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# JORDAN FISCAL REFORM BRIDGE ACTIVITY

QUARTERLY REPORT: OCTOBER 1, 2014 – DECEMBER 31, 2014

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# CHAPTER I: INTRODUCTION

## PROJECT DESCRIPTION

The USAID-funded Jordan Fiscal Reform Bridge Activity (JFRBA) is pleased to present its Quarterly Performance Report for the 1st quarter, covering the period October 1, 2014, through December 31, 2014.

JFRBA is a \$4,800,003, ten month contract signed between USAID and Development Alternatives, Inc. (DAI) that allows for continued support to the Government of Jordan (GOJ) to improve public financial management (PFM) and increase financial stability within the Kingdom. JFRBA will consolidate and build upon Jordan's critical macroeconomic reform gains made over the last decade with a view to achieving robust and inclusive growth in Jordan. During the period October 1, 2014 through July 31, 2015, JFRBA will focus on three priority areas (PA), namely: enhancing policy advice and macroeconomic analysis; promoting public financial management by fully rolling-out and institutionalizing the Government Financial Management Information System (GFMIS); and building Public-Private Partnership (PPP) capacity.

DAI is the USAID contractor responsible for the general management and execution of JFRBA. DAI has included as subcontractors Nathan Associates, and the Jordanian IHTIRAF Consulting firm. DAI's subcontractors offer specialized expertise in targeted areas including local law, information technology, GFMIS, change management, and fiscal policy. Nathan Associates has primary responsibility for implementing activities with Jordan Customs (JC).

JFRBA's main government counterparts are the Ministry of Finance (MOF), Income & Sales Tax Department (ISTD), GBD, Audit Bureau (AB), JC, and GFMIS Project Management Unit at the MOF.

## PROJECT OBJECTIVES

The USAID-funded Jordan Fiscal Reform Bridge Activity (JFRBA) is pleased to present its Quarterly Report for the 1st quarter, covering the period October 1, 2014, through December 31, 2014.

JFRBA directly contributes to USAID's Mission Country Development Cooperation Strategy 2013-2017 Development Objectives (DO)s, specifically DO # 1 "Broad-Based, Inclusive Economic Development Accelerated and the following corresponding intermediate and sub-intermediate results:

- IR #1: Private Sector Competitiveness Increased (Sub-IR #3: Environment of Doing Business Improved).
- IR #3: Efficiency of Government of Jordan Budgetary Resources Improved (Sub-IR #1: Revenue Performance Improved; Sub-IR #2: Budget Execution Improved; Sub-IR #3: Public-Private Partnerships Developed).

JFRBA contribution to DO #1 is achieved through the collective pursuit of seven Project Objectives executed by seven Technical Delivery Teams. Appendix F illustrates the links between the DO, the IRs, and the teams. The seven Project Objectives follow:

- Objective 1: Improving effective policy analysis and execution
- Objective 2: Improving efficiency of public resources through stronger Public Financial Management.
- Objective 3: Implementing Results-Oriented Budgeting (ROB) methodologies
- Objective 4: Enhancing revenue mobilization through improved revenue administration
- Objective 5: Enhancing accountability, transparency and impact measurement & monitoring of government policies and actions
- Objective 6: Building Public Private Partnership capacity
- Objective 7: Strengthening efficiency in trading across borders

During the period October 1, 2014 through July 31, 2015, JFRBA will focus on three priority areas (PA), namely: enhancing policy advice and macroeconomic analysis; promoting public financial management by fully rolling-out and institutionalizing the Government Financial Management Information System (GFMIS); and building Public-Private Partnership (PPP) capacity. Ad-hoc (AH) support will be provided in the following areas: Income & Sales Tax Department (ISTD), General Budget Department (GBD), Jordan Customs (JC), and Audit Bureau (AB).

The seven JFRBA teams are the following:

- **Team A:** Tax Revenue Mobilization (AH)
- **Team B:** Public Financial Management (AH)
- **Team C:** Fiscal Policy and Ministry of Finance (PA)
- **Team D:** Customs Administration and Trade Facilitation (PA)
- **Team E:** Government Performance Improvement (AH)
- **Team F:** General Financial Management Information System (PA)
- **Team G:** Public Private Partnerships (PA)

## **ORGANIZATION OF THIS REPORT**

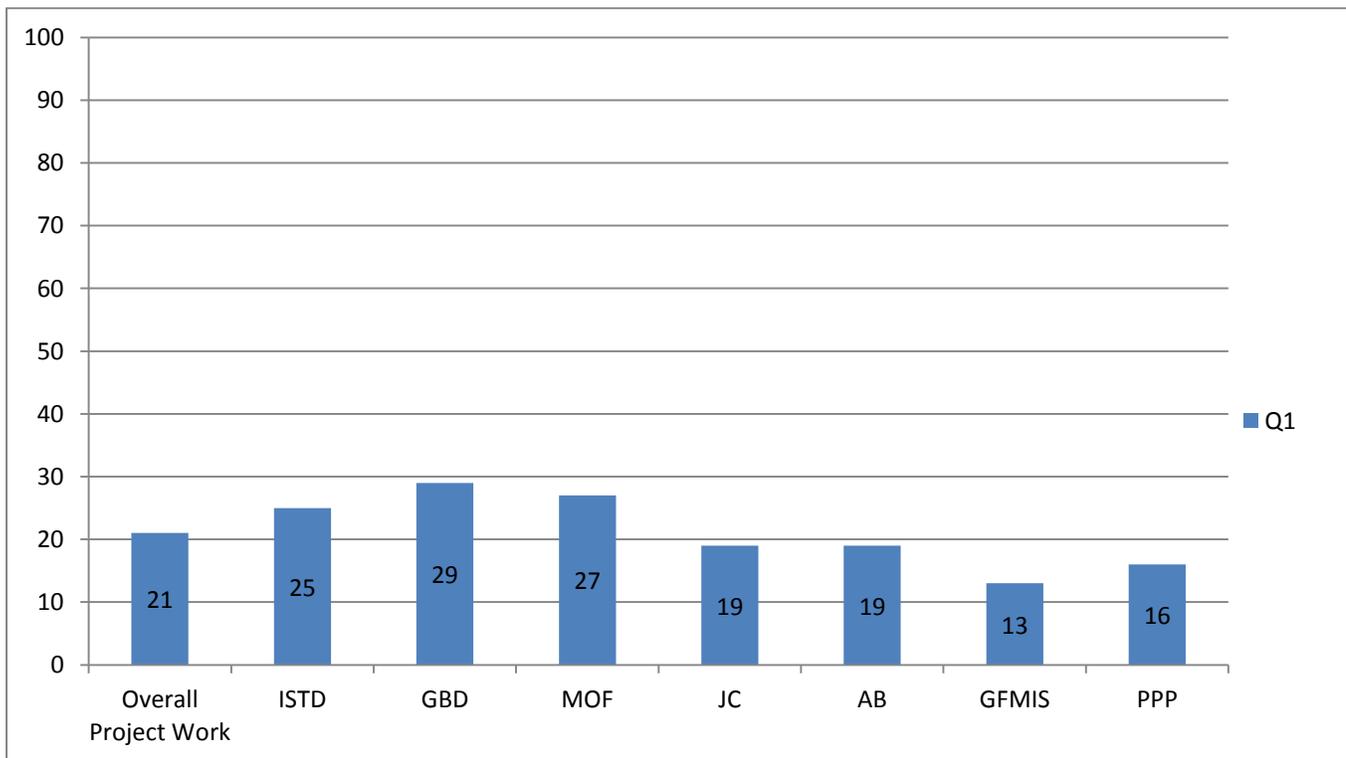
This report is organized into five chapters and includes six appendices. Chapter II, following the project overview and synopsis on the report's organization in this Chapter, presents details on each of the seven teams. The seven team sections discuss significant achievements and activities carried out during the quarter, in addition to work accomplished as compared to the JFRBA Work Plan. The completion percentage of Teams' main projects can be found in Appendix C of the report. Chapter III provides a breakdown of each team, their respective indicators, and a status update on how far along each team is in achieving these indicators. Technical information about the project, namely use of funds during the quarter, and contract deliverables can be found in Chapters IV, and V respectively.

