 106093 | FQ000789-2-ESCB47 | USA10551-01 | 09/26/13 | 10/29/13 | 416.20 | JOD 295.50 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 003 |

| | | | | | | | | | | | | | | | |
|-----------------------------|--------|-------------|----------------|-----------------------|-------------|----------|----------|--------|---------------|---------------------------------|------------|------------------|-----|-----------|-----|
| Guest Chair / Euro Space | ESCB74 | Euro Space | CAC29 15KNF | FQ000789-2- ESCB74 | USA10551-01 | 09/26/13 | 10/29/13 | 146.48 | JOD 104.00 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 006 |
| Guest Chair / Euro Space | ESCB75 | Euro Space | CAC29 15KNF | FQ000789-2- ESCB75 | USA10551-01 | 09/26/13 | 10/29/13 | 146.48 | JOD 104.00 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 006 |
| Guest Chair / Euro Space | ESCB76 | Euro Space | CAC29 15KNF | FQ000789-2- ESCB76 | USA10551-01 | 09/26/13 | 10/29/13 | 146.48 | JOD 104.00 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 008 |
| Guest Chair / Euro Space | ESCB77 | Euro Space | CAC29 15KNF | FQ000789-2- ESCB77 | USA10551-01 | 09/26/13 | 10/29/13 | 146.48 | JOD 104.00 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 007 |
| Guest Chair / Euro Space | ESCB78 | Euro Space | CAC29 15KNF | FQ000789-2- ESCB78 | USA10551-01 | 09/26/13 | 10/29/13 | 146.48 | JOD 104.00 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 008 |
| Guest Chair / Euro Space | ESCB79 | Euro Space | CAC29 15KNF | FQ000789-2- ESCB79 | USA10551-01 | 09/26/13 | 10/29/13 | 146.48 | JOD 104.00 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 009 |
| Guest Chair / Euro Space | ESCB80 | Euro Space | CAC29 15KNF | FQ000789-2- ESCB80 | USA10551-01 | 09/26/13 | 10/29/13 | 146.48 | JOD 104.00 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 010 |
| High Back Chair/ Mesh | ESCB81 | Euro Space | GS2110 | FQ000789-2- ESCB81 | USA10551-01 | 09/26/13 | 10/29/13 | 299.20 | JOD 212.43 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 002 |
| High Back Chair/ Mesh | ESCB82 | Euro Space | GS2110 | FQ000789-2- ESCB82 | USA10551-01 | 09/26/13 | 10/29/13 | 299.20 | JOD 212.43 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 002 |
| High Back Chair/ Mesh | ESCB83 | Euro Space | GS2110 | FQ000789-2- ESCB83 | USA10551-01 | 09/26/13 | 10/29/13 | 299.20 | JOD 212.43 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 002 |
| High Back Chair/ Mesh | ESCB84 | Euro Space | GS2110 | FQ000789-2- ESCB84 | USA10551-01 | 09/26/13 | 10/29/13 | 299.20 | JOD 212.43 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 002 |
| High Back Chair/ Mesh | ESCB85 | Euro Space | GS2110 | FQ000789-2- ESCB85 | USA10551-01 | 09/26/13 | 10/29/13 | 299.20 | JOD 212.43 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 002 |
| High Back Chair/ Mesh | ESCB86 | Euro Space | GS2110 | FQ000789-2- ESCB86 | USA10551-01 | 09/26/13 | 10/29/13 | 299.20 | JOD 212.43 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 001 |
| High Back Chair/ Mesh | ESCB87 | Euro Space | GS2110 | FQ000789-2- ESCB87 | USA10551-01 | 09/26/13 | 10/29/13 | 299.20 | JOD 212.43 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 014 |
| High Back Chair/ Mesh | ESCB88 | Euro Space | GS2110 | FQ000789-2- ESCB88 | USA10551-01 | 09/26/13 | 10/29/13 | 299.20 | JOD 212.43 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 014 |
| High Back Chair/ Mesh | ESCB89 | Euro Space | GS2110 | FQ000789-2- ESCB89 | USA10551-01 | 09/26/13 | 10/29/13 | 299.20 | JOD 212.43 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 003 |