# CHAPTER II: SUMMARY OF PROJECT OBJECTIVES AND RESULTS

## OVERALL PROJECT IMPLEMENTATION PROGRESS

We measure the amount of technical work carried out by JFRBA teams in technical areas as compared to the total amount of work planned for the entire work period. Figure 1 shows the amount of project work performed in this quarter as a percentage of that planned for the year. On an overall basis, the project team has completed 21 percent of the overall annual work-plan. The GBD and MOF teams are both ahead of schedule, standing at 29 percent and 27 percent completion respectively. The GFMIS and PPP teams are off to a slower start. The PPP team tasks were slightly pushed back due to GOJ delays in deploying the plan and the PPP law passing in November 2014 rather than early 2014. The GFMIS team was dealing with sever and processor delays that slowed down the roll out process. However, both teams are expected to fully realize their work plan by July 31, 2015, the project close date.

**FIGURE 1: RATE OF PROJECT WORK IMPLEMENTATION**



## TEAM A: TAX REVENUE MOBILIZATION (AH)

### TEAM INTERMEDIATE RESULTS ASSIGNMENT

IR #3: Efficiency of Government of Jordan budgetary resources improved

- Sub-IR #1: Revenue performance improved

### SMART ANNUAL RESULTS

To achieve the long-term objectives below, the Tax Revenue Mobilization (ISTD) team established the following list of annual result goals for the JFRBA project. Below please find an update on the team's progress following each annual result goal:

- Greater awareness of tax policy and administration best practices

**Measurement:** Number of public-private dialogue sessions conducted, Number of policy changes adopted

*First Quarter Update: Two policy changes adopted: removing progressive rates on Corporate Income Tax (CIT) and reducing loss carry forward to five years maximum.*

- Improved quality of tax audits

**Measurement:** Percentage of taxpayers audited, percentage audits with no change, percentage of assessments with disapproval, percentage of assessments collected, availability of audit manual, tax revenue

*First Quarter Update: Current audit rate 33%, audits with no change 70%, audit manual is due in March, tax revenue increased by 10%, the rest to be determined upon the issuance of the new MIS reports*

- Improved tax arrears enforcement

**Measurement:** Overall debt ratio, tax revenue

*First Quarter Update: Current rate is 60%. 10% increase in tax revenue*

### Key Highlights/Challenges for the 1st Quarter

#### Highlights

The Income Tax Law was passed by Parliament in December 2014, to be effective January 1, 2015. The law includes two principle tax policies in line with JFRBA's recommendations and international best practices. The first is removing progressive tax rates on corporations, which is necessary given that imposing such rates on corporations would create unnecessary distortions and complications in the tax system. Such rates also discriminate against large businesses and may inadvertently encourage them to divide their businesses into smaller ones to avoid being subject to these higher CIT rates. The second policy is reducing tax loss carryforwards to five years maximum (a tax loss carryforward takes place when a business reports losses on a tax return a number of years after the loss occurred). There previously was no limitation on the amounts claimed in loss carryforwards. These two policy changes included in the law would serve the principles of tax equity and neutrality in line with universal principles governing the tax system. In Jordan, these two provisions would contribute to enhancing tax compliance and positively impacting the overall revenue performance. The law was passed by the Senate on condition that the Government of Jordan start working on amending the law soon with a view to make the Jordanian tax system much closer to international best practices.

#### Challenges

Political will at ISTD and at the Government of Jordan's level, lawmakers' priorities and willingness to change at all administrative levels represent challenges facing JFRBA in the coming period. For example, recommendations regarding the Income Tax Law were presented to the GOJ that have yet to be adopted. JFRBA plans to introduce more tax policy reforms and raise awareness about them through Public Private Partnership (PPP) dialogue forums, as well as change management programs at ISTD.

## TEAM B: PUBLIC FINANCIAL MANAGEMENT (AH)

### TEAM INTERMEDIATE RESULTS ASSIGNMENT

IR #3: Efficiency of Government of Jordan budgetary resources improved

- Sub-IR #2: Budget execution improved, including a focus on promoting gender-responsive budgeting

### SMART ANNUAL RESULTS

To achieve the long-term objectives below, the Public Financial Management (GBD) team established the following list of annual result goals for the JFRBA project. Below please find an update on the team's progress following each annual result goal:

- Enforced transparency, effectiveness, and efficiency in Budget preparation and implementation

**Measurement:** Performance Monitoring and Evaluation system is deployed to GOJ's principal spending units.

*First Quarter Update: No updates for first quarter.*

- Enhanced Budget processes and execution as a result of a finalized Budget Manual

**Measurement:** The Budget Manual and the Handbook is communicated with GBD, and training provided to GBD staff.

*First Quarter Update: The Budget Manual, as well as an executive summary, were completed and submitted to GBD.*

- Gender responsive budgeting introduced and guidelines acquired.

**Measurement:** Gender responsive budgeting manual developed. One training course conducted to GBD staff and one training course conducted to a line ministry.

*First Quarter Update: Gender assessment has been completed. Preliminary meetings were held with all Gender Responsive Budgeting (GRB) partners, including UN Women and the Jordan National Commission for Women.*

### Key Highlights/Challenges for the 1st Quarter

#### Highlights

JFRBA's Team at the GBD completed the updating of the Budget Manual, a key tool for budget analysts at GBD as well as other GOJ entities detailing how and why budget analysis should be conducted. The Budget Manual is also an important supporting tool for GBD in effectively implementing Results Oriented Budgeting (ROB). The new and upgraded Budget Manual was delivered to GBD for execution and use by budget analysts.

#### Challenges

No challenges for the first quarter.

## TEAM C: FISCAL POLICY AND MINISTRY OF FINANCE (PA)

### TEAM INTERMEDIATE RESULTS ASSIGNMENT

IR #3: Efficiency of Government of Jordan budgetary resources improved

- Sub-IR #2: Budget execution improved, including a focus on promoting gender-responsive budgeting

### SMART ANNUAL RESULTS

To achieve the long-term objectives below, the MOF team established the following list of annual result goals for the JFRBA project year. Below please find an update on the team's progress following each annual result goal:

- Fiscal policy design and analysis requested by the Minister

**Measurement:** Four analytical and policy reports produced for the Minister

*First Quarter Update: No updates for first quarter.*

- Develop International Public Sector Accounting Standards (IPSAS) implementation Project plan

**Measurement:** IPSAS implementation Project plan developed and delivered to the Minister, number of MOF staff trained

*First Quarter Update: IPSAS road map has been developed. IPSAS implementation project plan is under development.*

- Follow-up on the National Program for Economic Reform and Standby Agreement (SBA) with the International Monetary Fund (IMF)

**Measurement:** Quarterly reports presenting the position of IMF SBA ceilings to the Minister

*First Quarter Update: Assisted MOF in completing successful Fifth Review by the IMF mission in October.*

- Provide new data analysis tool for MOF decision makers

**Measurement:** Fully functional business intelligence dashboard to be adopted by the Ministry

*First Quarter Update: No updates for first quarter.*

- Create a policy framework that aims to reduce the public debt ratio as a percentage of GDP in the medium term

**Measurement:** Introduce new inputs to public debt strategy tool

*First Quarter Update: No updates for first quarter.*

## **Key Highlights/Challenges for the 1st Quarter**

### *Highlights*

JFRBA's Team at MOF continued lending support to GOJ officials in the effective implementation of the IMF's SBA by the GOJ. JFRBA provided policy guidance and support to the MOF, as well as the GBD, in the preparation of the 2015 budget in order to ensure that it is in line with the IMF program requirements. Furthermore, JFRBA assisted MOF during the IMF's Fifth Review of Jordan's performance under the National Economic Reform Program supported by the SBA. The November 2014 review was successfully completed, enabling the release of additional disbursements to the GOJ under the program (approximately \$125.4 million USD).

### *Challenges*

No challenges for the first quarter.