| High Back Chair/ Mesh | ESCB90 | Euro Space | GS2110 | FQ000789-2- ESCB90 | USA10551-01 | 09/26/13 | 10/29/13 | 299.20 | JOD 212.43 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 003 |
| High Back Chair/ Mesh | ESCB91 | Euro Space | GS2110 | FQ000789-2- ESCB91 | USA10551-01 | 09/26/13 | 10/29/13 | 299.20 | JOD 212.43 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 005 |
| High Back Chair/ Mesh | ESCB92 | Euro Space | GS2110 | FQ000789-2- ESCB92 | USA10551-01 | 09/26/13 | 10/29/13 | 299.20 | JOD 212.43 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 006 |
| High Back Chair/ Mesh | ESCB93 | Euro Space | GS2110 | FQ000789-2- ESCB93 | USA10551-01 | 09/26/13 | 10/29/13 | 299.20 | JOD 212.43 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 007 |
| High Back Chair/ Mesh | ESCB94 | Euro Space | GS2110 | FQ000789-2- ESCB94 | USA10551-01 | 09/26/13 | 10/29/13 | 299.20 | JOD 212.43 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 007 |
| High Back Chair/ Mesh | ESCB95 | Euro Space | GS2110 | FQ000789-2- ESCB95 | USA10551-01 | 09/26/13 | 10/29/13 | 299.20 | JOD 212.43 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 008 |
| High Back Chair/ Mesh | ESCB96 | Euro Space | GS2110 | FQ000789-2- ESCB96 | USA10551-01 | 09/26/13 | 10/29/13 | 299.20 | JOD 212.43 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 009 |
| High Back Chair/ Mesh | ESCB97 | Euro Space | GS2110 | FQ000789-2- ESCB97 | USA10551-01 | 09/26/13 | 10/29/13 | 299.20 | JOD 212.43 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 010 |
| Photocopier Stand on Wheels | ESCB98 | Las Mobilis | 113409 | FQ000789-2- ESCB98 | USA10551-01 | 09/26/13 | 10/29/13 | 154.23 | JOD 109.50 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 009 |
| Photocopier Stand on Wheels | ESCB99 | Las Mobilis | 113409 | FQ000789-2- ESCB99 | USA10551-01 | 09/26/13 | 10/29/13 | 154.23 | JOD 109.50 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 007 |

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|--|---------|-------------|-----------------|------------------------|-------------|----------|----------|---------|-----------------|---------------------------------|------------|------------------|-----|-------------|-----|
| Photocopier Stand on Wheels | ESCB100 | Las Mobilis | 113409 | FQ000789-2- ESCB100 | USA10551-01 | 09/26/13 | 10/29/13 | 154.23 | JOD 109.50 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 007 |
| Single Arm Chair/ EuroSpace Solo | ESCB101 | EuroSpace | SL2530 | FQ000789-2- ESCB101 | USA10551-01 | 09/26/13 | 10/29/13 | 202.82 | JOD 144.00 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 001 |
| Single Arm Chair/ EuroSpace Solo | ESCB102 | EuroSpace | SL2531 | FQ000789-2- ESCB102 | USA10551-01 | 09/26/13 | 10/29/13 | 202.82 | JOD 144.00 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 001 |
| Linear Reception with 2 Glass top and Right-Left Storage | ESCB103 | Las Mobilis | 115337 | FQ000789-2- ESCB103 | USA10551-01 | 09/26/13 | 10/29/13 | 2232.11 | JOD 1,584.80 | Contractor Acquired Property | FQ000789-2 | Amman, Jordan | Yes | Furniture | 001 |
| Laptop Dell Latitude with Software-Tareq Qubain | ESCB112 | Dell | E5430 | FSZZNX1 | USA10551-01 | 10/31/13 | 10/31/13 | 2406.00 | JOD 1,703.45 | Contractor Acquired Property | 14682 | Amman, Jordan | Yes | Electronics | 002 |
| Laptop Dell Latitude with Software-Jamal Arja | ESCB111 | Dell | E5430 | 7T00PX1 | USA10551-01 | 10/31/13 | 10/31/13 | 2406.00 | JOD 1,703.45 | Contractor Acquired Property | 14682 | Amman, Jordan | Yes | Electronics | 002 |