## **TEAM D: CUSTOMS ADMINISTRATION AND TRADE FACILITATION**

### **TEAM INTERMEDIATE RESULTS ASSIGNMENT**

IR #1: Private sector competitiveness increased

- Sub-IR #3: Environment of doing business improved

### **SMART ANNUAL RESULTS**

To achieve the long-term objectives below, the JC team established the following list of annual result goals for the JFRBA project year. Below please find an update on the team's progress following each annual result goal:

- Promote and Expand the Customs "Golden List"

**Measurement:** Number of public private dialogue forums, and number of new "Golden List" members

*First Quarter Update: JC announced the addition of three more companies as new members of the Golden List during this quarter, bringing the total number of members to 50.*

- Increase Trade Facilitation

**Measurement:** Reduced processing time, and reduced number of procedures

*First Quarter Update: Completed the first deliverable for Amman Customs House (ACH), “Installation and Stand Alone Operation.” The second deliverable is in progress and is expected to be completed in February.*

- Increase Risk Management Capacity

**Measurement:** Increased utilization of Risk Management in PGAs, reduction in the percentage of red lane declarations for both Jordan Customs and PGAs

*First Quarter Update: The Risk Management Technical Committee has approved the joint inspection at Aqaba Customs Center, which will have an impact on improving the inspection process and reducing time.*

- Improve Customs Client Services

**Measurement:** Feedback from the Private Sector and the Partnership Council and number of customer care officers (CCO) staff supported.

*First Quarter Update: No updates for first quarter.*

## **Key Highlights/Challenges for the 1st Quarter**

### *Highlights*

In collaboration with Jordan Customs, the JFRBA team successfully extended the Single Window (SW) program to two additional locations, including the King Hussein Bridge and Karama Customs Custom Centers, raising the total number of SW locations to 14. The SW Program, which covers more than 90% of all customs transactions in Jordan, has significantly reduced the import and export processing time. Additionally, SW and Risk Management training was delivered to the Partner Government Agencies in order to strengthen their capacity to implement the SW program.

### *Challenges*

No challenges for the first quarter.

## **TEAM E: GOVERNMENT PERFORMANCE IMPROVEMENT (AH)**

### **TEAM INTERMEDIATE RESULTS ASSIGNMENT**

IR #3: Efficiency of Government of Jordan budgetary resources improved

- Sub-IR #2: Budget execution improved, including a focus on promoting gender-responsive budgeting.

### **SMART ANNUAL RESULTS**

To achieve the long-term objectives below, the Government Performance Improvement (Audit Bureau) team established the following list of annual result goals for the JFRBA project year. Below please find an update on the team’s progress following each annual result goal:

- Improved Risk Based Audit in the Audit Bureau

**Measurement:** The Risk Based Audit Manual is finalized and delivered to AB, number of AB employees trained

*First Quarter Update: No updates for first quarter.*

- Enhance Information Technology in the Audit Bureau

**Measurement:** AB website developed

*First Quarter Update: Begun preparation for AB website; a Request for Proposals (RFP) has been drafted.*

## **Key Highlights/Challenges for the 1st Quarter**

### *Highlights*

The Audit Bureau team has worked in close collaboration with the Government of Jordan's Audit Bureau to begin the preparation for a departmental website. A Request for Proposal has been drafted and will be sent out to prospective bidders in order to ensure that the website development will be completed according to the project's high technical standards within the project's period of performance.

### *Challenges*

No challenges for the first quarter.

## **TEAM F: GOVERNMENT FINANCIAL MANAGEMENT INFORMATION SYSTEM (PA)**

### **TEAM INTERMEDIATE RESULTS ASSIGNMENT**

IR #3: Efficiency of Government of Jordan budgetary resources improved

- Sub-IR # 2: Budget execution improved, including a focus on promoting gender-responsive budgeting

### **SMART ANNUAL RESULTS**

To achieve the long-term objectives below, the GFMIS team established the following list of annual result goals for the JFRBA project year. Below please find an update on the team's progress following each annual result goal.

- Upgrading and implementing GFMIS in all budget institutions

**Measurement:** Number of budget institutions using GFMIS and the percentage of budget reported through the GFMIS

*First Quarter Update: GFMIS has been implemented in three additional sites, the Ministry of Environment and the Ministry of Transportation. An operational unit for the Natural Resources Authority has been created on the system as it was merged with the Ministry of Energy and Mineral Resources (MEMR).*

*The technical team has built the setup for all the remaining institutions; accordingly the system is ready and prepared to be implemented in these institutions.*

- Issuing 2014 Final Account by the GFMIS

**Measurement:** The 2014 final account report issued automatically through the GFMIS

*First Quarter Update: The government institutions are working on closing their accounts and uploading their bank statements in coordination with the GFMIS team.*

- Preparing 2015 budget partially through the GFMIS

**Measurement:** The 2015 budget law issued through the GFMIS

*First Quarter Update: 32 institutions have prepared their preliminary budget 2015-2016-2017 directly through the system.*

- Building a Capable Ministry of Finance Team that can run the GFMIS effectively

**Measurement:** Conduct five technical trainings and establish the GFMIS training center

*First Quarter Update: The team has prepared two business cases: one for establishing the GFMIS training center and the other for conducting the first training course for the GFMIS technical team.*

- Evaluating and supporting the institutions that are using the GFMIS

**Measurement:** Number of budget institutions that have been evaluated and upgrade the help desk system.

*First Quarter Update: The Help Desk Team is supporting the users by resolving their issues and responding to requests.*

- Providing MOF with the technical advice to build the road map for the GFMIS

**Measurement:** Activating the Business Intelligence features, implementing the GFMIS in one independent institution, and converting from Accrual to Cash basis accounting

*First Quarter Update: An assessment report prepared by the Team shows the preliminary requirements and challenges for implementing the GFMIS in the independent institutions.*

## **Key Highlights/Challenges for the 1st Quarter**

### *Highlights*

The JFRBA team successfully rolled the GFMIS out to three additional sites, including the Ministry of Environment, Ministry of Transportation and the National Resources Authority. These additions raise the total number of GFMIS implementing government entities to 58, which in turn represents 84.5% of the Government of Jordan's budget. The JFRBA team is simultaneously upgrading the GFMIS system with newly acquired hardware, which will further improve the efficiency of the system.

### *Challenges*

The rollout plan, which is highly dependent on the arrival of the new infrastructure, was delayed due to the servers and processors arriving at the end of December 2014, two months later than originally anticipated. The installation and migration processes are expected to be finalized by March 31, 2015. It is also important to note that any further installation delays after March 2015 will cause the rollout process to be further delayed which in turn will delay the budget preparation process for the following year.

## **TEAM G: PUBLIC PRIVATE PARTNERSHIPS (PA)**

### **TEAM INTERMEDIATE RESULTS ASSIGNMENT**

IR #3: Efficiency of GOJ budgetary resources improved

- Sub-IR # 3: Public-private partnerships developed

### **SMART Annual Results**

To achieve the long-term objectives below, the PPP team established the following list of annual result goals for the JFRBA project year. Here, we provide an update on the team's progress following each annual result goal.

- Assist in the development and launch of a PPP guidebook

**Measurement:** A guidebook is established

*First Quarter Update: In the process of drafting PPP regulations and bylaws; expected to be completed by March 31, 2015*

- Structure one PPP transaction for the GOJ according to the guidebook

**Measurement:** one PPP transaction designed and structured based on the criteria and instructions stipulated in the PPP guidebook

*First Quarter Update: PPP project pipeline is being developed to produce a list that will eventually lead to pilot project selection.*

- Develop a PPP outreach strategy that delivers key messages to the public

**Measurement:** An outreach strategy is developed

*First Quarter Update: No updates for the first quarter.*

- Develop a PPP unit website and a PPP database

**Measurement:** A website is developed

*First Quarter Update: No updates for the first quarter.*

- Build capacity for the PPP unit

**Measurement:** A Long-term Technical Assistance (LTTA) Team Lead and two Short Term Technical Assistance (STTA) financial economists (TBD)

*First Quarter Update: A Team Lead has been appointed; currently in the process of appointing legal advisor to be stationed at MOF.*

## **Key Highlights/Challenges for the 1st Quarter**

### *Highlights*

The primary highlight for the first quarter has been the appointment of a PPP Team Lead, Mr. Hasan Al Rafie. This is a new position created as a result of the recent formal activation of the newly established Public Private Partnership Unit within the Ministry of Finance (MOF). This unit will act as the institutional focal point for activities related to the implementation of Jordan's PPP Program. Mr. Al Rafie will manage and control the administration, business plan and staff of the unit, and ensure that the Government's overall process of structuring and tendering PPP contracts is effective, efficient, and timely. Furthermore, the PPP Team Lead will work towards developing standardized guidelines to mainstream PPP procedures across different stakeholders within the Government of Jordan. Mr Al Rafie in this position will provide hands on technical assistance and advisory services on all aspects of PPPs in order to ensure quality control and efficient and compliant PPP projects under this Unit. Mr. Al Rafie has over twenty years of public private partnership professional experience, including his 10-year tenure at the Executive Privatization Commission where he provided technical, financial and legal advice to the executing ministries or agencies involved to improve their respective project activities.

### *Challenges*

The PPP unit got off to a late start as all of the work is contingent on the passing of the PPP law which was originally slated for early 2014. However, the law was not actually passed until November 2014 which caused delays in the kick-off of the work plan.

# CHAPTER III: PROGRESS TO DATE BASED ON RESULTS INDICATORS

Working with a host of government institutions (MOF, GBD, MEMR, Ministry of Public Sector Development - MOPSD, AB, line ministries, tax and customs administrations, and the prime minister’s office, among others), JFRBA applies a “whole-of-government” approach to foster innovative, responsive, and efficient government, whether through better provision of health care services, better targeted cash assistance to the poor, or simply smarter spending. Collectively, these improvements enhance government effectiveness, improve the business environment, and create the conditions necessary to attract new investments, create jobs, spur economic growth, and improve Jordanians’ standard of living.

## MONITORING AND EVALUATION (M&E)

The JFRBA monitoring and evaluation (M&E) plan is an integral part of the full Performance Management Cycle that ensures the project objectives are consistently being met in an effective and efficient manner. An Activity M&E Plan (AMEP) will be submitted as a separate document 30 days after the approval of the work plan. The AMEP will be comprised of the following components:

- USAID F-Indicators which are outlined in the Mission Performance Management Plan
- JFRBA project management indicators; used to internally manage different project activities.
- All JFRBA indicators as requested by the contract’s Scope of Work.

JFRBA will report on the results of its AMEP on a quarterly basis via its Quarterly Report. These reports are shared with the teams and discussed with counterparts to enhance decision making and to ensure activities are implemented as closely in accordance to the proposed work plan as possible. They are also used as internal tools to learn about the progress of certain activities and aid in future organizational decisions. Additional gender sensitive indicators may be added after the completion of gender analysis. All people-level data will be disaggregated by sex.

## JFRBA PERFORMANCE INDICATOR TARGETS

### OBJECTIVE 1: IMPROVING EFFECTIVE POLICY ANALYSIS AND EXECUTION

Ref	Performance Indicator	Frequency	Data Source	Baseline	JFRBA Target	JFRBA Actual	Comments
C1.a. B	Number of reports produced presenting the position of ceilings	Quarterly	MoF	0	2	1	Dr. Shibli, head of the technical committee prepared the required reports to complete the fifth review with MOF staff.

Ref	Performance Indicator	Frequency	Data Source	Baseline	JFRBA Target	JFRBA Actual	Comments
C1.b.B	Number of reports produced solely by MOF staff presenting the position of ceilings	Quarterly	MoF	0	2	1	MOF staff started preparing required reports and data for the sixth review.
C2.B	Medium Term Debt Strategy report produced	Annually	MoF	No	Yes	No	
C3.B	Develop and finalize IPSAS action plan	Annually	MoF	No	Yes	No	Implementation has begun.
C4.a.B	Number of analytical reports and policy papers issued	Quarterly	MoF	0	4	2	2 reports: (1) The Economic Impact Of Falling Oil Prices, and (2) The fiscal impact on treasury of Falling oil prices.
C4.b.B	Number of analytical reports produced solely by MOF staff	Quarterly	MoF	0	1	1	The impact of falling oil prices on Price and quantity indices of imports.
C5.B	Number of users with dashboard installed	Quarterly	MoF	0	15	0	
C6.B	Percentage of women participants in training	Quarterly	MoF	39%	45%	N/A	No trainings were held in the first quarter

## OBJECTIVE 2: IMPROVING EFFICIENCY OF PUBLIC RESOURCES THROUGH STRONG PUBLIC FINANCIAL MANAGEMENT

Ref	Performance Indicator	Frequency	Data Source	Baseline	JFRBA Target	JFRBA Actual	Comments
F1.B	Percentage of budget institutions in which GFMS has been implemented	Quarterly	MOF	75.7%	100%	79%	The system has been rolled out on 3 sites; Ministry of Environment, Ministry of Transportation, and the NRA
F2.B	Percentage of the central government's	Quarterly	MOF	83.8%	100%	84.5%	

Ref	Performance Indicator	Frequency	Data Source	Baseline	JFRBA Target	JFRBA Actual	Comments
	budget reporting through GFMS.						
F3.B	2014 Final Accounts report issued through GFMS	Annually	MOF	No	Yes	No	
F4.B	Percentage of technical incidents solved internally through the GFMS	Quarterly	MOF	83%	95%	87%	
F5.B	Number of reports issued by MOF staff using Business Intelligence (BI)	Quarterly	MOF	0	1	0	
F6.B	Implement GFMS is an independent institution	Quarterly	MOF	0	1	0	The Functional and technical teams mapping out requirements and challenges for implementing the GFMS on the independent institutions accordingly preliminary assessment report issued in October 2014.
F7.B	Number of budget institutions using GFMS that have been evaluated	Quarterly	MOF	45	56	49	
F8.B	Percentage of women participants in training	Quarterly	MOF	28%	35%	-	Training will begin in January
F9.B	Number of video tutorials		MOF	0	7	0	RFP under preparation

### OBJECTIVE 3: IMPLEMENTING RESULTS-ORIENTED BUDGETING (ROB) METHODOLOGIES

Ref	Performance Indicator	Frequency	Data Source	Baseline	JFRBA Target	JFRBA Actual	Comments
B1.B	Performance Monitoring & Evaluation Plan (PMEP) is deployed to GOJ's principal spending units	Quarterly	GBD	3	9	3	Will be deployed in April, as planned.

Ref	Performance Indicator	Frequency	Data Source	Baseline	JFRBA Target	JFRBA Actual	Comments
B2.B	Include standardized M&E forms in Budget Circular	Quarterly	GBD	No	Yes	No	Templates for forms have been produced; yet to be approved.
B3.B	Budget manual is complete and handed over to DG	Annually	GBD	No	Yes	Yes	Completed and handed over to DG, Oct. 2014
B4.B	GBD staff to conduct training session on Budget Manual	Annually	GBD	0	1	0	Pending DG approval
B5.B	Gender responsive budgeting manual developed	Annually	GBD	No	Yes	No	Planned for March/ April
B6.B	GRB training course conducted	Annually	GBD	No	Yes	No	Planned for March/ April
B7.B	Percentage of women participants in training	Quarterly	GBD	23%	30%	N/A	No training courses were scheduled for the 1 <sup>st</sup> quarter

\*ISTD's 2013 annual report will not be issued before May 2014

#### OBJECTIVE 4: ENHANCING REVENUE MOBILIZATION THROUGH IMPROVED REVENUE ADMINISTRATION

Ref	Performance Indicator	Frequency	Data Source	Baseline	JFRBA Target	JFRBA Actual	Comments
A1.B	Updated Benchmarking Study for 2013 - 2014	Annually	ISTD	No	Yes	No	Ad hoc team formed
A2.B	Introduction of new KPIS	Quarterly	ISTD	0	3	0	Memo sent to the DG
A3.B	Updated audit manual	Annually	ISTD	No	Yes	No	Scope of Work (SOW) approved to proceed Ad hoc team formed
A4.B	Undertake tax gap analysis	Annually	ISTD	No	Yes	No	SOW approved to proceed Ad hoc team formed
A5.B	Conduct public private dialogue forums	Quarterly	ISTD	0	3	0	Two possible stakeholders identified
A6.B	Tax payers audited	Quarterly	ISTD	33%	25%	33%	New audit selection has not been made yet
A7.B	Audits with no change in tax	Quarterly	ISTD	70%	50%	70%	Pending new MIS report

	liability						
A8.B	Assessments of audits with disapproval	Quarterly	ISTD	TBD	TBD	N/A	Pending new MIS report. Target will be established once baseline number is available
A9.B	Audit assessments collected	Quarterly	ISTD	TBD	TBD	N/A	Pending new MIS report. Target will be established once baseline number is available.
A10.a.B	Tax revenue	Quarterly	ISTD	3.3 billion JOD	3.6 billion JOD	N/A	Pending MOF fiscal bulletin
A10.b.B	Income tax revenue	Quarterly	ISTD	750 million JOD		N/A	Pending MOF fiscal bulletin
A11.B	Overall debt ratio	Quarterly	ISTD	60%	55%	N/A	Pending MIS report
A12.B	Percentage of women participants in training	Quarterly	ISTD	25%	30%	N/A	Pending ISTD nomination list

## OBJECTIVE 5: ENHANCING ACCOUNTABILITY, TRANSPARENCY, AND IMPACT MEASUREMENT AND MONITORING OF GOVERNMENT POLICIES AND ACTIONS

Ref	Performance Indicator	Frequency	Data Source	Baseline	JFRBA Target	JFRBA Actual	Comments
E1.B	Risk based audit manual developed and submitted to counterpart	Annually	AB	No	Yes	No	
E2.B	AB website developed	Annually	AB	No	Yes	No	
E3.B	Percentage of women participants in training	Quarterly	AB	29%	35%	N/A	No trainings were scheduled for first quarter.