| Laptop Dell Latitude with Software-Isam Mustafa | ESCB110 | Dell | E5430 | 3VPZNX1 | USA10551-01 | 10/31/13 | 10/31/13 | 2406.00 | JOD 1,703.45 | Contractor Acquired Property | 14682 | Amman, Jordan | Yes | Electronics | 002 |
| Laptop Dell Latitude with Software-Majd Suleiman | ESCB109 | Dell | E5430 | B4V1LX1 | USA10551-01 | 10/31/13 | 10/31/13 | 2406.00 | JOD 1,703.45 | Contractor Acquired Property | 14682 | Amman, Jordan | Yes | Electronics | 007 |
| Laptop Dell Latitude with Software-Suha Baggili | ESCB106 | Dell | E5430 | 8NZZNX1 | USA10551-01 | 10/31/13 | 10/31/13 | 2406.00 | JOD 1,703.45 | Contractor Acquired Property | 14682 | Amman, Jordan | Yes | Electronics | 008 |
| Laptop Dell Latitude with Software-Saja Jardaneh | ESCB105 | Dell | E5430 | GTPZNX1 | USA10551-01 | 10/31/13 | 10/31/13 | 2406.00 | JOD 1,703.45 | Contractor Acquired Property | 14682 | Amman, Jordan | Yes | Electronics | 009 |
| Laptop Dell Latitude with Software-Mohammad Maaytah | ESCB113 | Dell | E5430 | 5TZZNX1 | USA10551-01 | 10/31/13 | 10/31/13 | 2406.00 | JOD 1,703.45 | Contractor Acquired Property | 14682 | Amman, Jordan | Yes | Electronics | 002 |
| Laptop Dell Latitude with Software-Jenine Jaradat | ESCB108 | Dell | E5430 | BM00PX1 | USA10551-01 | 10/31/13 | 10/31/13 | 2406.00 | JOD 1,703.45 | Contractor Acquired Property | 14682 | Amman, Jordan | Yes | Electronics | 007 |
| Laptop Dell Latitude with Software-Adam Atari | ESCB107 | Dell | E5430 | H9YZNX1 | USA10551-01 | 10/31/13 | 10/31/13 | 2406.00 | JOD 1,703.45 | Contractor Acquired Property | 14682 | Amman, Jordan | Yes | Electronics | 010 |
| Laptop Dell Latitude with Software-Alaa Aloul | ESCB104 | Dell | E5430 | 6MZZNX1 | USA10551-01 | 10/31/13 | 10/31/13 | 2406.00 | JOD 1,703.45 | Contractor Acquired Property | 14682 | Amman, Jordan | Yes | Electronics | 014 |
| Laptop Dell Latitude with Software-May Bseiso | ESCB114 | Dell | E5430 | FB3JRY1 | USA10551-01 | 11/25/13 | 12/02/13 | 1751.41 | JOD 1,240.00 | Contractor Acquired Property | 16703 | Amman, Jordan | Yes | Electronics | 001 |
| Cell Phone/Short term consultant | ESCB115 | Nokia | 100 | 3823772 | USA10551-01 | 08/22/13 | 08/22/13 | 31.07 | JOD 22.00 | Contractor Acquired Property | 3382 | Amman, Jordan | Yes | Electronics | 014 |
| Cell Phone/Short term consultant | ESCB116 | Nokia | 100 | 3819499 | USA10551-01 | 08/22/13 | 08/22/13 | 31.07 | JOD 22.00 | Contractor Acquired Property | 3382 | Amman, Jordan | Yes | Electronics | 014 |
| Cell Phone/Short term consultant | ESCB117 | Nokia | 100 | 3630737 | USA10551-01 | 09/22/13 | 09/22/13 | 28.25 | JOD 20.00 | Contractor Acquired Property | NA | Amman, Jordan | Yes | Electronics | 014 |
| Cell Phone/Short term consultant | ESCB118 | Nokia | 100 | 3819713 | USA10551-01 | 09/22/13 | 09/22/13 | 28.25 | JOD 20.00 | Contractor Acquired Property | NA | Amman, Jordan | Yes | Electronics | 014 |
| Cell Phone/Short term consultant | ESCB119 | Nokia | 100 | 1444784 | USA10551-01 | 09/25/13 | 09/25/13 | 28.25 | JOD 20.00 | Contractor Acquired Property | 8891 | Amman, Jordan | Yes | Electronics | 014 |
| Cell Phone/Short term consultant | ESCB120 | Nokia | 100 | 3819630 | USA10551-01 | 09/26/13 | 09/26/13 | 28.25 | JOD 20.00 | Contractor Acquired Property | 5401 | Amman, Jordan | Yes | Electronics | 014 |
| Cell Phone/Short term consultant | ESCB121 | Nokia | 100 | 3879246 | USA10551-01 | 09/26/13 | 09/26/13 | 28.25 | JOD 20.00 | Contractor Acquired Property | 5401 | Amman, Jordan | Yes | Electronics | 014 |
| Cell Phone/Broken | ESCB122 | Nokia | 100 | 3879287 | USA10551-01 | 09/26/13 | 09/26/13 | 28.25 | JOD 20.00 | Contractor Acquired Property | 5401 | Amman, Jordan | Yes | Electronics | 014 |