## OBJECTIVE 6: BUILDING PUBLIC PRIVATE PARTNERSHIP CAPACITY

Ref	Performance Indicator	Frequency	Data Source	Baseline	JFRBA Target	JFRBA Actual	Comments
G1.B	Complete preparation of one	Quarterly	PPP Unit	No	Yes	No	Pending completion of PPP bylaws

	PPP transaction						and regulations
G2.B	Establish PPP Guidebook	Annually	PPP Unit	No	Yes	No	
G3.B	PPP Outreach Strategy	Annually	PPP Unit	No	Yes	No	
G4.B	A PPP Website is developed	Annually	PPP Unit	No	Yes	No	

## OBJECTIVE 7: STRENGTHENING EFFICIENCY IN TRADING ACROSS BORDERS

Ref	Performance Indicator	Frequency	Data Source	Baseline	JFRBA Target	JFRBA Actual	Comments
D1.B	Number of new Golden List participants	Quarterly	JC	0	5	3	Jordan Customs announced the inclusion of three more companies as members of the Golden List in this quarter
D2.B	Conduct public private dialogue forums	Quarterly	JC	0	3	0	No forums were scheduled for the first quarter
D3.B	Customs processing time	Quarterly	JC	9.5	8.5	N/A	The result is not available on a quarterly basis since the customs Time Release Study is conducted annually
D5.B	Percentage of red-laned declarations where infractions or non-compliance is discovered	Quarterly	JC	30%	32%	31.14%	
D6.B	Number of Customer Care Officers (CCO) staff trained	Quarterly	JC	0	TBD	0	No training courses were scheduled for the first quarter
D7.B	Percentage of women participants in training	Quarterly	JC	19%	25%	N/A	No training courses were scheduled for the first quarter

## USAID FOREIGN ASSISTANCE INDICATORS

Ref	Performance Indicator	Frequency	Data Source	JFRBA Target	JFRBA Actual	Comments
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1.4.1.c	Person hours of training completed in fiscal policy and fiscal administration supported by USG assistance	Quarterly	Project Records	25,045	0	No training sessions were scheduled for the first quarter
1.4.1.c.1	Number of men	Quarterly	Project Records	17,532	0	
1.4.1.c.2	Number of women	Quarterly	Project Records	7,513	0	

# CHAPTER V: CONTRACTUAL UPDATES

## CONTRACT MODIFICATIONS

The project received two contract modifications during this reporting period. Modification #1 was fully executed on November 12, 2014 and incorporated a provision for submission of datasets to the Development Data Library, in reference to USAID policy 302.3.5.22 “Submission of Datasets to the Development Data Library (DDL) (October 2014).” Modification #2 was fully executed on December 17, 2014 and provided incremental funding in the amount of \$1,300,003.00 in obligation to fully fund the contract to the ceiling.

## DELIVERABLES COMPLETED THIS QUARTER

The following deliverables were submitted to USAID during the reporting period by the stipulated due date:

Deliverable	Date Submitted	Date Approved
Branding and Marking Plan	11/04/2014	11/23/2014
Performance Management Plan	12/04/2014	Receipt acknowledged, awaiting Contracting Officer’s Representative (COR) approval
Initial Measurement and Monitoring Plan	12/04/2014	Receipt acknowledged, awaiting COR approval
Gender Assessment	11/30/2014	Receipt acknowledged, awaiting COR approval
Annual Work Plan	12/04/2014	12/30/2014

## PROJECTED USAID APPROVALS, WAIVERS OR DEVIATION REQUESTS ANTICIPATED DURING THE NEXT QUARTER

The project is expecting to submit the following approvals, waivers or deviation requests:

<b>Deliverables</b>
Quarterly Report
<b>Personnel Technical and/or Initial Rate Approval</b>
Short Term Technical Assistance-Cooperating Country National: Financial Specialist (PPP Unit), Legal Specialist (PPP Unit)
Short Term Technical Assistance -Expatriate: Public Expenditure Perspectives Sector Specialists, Tax Advisor
<b>Other</b>
Contract Ceiling Increase



# APPENDIX A: GLOSSARY OF ACRONYMS

AB	Audit Bureau
ACH	Amman Customs House
AH	Ad Hoc (programmatic support)
BI	Business Intelligence
CIT	Corporate Income Tax
CITS	Comprehensive Integrated Tariff System
COR	Contracting Officer's Representative
DAI	Development Alternatives, Inc.
DG	Director General
DO	Development Objectives
JFRBA	Jordan Fiscal Reform Bridge Activity
GATT	General Agreement on Tariffs and Trade
GBD	General Budget Department
GFMS	Government Financial Management Information System
GOJ	Government of Jordan
GRB	Gender Responsive Budgeting
ICT	Information and Communication Technology
IMF	International Monetary Fund
IPSAS	International Public Sector Accounting Standards
IR	Intermediate Result
ISTD	Income and Sales Tax Department
IT	Information Technology
JC	Jordan Customs
JFRBA	Jordan Fiscal Reform Bridge Activity
LTTA	Long-term Technical Assistance
M&E	Monitoring and Evaluation
MOF	Ministry of Finance
MOPSD	Ministry of Public Sector Development
PA	Priority Area (of programmatic support)
PFM	Public Financial Management
PGA	Partner Government Agencies

PI	Performance Indicator
PIT	Personal Income Tax
PMEP	Performance Monitoring & Evaluation Plan
PPP	Public-Private Partnership
RFP	Request for Proposal
ROB	Results-Oriented Budgeting
ROG	Results-Oriented Government
SAFE	WCO Framework of Standards to Secure and Facilitate Global Trade
SBA	Stand-By Arrangement
SMART	Specific, Measurable, Achievable, Relevant, Time Related
SOW	Scope of Work
STTA	Short-term Technical Assistance (Advisor)
SW	Single Window
TAMIS	Technical and Administrative Management Information System
USAID	United States Agency for International Development
VAT	Value-Added Tax

# APPENDIX B: JFRBA PERFORMANCE INDICATORS TRACKING TABLE

Ref	Indicator	Objective	Component	Frequency	Unit of Measure	Data Source	Type	Definition	Justification/Management Utility	Baseline	JFRBA-PY2015 (*: results made available in July 2015)	
											Target	Actual
A1.B	Updated Benchmarking Study for 2013 -2014	4	ISTD	Annually	Yes/No	ISTD	Output	Progress report for of the overall performance of ISTD in 2013 -2014 as compared to the previous four years with reference to international best practices	Enables ISTD to measure institutional performance and to easily identify areas for improvement	No	Yes	No
A2.B	Introduction of new KPIS	4	ISTD	Quarterly	Number	ISTD	Output	Quarterly MIS reports presenting the status of audit productivity on the following topics: audits with no change, assessments collected, assessments with disapproval	Enables ISTD to monitor and evaluate auditors performance regarding audit productivity; therefore increasing productivity	0	3	0
A3.B	Updated audit manual	4	ISTD	Annually	Yes/No	ISTD	Output	Standardized audit procedures to be followed by all auditors at the field offices. JFRBA will update and consolidate existing audit manuals to ensure a comprehensive document is available.	Audit manual enables field officers improve audit productivity by following intl. best practices to enhance transparency and facilitate audit procedures	No	Yes	No
A4.B	Undertake tax gap analysis	4	ISTD	Annually	Yes/NO	ISTD	Output	Analysis will dissect the tax gap volume not tax type and business activity	Analyzing the tax gap will enable GOJ to reduce revenue leakage	No	Yes	No
A5.B	Conduct public private dialogue forums	4	ISTD	Quarterly	Number	ISTD	Output	Number of awareness forums conducted amongst key stakeholders and the relevant target audience	PPD forums will raise awareness on tax policy best practices and tax reform efforts taking place in Jordan	0	3	0