| Printer | ESCB123 | Canon | Pixma MX 454 | CIJFA10BK10387 | USA10551-01 | 09/24/13 | 09/24/13 | 103.11 | JOD 73.00 | Contractor Acquired Property | 14013 | Amman, Jordan | Yes | Electronics | 014 |
| Printer | ESCB124 | HP | Pro 200 | CND8F7Z37R | USA10551-01 | 10/22/13 | 10/22/13 | 416.67 | JOD 295.00 | Contractor Acquired Property | 14492 | Amman, Jordan | Yes | Electronics | 001 |
| Printer | ESCB125 | HP | Pro 200 | CND8F9047R | USA10551-01 | 10/22/13 | 10/22/13 | 416.67 | JOD | Contractor | 14492 | Amman, | Yes | Electronics | 009 |

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|------------------------------|---------|------------|--------------|-----------------------|-------------|----------|------------|----------|---------------|------------------------------|------------|---------------|-----|------------------|-----------------|
| | | | | | | | | | 295.00 | Acquired Property | | Jordan | | | |
| Printer | ESCB126 | HP | Pro400 | CND8F7840N | USA10551-01 | 10/22/13 | 10/22/13 | 840.40 | JOD 595.00 | Contractor Acquired Property | 14492 | Amman, Jordan | Yes | Electronics | 007 |
| Kitchen Unites | ESCB127 | Tabbaa | Unknow n | 2218-ESCB127 | USA10551-01 | 11/11/13 | 11/27/13 | 2514.12 | JOD 1,780.00 | Contractor Acquired Property | 2218 | Amman, Jordan | Yes | Furniture | 013 |
| Photocopier | ESCB128 | Canon | IRC 2225 i | 21LYE13199 | USA10551-01 | 11/27/13 | 11/27/13 | 3813.56 | JOD 2,700.00 | Contractor Acquired Property | 3969 | Amman, Jordan | Yes | Electronics | 008 |
| Microwave | ESCB129 | Sharp | R-75MT (S) | 308411174 | USA10551-01 | 11/12/13 | 11/12/13 | 114.41 | JOD 81.00 | Contractor Acquired Property | 2005 | Amman, Jordan | Yes | Office Equipment | 013 |
| Refrigerator | ESCB130 | Sharp | SJ-43S | L130800018 | USA10551-01 | 11/12/13 | 11/12/13 | 543.79 | JOD 385.00 | Contractor Acquired Property | 2004 | Amman, Jordan | Yes | Office Equipment | 013 |
| Coffee Maker | ESCB131 | AEG | KF-5255 | 23200152 | USA10551-01 | 11/03/13 | 11/03/13 | 96.05 | JOD 68.00 | Contractor Acquired Property | 33792 | Amman, Jordan | Yes | Office Equipment | 013 |
| Coffee Maker | ESCB132 | AEG | KF-5255 | 23200266 | USA10551-01 | 11/03/13 | 11/03/13 | 96.05 | JOD 68.00 | Contractor Acquired Property | 33792 | Amman, Jordan | Yes | Office Equipment | 004 |
| Water purifier | ESCB133 | Bio Family | Unknow n | PEJO05C0E01385 A0204 | USA10551-01 | 11/17/13 | 11/17/13 | 169.49 | JOD 120.00 | Contractor Acquired Property | 632 | Amman, Jordan | Yes | Office Equipment | 013 |
| Water purifier | ESCB134 | Bio Family | Unknow n | PEJJO04C0E2138 4A0517 | USA10551-01 | 11/13/13 | 11/13/13 | 176.55 | JOD 125.00 | Contractor Acquired Property | 3058 | Amman, Jordan | Yes | Office Equipment | 004 |
| Access Controller | ESCB135 | NA | Unknow n | 2813040095310 | USA10551-01 | 11/05/13 | 11/05/13 | 169.49 | JOD 120.00 | Contractor Acquired Property | 203 | Amman, Jordan | Yes | Electronics | 001 |
| Single Door Electro Magnetic | ESCB136 | NA | Unknow n | 2812110085741 | USA10551-01 | 11/05/13 | 11/05/13 | 183.62 | JOD 130.00 | Contractor Acquired Property | 203 | Amman, Jordan | Yes | Electronics | 001 |
| Security Cam | ESCB137 | HIK | HIK 600 | 417991153 | USA10551-01 | 11/05/13 | 11/05/13 | 127.12 | JOD 90.00 | Contractor Acquired Property | 203 | Amman, Jordan | Yes | Electronics | 001 |
| Security Cam | ESCB138 | HIK | HIK 600 | DS23405 | USA10551-01 | 11/05/13 | 11/05/13 | 127.12 | JOD 90.00 | Contractor Acquired Property | 203 | Amman, Jordan | Yes | Electronics | 001 |
| Security Cam | ESCB139 | HIK | HIK 600 | DS23406 | USA10551-01 | 11/05/13 | 11/05/13 | 127.12 | JOD 90.00 | Contractor Acquired Property | 203 | Amman, Jordan | Yes | Electronics | 007 |
| 4 CH DVR+ 1 TB HDD | ESCB140 | HIK | 7000 | 428612453 | USA10551-01 | 11/05/13 | 11/05/13 | 529.66 | JOD 375.00 | Contractor Acquired Property | 203 | Amman, Jordan | Yes | Electronics | 012 |
| LCD 22" | ESCB141 | Toshiba | 24P130 0EE | D34V76A14355C1 | USA10551-01 | 11/05/13 | 11/05/13 | 310.73 | JOD 220.00 | Contractor Acquired Property | 203 | Amman, Jordan | Yes | Electronics | 001 |
| LCD 22" | ESCB142 | Toshiba | 24P130 0EE | D34V76A15809C1 | USA10551-01 | 11/05/13 | 11/05/13 | 310.73 | JOD 220.00 | Contractor Acquired Property | 203 | Amman, Jordan | Yes | Electronics | 014 |
| Server Cabinet 38 U | ESCB143 | E Cabinet | Unknow n | 202-ESCB143 | USA10551-01 | 10/31/13 | 10/31/13 | 656.78 | JOD 465.00 | Contractor Acquired Property | 202 | Amman, Jordan | Yes | Electronics | 012 |
| Patch Panel | ESCB144 | Datwyler | Unknow n | 202-ESCB144 | USA10551-01 | 10/31/13 | 10/31/13 | 112.99 | JOD 80.00 | Contractor Acquired Property | 202 | Amman, Jordan | Yes | Electronics | 012 |
| Smart Phone/ Grayson Heffner | ESCB145 | Apple | 5S 16 G | 357998058005129 | USA10551-01 | 12/01/13 | 12/01/13 | 543.79 | JOD 385.00 | Contractor Acquired Property | POS2739353 | Amman, Jordan | Yes | Electronics | Grayson Heffner |
| Smart Phone/ Mary Wozala | ESCB146 | Samsung | S4 | 358918052960102 | USA10551-01 | 12/01/13 | 12/01/13 | 338.98 | JOD 240.00 | Contractor Acquired Property | POS2739377 | Amman, Jordan | Yes | Electronics | Mary Wozala |
| Data Show | ESCB147 | Epson | EB-X 11 | PU3K3300141 | USA10551-01 | 11/10/13 | 11/10/13 | 798.02 | JOD 565.00 | Contractor Acquired Property | 2896 | Amman, Jordan | Yes | Electronics | 004 |
| Vehicle | ESCB148 | Dodge | Durango Crew | 1C4DJDG5DC565 115 | USA10551-01 | 09/23/13 | 11/18/13 | 41300.00 | JOD 29,240.40 | Contractor Acquired Property | VS 10/2013 | Amman, Jordan | Yes | Automotive | NA |
| Coat Hanger | ESCB149 | Forsit | 120900 | FQ000842-2 | USA10551-01 | 11-27-13 | 12/08/2013 | 123.59 | JOD 87.50 | Contractor Acquired Property | FQ000842-2 | Amman, Jordan | Yes | Furniture | 014 |
| Coat Hanger | ESCB150 | Forsit | 120900 | FQ000842-2 | USA10551-01 | 11-27-13 | 12/08/2013 | 123.59 | JOD 87.50 | Contractor Acquired Property | FQ000842-2 | Amman, Jordan | Yes | Furniture | 002 |

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|--|---------|------------|--------------------|--------------------|-------------|------------|------------|---------|--------------|------------------------------|------------|---------------|-----|-------------|-----|
| Coat Hanger | ESCB151 | Forsit | 120900 | FQ000842-2 | USA10551-01 | 11-27-13 | 12/08/2013 | 123.59 | JOD 87.50 | Contractor Acquired Property | FQ000842-2 | Amman, Jordan | Yes | Furniture | 003 |
| Coat Hanger | ESCB152 | Forsit | 120900 | FQ000842-2 | USA10551-01 | 11-27-13 | 12/08/2013 | 123.59 | JOD 87.50 | Contractor Acquired Property | FQ000842-2 | Amman, Jordan | Yes | Furniture | 007 |
| Coat Hanger | ESCB153 | Forsit | 120900 | FQ000842-2 | USA10551-01 | 11-27-13 | 12/08/2013 | 123.59 | JOD 87.50 | Contractor Acquired Property | FQ000842-2 | Amman, Jordan | Yes | Furniture | 005 |
| Coat Hanger | ESCB154 | Forsit | 120900 | FQ000842-2 | USA10551-01 | 11-27-13 | 12/08/2013 | 123.59 | JOD 87.50 | Contractor Acquired Property | FQ000842-2 | Amman, Jordan | Yes | Furniture | 008 |