Ref	Indicator	Objective	Component	Frequency	Unit of Measure	Data Source	Type	Definition	Justification/Management Utility	Baseline	JFRBA-PY2015 (*: results made available in July 2015)	
											Target	Actual
A6.B	Tax payers audited	4	ISTD	Quarterly	Percentage	ISTD	Outcome	Percentage of tax payers assigned for audit every year as compared to the number of tax payers who filed their tax returns not the same year	Helps improve audit risk management	33%	25%	33%
A7.B	Audits with no change in tax liability	4	ISTD	Quarterly	Percentage	ISTD	Outcome	Percentage of tax audits that resulted in no change in tax liability out of the total number of audits conducted	Lower figures indicate better audit productivity and more efficient use of time and resources	70%	50%	70%
A8.B	Assessments of audits with disapproval	4	ISTD	Quarterly	Percentage	ISTD	Outcome	Percentage of audits subject to tax appeals out of the audits that resulted in raising tax assessments	Measures affectivity, professionalism, and technical capabilities of the audit	TBD	TBD	N/A
A9.B	Audit assessments collected	4	ISTD	Quarterly	Percentage	ISTD	Outcome	Percentage of audit assessments actually paid out of the audit demands notified to the tax payers	Indicates ISTD's efficiency in collecting tax assessments	TBD	TBD	N/A
A10.a.B	Tax revenue	4	ISTD	Quarterly	Number	ISTD	Outcome	Income tax, general sales tax, and special sales tax revenue generated by tax payers voluntary compliance	Measures efficiency of tax administration and the level of voluntary compliance of tax payers	3.3 billion JOD	3.6 billion JOD	N/A
A10.b.B	Income tax revenue	4	ISTD	Quarterly	Number	ISTD	Outcome	Income tax generated by tax payers voluntary compliance	Measured efficiency of tax administration and the level of voluntary compliance of tax payers	750 million JOD		N/A
A11.B	Overall debt ratio	4	ISTD	Quarterly	Ratio	ISTD	Outcome	In a given year, percentage of the total tax arrears (collectible and non-collectible) over the total tax revenue of the same year	Measures efficiency of tax administration and the audit, collection, and enforcement functions	60%	55%	N/A

Ref	Indicator	Objective	Component	Frequency	Unit of Measure	Data Source	Type	Definition	Justification/Management Utility	Baseline	JFRBA-PY2015 (*: results made available in July 2015)	
											Target	Actual
A12.B	Percentage of women participants in training	4	ISTD	Quarterly	Percentage	ISTD	Outcome	Number of women participants out of total participants in any given training	Building capacity in ISTD and allowing women to share equitably in economic benefits and capacity development.	25%	30%	N/A
B1.B	PMEP is deployed to GOJ's principal spending units	3	GBD	Quarterly	Number	GBD	Outcome	PMEP is implemented in MPW, MOH, MSD, MWI, MOE, and MOT. A system that gathers data from line ministries to be used to for reviewing and monitoring spending units performance	Enforced transparency, effectiveness, and efficiency in budget preparation and implementation	3	9	3
B2.B	Include standardized M&E forms in Budget Circular	3	GBD	Quarterly	Yes/No	GBD	Output	Monitoring & Evaluation forms are included within the Budget Circular.	Ensures cooperation of line ministries in providing GBD with data required for the system.	No	Yes	No
B3.B	Budget manual is complete and handed over to DG	3	GBD	Annually	Yes/No	GBD	Output	A manual outlining all regulations concerning GBD activities	Enhanced budget processes and execution	No	Yes	Yes
B4.B	GBD staff to conduct training session on Budget Manual	3	GBD	Annually	Yes/No	GBD	Outcome *	GBD staff to train members of 6 key ministries on concepts of Budget Manual	GBD staff conducting training shows sustainability of JFRBA efforts	0	1	0
B5.B	Gender responsive budgeting manual developed	3	GBD	Annually	Yes/No	GBD	Output	A set of guidelines specific to Jordan and in line with best international practices on the different components of GRB	Will be a key knowledge product and training tool for GBD and budget staff at line ministries to implement GRB	No	Yes	No
B6.B	GRB training course conducted	3	GBD	Annually	Yes/No	GBD	Output	Training of trainers on main concepts on gender responsive budgeting	Equip GBD and other public sector staff to train on GRB which will increase the capacity of GOJ in GRB	No	Yes	No

Ref	Indicator	Objective	Component	Frequency	Unit of Measure	Data Source	Type	Definition	Justification/Management Utility	Baseline	JFRBA-PY2015 (*: results made available in July 2015)	
											Target	Actual
B7.B	Percentage of women participants in training	3	GBD	Quarterly	Percentage	GBD	Outcome	Number of women participants out of total participants in any given training	Building capacity in GBD and allowing women to share equitably in economic benefits and capacity development.	23%	30%	N/A
C1.a. B	Number of reports produced presenting the position of ceilings	1	MOF	Quarterly	Number	MOF	Output	Monthly and quarterly reports presenting the position of ceilings to the Minister.	Reports ensure that the GOJ working in line with the National Program for Economic Reform and SBA agreement with the IMF.	0	2	1
C1.b. B	Number of reports produced solely by MOF staff presenting the position of ceilings	1	MOF	Quarterly	Number	MOF	Outcome	Reports presenting the position of ceilings to the Minister produced by MOF staff without JFRBA support	Ensuring that the GOJ is working in line with the National Program for Economic Reform & SBA agreement with the IMF. Showing sustainability and ability of MOF staff to function independently as a result of capacity built	0	2	1
C2.B	MTDS report produced	1	MOF	Annually	Yes/No	MOF	Output	Produce a strategy that presents different scenarios on how to tackle Jordan's public debt issue	Presenting a feasible strategy to decrease the public debt ratio to GDP and to find a new low cost source of public debt such as Sukuk	No	Yes	No
C3.B	Develop and finalize IPSAS action plan	1	MOF	Annually	Yes/No	MOF	Output	A detailed action plan for IPSAS implementation through any Ministry, department, or government unit that is a part of the General Budget Law and/or Government Unit Budget Law.	Boost Jordan's international ranking with regards to fiscal transparency criteria	No	Yes	No
C4.a. B	Number of analytical reports and policy papers issued	1	MOF	Quarterly	Number	MOF	Output	Number of reports and policy papers issued	Provides analytical insight to senior MOF staff	0	4	2

Ref	Indicator	Objective	Component	Frequency	Unit of Measure	Data Source	Type	Definition	Justification/Management Utility	Baseline	JFRBA-PY2015 (*: results made available in July 2015)	
											Target	Actual
C4.b. B	Number of analytical reports produced solely by MOF staff	1	MOF	Quarterly	Number	MOF	Outcome	Number of reports and policy papers produced by MOF staff without JFRBA support	Improves in-house analytical capabilities of MOF staff and increasing senior-level demand for analysis from SEPD. Showing sustainability and ability of MOF staff to function independently as a result of capacity built	0	1	1
C5.B	Number of users with dashboard installed	1	MOF	Quarterly	Number	MOF	Outcome	Number of high level MOF staff with Business Intelligence dashboard installed	Provides access to real time data for economic indicators and relevant statistics that will aid in preparing reports	0	15	0
C6.B	Percentage of women participants in training	1	MOF	Quarterly	Percentage	MOF	Outcome	Number of women participants out of total participants in any given training	Building capacity in MOF and allowing women to share equitably in economic benefits and capacity development	39%	45%	N/A
C7.B	Percentage difference between GOJ 2014 actual and forecasted revenues	1	MOF	Quarterly	Percentage	MOF	Outcome	The difference between the forecasted revenues reported by the model and the actual revenues of GOJ divided by the actual revenues of GOJ	Measures the quality of the macro and revenue models and reflects the capacity building of SEPD staff on running and interpreting results of these models	0%	3%	N/A
D1.B	Number of new Golden List participants	7	JC	Quarterly	Number	JC	Outcome	Number of businesses participating in the Golden List program	Measures an increase in participation, which indicates voluntary compliance with trade requirements, stronger relationships with the private sector and ultimately trade facilitation	0	5	3
D2.B	Conduct public private dialogue forums	7	JC	Quarterly	Number	JC	Output	Number of awareness forums conducted amongst key stakeholders and the relevant target audience	Raise awareness amongst the private sector and Jordan's business leaders on the various trade facilitation programs that JC is implementing including the GL, PAP, and the centralized processing center.	0	3	0
D3.B	Customs processing time	7	JC	Annually	Number	JC	Outcome	Time needed for customs to finalize and complete customs declaration processing and formalities within JC	Reduced customs processing time will in turn lead to reduced processing time at the border, reduction in time to import/export, and enhance trade facilitation	9.5	8.5	N/A