| External Hard Drive 2 TB | ESCB155 | WD | WDBU^Y0020BBK-EESN | WXA1E63FZHJ2 | USA10551-01 | 11/10/2013 | 11-28-13 | 149.72 | JOD 106.00 | Contractor Acquired Property | 826 | Amman, Jordan | Yes | Electronics | 012 |
| Expansion Desktop 2 TB | ESCB156 | Seagate | SRD00F2 | NA4M30R9 | USA10551-01 | 11/10/2013 | 11-28-13 | 158.19 | JOD 112.00 | Contractor Acquired Property | 826 | Amman, Jordan | Yes | Electronics | 012 |
| UPS | ESCB158 | Tripp-Lite | SMART INT 2200VS | 2315JY0SM672500017 | USA10551-01 | 11/10/2013 | 11-28-13 | 501.41 | JOD 355.00 | Contractor Acquired Property | 826 | Amman, Jordan | Yes | Electronics | 012 |
| PoE Switch | ESCB159 | HP | J9138A #ABB | 245DZ0PX | USA10551-01 | 11/10/2013 | 11-28-13 | 776.84 | JOD 550.00 | Contractor Acquired Property | 826 | Amman, Jordan | Yes | Electronics | 012 |
| NAS Storage | ESCB160 | Synology | DS412+ | D9LIN00966 | USA10551-01 | 11/10/2013 | 11-28-13 | 833.33 | JOD 590.00 | Contractor Acquired Property | 826 | Amman, Jordan | Yes | Electronics | 012 |
| Firewall | ESCB161 | Fortinet | 60D | FGT60D4613000475 | USA10551-01 | 11/10/2013 | 11-28-13 | 1009.89 | JOD 715.00 | Contractor Acquired Property | 826 | Amman, Jordan | Yes | Electronics | 012 |
| Access Point | ESCB162 | Aruba | AP-93 | BU0119743 | USA10551-01 | 11/10/2013 | 11-28-13 | 282.49 | JOD 200.00 | Contractor Acquired Property | 826 | Amman, Jordan | Yes | Electronics | 001 |
| Access Point | ESCB163 | Aruba | AP-93 | BU011945 | USA10551-01 | 11/10/2013 | 11-28-13 | 282.49 | JOD 200.00 | Contractor Acquired Property | 826 | Amman, Jordan | Yes | Electronics | 007 |
| Access Point | ESCB164 | Aruba | AP-93 | BU0119746 | USA10551-01 | 11/10/2013 | 11-28-13 | 282.49 | JOD 200.00 | Contractor Acquired Property | 826 | Amman, Jordan | Yes | Electronics | 008 |
| Access Point | ESCB165 | Aruba | AP-93 | BU0119749 | USA10551-01 | 11/10/2013 | 11-28-13 | 282.49 | JOD 200.00 | Contractor Acquired Property | 826 | Amman, Jordan | Yes | Electronics | 002 |
| Server+WinSvrStd 2012+WinSvrCal 2012+KasperSky+WinSvrStd DiskKit 2012 64 Bit | ESCB166 | HP | DL 380e | CZJ34Z0ZHW | USA10551-01 | 11/10/2013 | 11-28-13 | 3718.93 | JOD 2,633.00 | Contractor Acquired Property | 826 | Amman, Jordan | Yes | Electronics | 012 |
| Hard disk 1 TB | ESCB167 | Seagate | WD10EFRX-68PJCNO | WD-WCC4J0899189 | USA10551-01 | 11/10/2013 | 11-28-13 | 91.81 | JOD 65.00 | Contractor Acquired Property | 826 | Amman, Jordan | Yes | Electronics | 012 |
| Hard disk 1 TB | ESCB168 | Seagate | WD10EFRX-68PJCNO | WD-WCC4J0905059 | USA10551-01 | 11/10/2013 | 11-28-13 | 91.81 | JOD 65.00 | Contractor Acquired Property | 826 | Amman, Jordan | Yes | Electronics | 012 |
| Hard disk 1 TB | ESCB169 | Seagate | WD10EFRX-68PJCNO | WD-WCC4J0900354 | USA10551-01 | 11/10/2013 | 11-28-13 | 91.81 | JOD 65.00 | Contractor Acquired Property | 826 | Amman, Jordan | Yes | Electronics | 012 |
| Hard disk 1 TB | ESCB170 | Seagate | WD10EFRX-68PJCNO | WD-WCC4J0913890 | USA10551-01 | 11/10/2013 | 11-28-13 | 91.81 | JOD 65.00 | Contractor Acquired Property | 826 | Amman, Jordan | Yes | Electronics | 012 |
| Control Unit+SD card+ipo License | ESCB171 | Avaya | IP 500 v2 | 13WZ06100AA7 | USA10551-01 | 09-26-13 | 11/05/2013 | 646.23 | JOD 457.53 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 012 |

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|--------------------------------|---------|-------------|--------|--------------------|-------------|----------|------------|--------|------------|------------------------------|------------|---------------|-----|-------------|------|
| Extension Card Dgtl STA 8 | ESCB172 | Avaya | PCS05 | 13WZ13600MU3 | USA10551-01 | 09-26-13 | 11/05/2013 | 282.49 | JOD 200.00 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 012 |
| Extension Card Dgtl STA 8 | ESCB173 | Avaya | PCS05 | 13WZ13600MK5 | USA10551-01 | 09-26-13 | 11/05/2013 | 282.49 | JOD 200.00 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 012 |
| IP 500 compo card ATM 4 | ESCB174 | Avaya | PCS08 | 13WZ050005D7 | USA10551-01 | 09-26-13 | 11/05/2013 | 317.80 | JOD 225.00 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 012 |
| Digital Phone | ESCB175 | Avaya | 1416 | 13WZ09670634 | USA10551-01 | 09-26-13 | 11/05/2013 | 141.24 | JOD 100.00 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 001 |
| Digital Phone | ESCB176 | Avaya | 1408 | 13WZ1227042V | USA10551-01 | 09-26-13 | 11/05/2013 | 127.12 | JOD 90.00 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 006 |
| Digital Phone | ESCB177 | Avaya | 1408 | 13WZ1227044J | USA10551-01 | 09-26-13 | 11/05/2013 | 127.12 | JOD 90.00 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 005 |
| Digital Phone | ESCB178 | Avaya | 1403 | 13WZ0267080Z | USA10551-01 | 09-26-13 | 11/05/2013 | 74.86 | JOD 53.00 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 007 |
| Digital Phone | ESCB179 | Avaya | 1403 | 13WZ022704WG | USA10551-01 | 09-26-13 | 11/05/2013 | 74.86 | JOD 53.00 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 007 |
| Digital Phone | ESCB180 | Avaya | 1403 | 13WZ026707YA | USA10551-01 | 09-26-13 | 11/05/2013 | 74.86 | JOD 53.00 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 008 |
| Digital Phone | ESCB181 | Avaya | 1403 | 13WZ026707WD | USA10551-01 | 09-26-13 | 11/05/2013 | 74.86 | JOD 53.00 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 009 |
| Digital Phone | ESCB182 | Avaya | 1403 | 13WZ0267080E | USA10551-01 | 09-26-13 | 11/05/2013 | 74.86 | JOD 53.00 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 010 |
| Digital Phone | ESCB183 | Avaya | 1403 | 13WZ333700L2 | USA10551-01 | 09-26-13 | 11/05/2013 | 74.86 | JOD 53.00 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 003 |
| Digital Phone | ESCB184 | Avaya | 1403 | 13WZ1347020K | USA10551-01 | 09-26-13 | 11/05/2013 | 74.86 | JOD 53.00 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 002 |
| Digital Phone | ESCB185 | Avaya | 1403 | 13WZ026708U | USA10551-01 | 09-26-13 | 11/05/2013 | 74.86 | JOD 53.00 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 002 |
| Digital Phone | ESCB186 | Avaya | 1403 | 13WZ13470201 | USA10551-01 | 09-26-13 | 11/05/2013 | 74.86 | JOD 53.00 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 002 |
| Digital Phone | ESCB187 | Avaya | 1403 | 13WZ026707YM | USA10551-01 | 09-26-13 | 11/05/2013 | 74.86 | JOD 53.00 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 002 |
| Digital Phone | ESCB188 | Avaya | 1403 | 13WZ134701ZN | USA10551-01 | 09-26-13 | 11/05/2013 | 74.86 | JOD 53.00 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 002 |
| Digital Phone | ESCB189 | Avaya | 1403 | 13WZ134701WD | USA10551-01 | 09-26-13 | 11/05/2013 | 74.86 | JOD 53.00 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 014 |
| Digital Phone | ESCB190 | Avaya | 1403 | 13WZ1347021P | USA10551-01 | 09-26-13 | 11/05/2013 | 74.86 | JOD 53.00 | Contractor Acquired Property | 18 | Amman, Jordan | Yes | Electronics | 014 |
| Digital Phone | ESCB191 | Avaya | 1408 | 13WZ13370555 | USA10551-01 | 01-29-14 | 02/02/2014 | 127.12 | JOD 90.00 | Contractor Acquired Property | 4 | Amman, Jordan | Yes | Electronics | 004 |