Ref	Indicator	Objective	Component	Frequency	Unit of Measure	Data Source	Type	Definition	Justification/Management Utility	Baseline	JFRBA-PY2015 (*: results made available in July 2015)	
											Target	Actual
D5.B	Percentage of red-laned declarations where infractions or non-compliance is discovered	7	JC	Quarterly	Percentage	JC	Outcome	Measured change in the cases of non-compliance identified, as a percentage of total red-laned declarations.	Increase in percentage indicates better risk management and more efficient selectivity for red-laning shipments.	30%	32%	31.14%
D6.B	Number of Customer Care Officers (CCO) staff trained	7	JC	Quarterly	Number	JC	Output	Number of JC employees working in customer service offices trained	Will allow for direct submission of any appeals, challenges, or requests for information at Customs clearance centers rather than only at the headquarters	0	TBD	0
D7.B	Percentage of women participants in training	7	JC	Quarterly	Percentage	JC	Outcome	Number of women participants out of total participants in any given training	Building capacity in JC and allowing women to share equitably in economic benefits and capacity development.	19%	25%	N/A
E1.B	Risk based audit manual developed and submitted to counterpart	5	AB	Annually	Yes/No	AB		Manual of audit policies and procedures using risk based approach	Provide auditors with common bases for conducting external risk based audits	No	Yes	No
E2.B	AB website developed	5		Annually	Yes/No	AB		Developing a new website for AB that includes new features and user friendly tools	Improved communication and outreach with users and the Jordanian public	No	Yes	No
E3.B	Percentage of women participants in training	5	AB	Quarterly	Percentage	AB	Outcome	Number of women participants out of total participants in any given training	Building capacity in AB and allowing women to share equitably in economic benefits and capacity development.	29%	35%	N/A

Ref	Indicator	Objective	Component	Frequency	Unit of Measure	Data Source	Type	Definition	Justification/Management Utility	Baseline	JFRBA-PY2015 (*: results made available in July 2015)	
											Target	Actual
F1.B	Percentage of budget institutions in which GFMS has been implemented	2	GFMS	Quarterly	Number	MOF	Outcome	Number of budget institutions using GFMS, as a percentage of 74 total planned government entities (ministries/departments and large regional financial centers).	Tracks the use of GFMS throughout the Government of Jordan for efficient use of public resources and management of public expenditure	75.7%	100%	79%
F2.B	Percentage of the central government's budget reporting through GFMS.	2	GFMS	Quarterly	Percentage	MOF	Outcome	Percentage of budget institutions using GFMS according to the weight each institution holds in the GOJ budget	Tracks the use of GFMS throughout the Government of Jordan for efficient use of public resources and management of public expenditure. Using each institutions weight in the budget allows for a more accurate depiction of the degree of GFMS implementation	83.8%	100%	84.5%
F3.B	2014 Final Accounts report issued through GFMS	2	GFMS	Annually	Yes/No	MOF	Outcome	Automatically issuing the Final Account report through GFMS	Using GFMS to issue the FA report as opposed to issuing it manually ensures timeliness and accuracy, cutting down preparation time by almost 35%	No	Yes	No
F4.B	Percentage of technical incidents solved internally through the GFMS	2	GFMS	Quarterly	Percentage	MOF	Outcome	Percentage of user and system issues reported that are solved by the GFMS team as opposed to the contracting company, Intracom	Ability to resolve issues internally and independently is more cost effective and shows long term sustainability	83%	95%	87%
F5.B	Number of reports issued by MOF staff using Business Intelligence (BI)	2	GFMS	Quarterly	Number	MOF	Outcome	For MOF staff to solely produce BI reports which include statistical data and charts	Utilize the information that is entered on GFMS and gives decision makers real-time data.	0	1	0

Ref	Indicator	Objective	Component	Frequency	Unit of Measure	Data Source	Type	Definition	Justification/Management Utility	Baseline	JFRBA-PY2015 (*: results made available in July 2015)	
											Target	Actual
F6.B	Implement GFMS in an independent institution	2	GFMS	Quarterly	Number	MOF	Outcome	Piloting the GFMS in one independent institution	Testing the system on one independent institution which uses the cash based accounting in addition to accrual based accounting	0	1	0
F7.B	Number of budget institutions using GFMS that have been evaluated	2	GFMS	Quarterly	Number	MOF	Outcome	Number of sites evaluated. An evaluation will be conducted for sites using GFMS	Evaluation is important after implementation of GFMS as it will identify opportunities for improvement in sites such as training needs for GFMS end users, solving issues related to sites, evaluation GFMS Infrastructure, maintaining proper Knowledge Transfer, and Final accounts comparison.	45	56	49
F8.B	Percentage of women participants in training	2	GFMS	Quarterly	Percentage	MOF	Outcome	Number of women participants out of total participants in any given training	Building capacity in GFMS and allowing women to share equitably in economic benefits and capacity development.	28%	35%	N/A
F9.B	Number of video tutorials	2	GFMS	Quarterly	Number	MOF	Output	Brief video presentations on how to use GFMS; covering all seven components to be disseminated among target users	Supporting knowledge and training tool for all GFMS users across the GOJ to facilitate the training process	0	7	0
G1.B	Complete preparation of one PPP transaction	6	PPP	Quarterly	Percentage	PPP Unit	Outcome	Preparation refers to selecting a project and conducting a feasibility study	Completing the preparation phase lays the groundwork for a tender and eventual financial close	0%	100%	No
G2.B	Establish PPP Guidebook	6	PPP	Annually	Yes/No	PPP Unit	Output	Manual of PPP requirements and guidelines	Following guidebook will create capacity, accountability, and transparency within GOJ stakeholders	No	Yes	No
G3.B	PPP Outreach Strategy	6	PPP	Annually	Yes/No	PPP Unit	Output	Summarizes the objectives, target audience, and outreach tools needed to raise awareness on PPPs	Strategy will raise awareness amongst key stakeholders in the public and private sectors about the PPP program	No	Yes	No

Ref	Indicator	Objective	Component	Frequency	Unit of Measure	Data Source	Type	Definition	Justification/Management Utility	Baseline	JFRBA-PY2015 (*: results made available in July 2015)	
											Target	Actual
G4.B	A PPP Website is developed	6	PPP	Annually	Yes/No	PPP Unit	Output	An online platform that includes all relevant PPP documents, background information, and potentially a tracking system for PPP projects	Ensuring transparency, and making PPP information widely available to the public	No	Yes	No