| B&W Printer | ESCB192 | HP | P1102w | VNF5802311 | USA10551-01 | 02-13-14 | 02-15-14 | 121.47 | JOD 86.00 | Contractor Acquired Property | 16117 | Amman, Jordan | Yes | Electronics | MEMR |
| Door Phone | ESCB193 | ALGO | 3226S | 1225AK0178 | USA10551-01 | 12-18-13 | 12-29-13 | 487.29 | JOD 345.00 | Contractor Acquired Property | 26 | Amman, Jordan | Yes | Electronics | 001 |
| Monitor | ESCB194 | HP | W2371d | 6CM333006H | USA10551-01 | 01-26-14 | 01-26-14 | 164.77 | JOD 116.66 | Contractor Acquired Property | 15872 | Amman, Jordan | Yes | Electronics | 002 |
| Monitor | ESCB195 | HP | W2371d | 6CM33300WH | USA10551-01 | 01-26-14 | 01-26-14 | 164.77 | JOD 116.66 | Contractor Acquired Property | 15872 | Amman, Jordan | Yes | Electronics | 002 |
| Monitor | ESCB196 | HP | W2371d | 6CM333006N | USA10551-01 | 01-26-14 | 01-26-14 | 164.77 | JOD 116.66 | Contractor Acquired Property | 15872 | Amman, Jordan | Yes | Electronics | 002 |
| Desk 140 cm+Pedestal 2 Drawers | ESCB197 | Las Mobilis | 106354 | FQ000904-2-ESCB197 | USA10551-01 | 01-20-14 | 01-27-14 | 297.18 | JOD 210.40 | Contractor Acquired Property | FQ000904-2 | Amman, Jordan | Yes | Furniture | 003 |

| | | | | | | | | | | | | | | | |
|--------------------------------|---------|-------------|---------------|------------------------|-------------|----------------|----------------|--------|---------------|---------------------------------|------------|------------------|-----|-------------|-----|
| Desk 140 cm+Pedestal 2 Drawers | ESCB198 | Las Mobilis | 106354 | FQ000904-2- ESCB198 | USA10551-01 | 01-20-14 | 01-27-14 | 297.18 | JOD 210.40 | Contractor Acquired Property | FQ000904-2 | Amman, Jordan | Yes | Furniture | 003 |
| Front Panel L 140 cm | ESCB199 | Las Mobilis | 106292 | FQ000904-2- ESCB199 | USA10551-01 | 01-20-14 | 01-27-14 | 84.75 | JOD 60.00 | Contractor Acquired Property | FQ000904-2 | Amman, Jordan | Yes | Furniture | 003 |
| High Back Chair/ Mish | ESCB200 | Euro Space | GS2110 | FQ000904-2- ESCB200 | USA10551-01 | 01-20-14 | 01-27-14 | 318.15 | JOD 225.25 | Contractor Acquired Property | FQ000904-2 | Amman, Jordan | Yes | Furniture | 003 |
| High Back Chair/ Mish | ESCB201 | Euro Space | GS2110 | FQ000904-2- ESCB201 | USA10551-01 | 01-20-14 | 01-27-14 | 318.15 | JOD 225.25 | Contractor Acquired Property | FQ000904-2 | Amman, Jordan | Yes | Furniture | 003 |
| Monitor | ESCB202 | HP | W2371d | 6CM33300X0 | USA10551-01 | 02/09/201 4 | 02/10/201 4 | 165.25 | JOD 117.00 | Contractor Acquired Property | 16060 | Amman, Jordan | Yes | Electronics | 006 |
| Monitor | ESCB203 | HP | W2371d | 6CM33300WZ | USA10551-01 | 02/09/201 4 | 02/10/201 4 | 165.25 | JOD 117.00 | Contractor Acquired Property | 16060 | Amman, Jordan | Yes | Electronics | 005 |
| Digital Recorder | ESCB204 | Sony | ICD- PX333 | 1306235 | USA10551-01 | 02-26-14 | 03/02/201 4 | 112.99 | JOD 80.00 | Contractor Acquired Property | 15065 | Amman, Jordan | Yes | Electronics | 014 |
| Digital Recorder | ESCB205 | Sony | ICD- PX333 | 1306234 | USA10551-01 | 02-26-14 | 03/02/201 4 | 112.99 | JOD 80.00 | Contractor Acquired Property | 15065 | Amman, Jordan | Yes | Electronics | 014 |
| Digital Recorder | ESCB206 | Sony | ICD- PX333 | 1306233 | USA10551-01 | 02-26-14 | 03/02/201 4 | 112.99 | JOD 80.00 | Contractor Acquired Property | 15065 | Amman, Jordan | Yes | Electronics | 014 |
| Digital Camera 16 G | ESCB207 | Nikon | D3100 | 8867587 | USA10551-01 | 01-20-14 | 01-28-14 | 563.56 | JOD 399.00 | Contractor Acquired Property | 164 | Amman, Jordan | Yes | Electronics | 014 |

USAID Jordan Energy Sector Capacity Building Activity
Saqra Building # 238(C), 6th Floor
Arar Street
Amman, Jordan