# APPENDIX C: JFRBA PROJECT PROGRESS

Task		Completion %
<b>Team A: Income and Sales Tax Department</b>		<b>25</b>
1.	Capacity Building	14
	1.1 Deliver TOT Training for ISTD staff	18
	1.2 Deliver Change Management Training to ISTD staff	10
2.	Tax Collection and Arrears Enforcement	19
	2.1. Develop an Action Plan with ISTD for Enforced Collectors	19
3.	Tax Audit	17
	3.1. Conduct Financial Analysis Training for LTO and MTO Auditors	17
	3.2. Assist ISTD in Developing 3 MIS reports of New Smart Audit Metrics	9
	3.3. Assist ISTD in Finalizing Audit Manual	32
4.	Tax Policy	21
	4.1. Assist ISTD in Conducting a Tax Gap Analysis	22
	4.2. Assist ISTD in Implementing the New Income Tax Bylaws	19
	4.3. Assist ISTD in Establishing a Micro-Simulation Model for Revenue-impact analysis	25
	4.4. Assist ISTD in Updating the Benchmarking Study for 2013-2014	18
5.	Communications	12
	5.1. Assist ISTD in Developing Tax Communication Strategy	75
	5.2. Conduct Three Public-Private Dialogue Forums	0
6.	Ongoing Policy Advisory and Support	30
<b>Team B: General Budget Department</b>		<b>29</b>
1.	Performance Monitoring & Evaluation Process (PMEP)	35
	1.1. PMEP Deployment	64
	1.2. PMEP Training	8
	1.3. Conduct Budget Manual Training	0
2.	Communications	4
	2.1. Conduct Public-Private Dialogue Forum	0
	2.2. Gender Responsive Budgeting Manual	8
	2.3. GRB Training	0
3.	Ongoing Policy Advisory and Support	30
<b>Team C: Ministry of Finance</b>		<b>27</b>
1.	IPSAS Implementation Project Plan	18
2.	Design Methodology and Prepare Data for Business Intelligence Dashboard (BID)	32
3.	Consolidate Modeling Capacity	26
4.	Capacity Building at the Public Debt Department	0
5.	Ongoing Policy Advisory and Support	30
<b>Team D: Jordan Customs</b>		<b>19</b>
1.	Amman Customs House Centralized Processing Center	79
	1.1. Procure the Electronic Security Gate System	79
2.	Jordan Customs Training Center (JCTC)	6
	2.1. Provide Technical Support to Complete the Requirement to Have the WCO Accreditation as a Regional Training Center	6
3.	Comprehensive Integrated Tariff System (CITS)	14
	3.1. Assist JC in Implementing the Agreement with UNCTAD	25
	3.2. Support the TA for Web Programming and Design to Integrate CITS on JC Website	0

Task		Completion %
4.	Pre-Arrival Processing (PAP)	0
	4.1. Assist JC to Expand PAP Program	0
	4.2. Adjust PAP Requirement and Procedures	0
5.	ICT Support for JC	25
	5.1. Provide Technical Support in Java Programming Language	39
	5.2. Provide Technical Support for Sharepoint Programming Language	24
	5.3. Provide Technical Support for IT Governance in the Application of ITIL Standards	10
6.	Support for JC Institutional Capacity Development	0
	6.1. Aqaba Operations	0
7.	Communications	8
	7.1. Conduct Three Public-Private Dialogue Forums	31
	7.2. JC Promotional Information	0
8.	Ongoing Policy Advisory and Support	30
<b>Team E: Audit Bureau</b>		<b>19</b>
1.	Risk Based Audit	0
2.	Audit Bureau Website Development	13
3.	Ongoing Policy Advisory and Support	30
<b>Team F: GFMS</b>		<b>13</b>
1.	Delivering Hardware	100
	1.1. Installation and Migration Process	8
2.	Rolling out the GFMS	7
3.	Budget Preparation (2015-2017)	80
4.	Building Capable Technical Team	0
5.	Training for Government Institutions	6
6.	System Maintenance	0
7.	Management and Administration Support	5
9.	Activate BI Model	0
10.	Communications	11
	8.1. Video Tutorials	11
11.	Ongoing Policy Advisory and Support	30
<b>Team G: Public Private Partnerships</b>		<b>16</b>
1.	PPP Policy	9
	1.1 Establish PPP Bylaws According to Jordanian Law	24
	1.2. Assist in Developing and Launching a PPP Guidebook	0
2.	Capacity Building	58
	Staff PPP Unit with Key Positions	60
	Capital Project Analysis and Risk Management Training	52
	PPP Structuring and Packaging Training	52
3.	Structure PPP Transaction	0
4.	Communications	0
	4.1. Develop Outreach Strategy	0
	4.2. Develop PPP Communication and Knowledge Management Tools	0
5.	Ongoing Policy Advisory and Support	30

# APPENDIX D: USAID FOREIGN ASSISTANCE AND CUSTOM INDICATORS

Ref	Indicator <sup>1</sup>	Objective	Component	Frequency	Unit of Measure	Data Source	Type	Definition	Justification/Management Utility	Baseline	JFRBA-PY2015 (*: results made available in July 2015)	
											Target	Actual
1.1.1.b	Number of firms receiving USG capacity building assistance to export	DO#1 Economic Development	JC	Quarterly	Number	JC	Output	Number of firms that received training, technical assistance and/or information for USG supported trade promotion related entities	Trade promotion efforts help to increase private sector capacity to trade and bolster assistance programs aiming to improve and reform of a country's trade enabling environment	TBD	TBD	TBD
1.1.1.c	Person hours of training completed in trade and investment enabling environment supported by USG assistance	DO#1 Economic Development	Cross cutting	Quarterly	# of person hours	TAMIS	Output	Number of USG-supported training hours that were completed by training participants on topics related to investment capacity building and trade	This is an output measure of training in trade and investment capacity building area. This is a primary means of delivering technical assistance	TBD	TBD	
1.1.1.d	Number of days of technical assistance trade and investment environment provided to counterparts or stakeholders	DO#1 Economic Development	Cross cutting	Quarterly	Days	TAMIS	output	Number of days of LOE of expat and CCN, STTA and LTTA supporting Team D and G activities	This is an output measure of trade and investment related technical assistance used to address trade and investment capacity building issues with the goal of generating results such as reforms to the trade and investment regime/capacity building that lead to impacts in attracting investment and generating growth	830	1563	
1.1.1.e	Person hours of training completed in trade and investment capacity building supported by USG assistance	DO#1 Economic Development	Cross cutting	Quarterly	Hours	TAMIS	output	Number of USG-supported training hours that were completed by training participants relating to topics of investment capacity building and trade.	This is an output measure of training in trade and investment capacity building area. This is a primary means of delivering technical assistance	TBD	TBD	

<sup>1</sup> Baselines and targets are pending USAID PMP finalization

Ref	Indicator <sup>1</sup>	Objective	Component	Frequency	Unit of Measure	Data Source	Type	Definition	Justification/Management Utility	Baseline	JFRBA-PY2015 (*: results made available in July 2015)	
											Target	Actual
1.1.4.a	Number of policies, regulations, administrative procedures in development stages of analysis, drafting and consultation, legislative review, approval or implementation as a result of USG assistance	DO#1 Economic Development	Cross cutting	Annually	Number	TAMIS	output	Number of viable policy/regulatory/administrative models by JFRBA drafted, submitted to counterpart, passed or implemented	JFRBA contributions in policy, legislation and administrative procedures review and advisory work with all counterparts will improve management of efficiency of GOJ budgetary resources and environment of doing business	TBD	TBD	
I	Analyzed	DO#1 Economic Development	Cross cutting	Annually	Number	TAMIS	output	Number of reform measures, regulations, rules and procedures, etc. that have been analyzed as a result of USG assistance	Analysis of critical policy/procedural improvements is necessary to further sector reform efforts in a way to build broad consensus and help to ensure that reforms are successful and sustainable.	TBD	TBD	
II	Drafted and presented for public/stakeholder consultation	DO#1 Economic Development	Cross cutting	Annually	Number	TAMIS	output	Number of reform measures, regulations, rules and procedures, etc. that have been presented for public/stakeholder consultation as a result of USG assistance	Each item should be significantly useful to one or more multiple audiences,	TBD	TBD	
II	Presented for legislation/decree	DO#1 Economic Development	Cross cutting	Annually	Number	TAMIS	output	Number of reform measures, regulations, rules and procedures, etc. that have been presented for legislation/decree as a result of USG assistance	Helps the Mission report successes on their fiscal policy work by counting relevant fiscal policy reforms of various sorts that have advanced to a serious level of consideration by GOJ as a direct result of USG assistance	TBD	TBD	
IV	Passed/approved	DO#1 Economic Development	Cross cutting	Annually	Number	TAMIS	output	Number of reform measures, regulations, rules and procedures, etc. that have passed/approved as a result of USG assistance	Helps the Mission report successes on their fiscal policy work by counting fiscal policy reforms of various sorts that were prepared with USG assistance that are officially slated to be implemented following GOJ approvals	TBD	TBD	

Ref	Indicator <sup>1</sup>	Objective	Component	Frequency	Unit of Measure	Data Source	Type	Definition	Justification/Management Utility	Baseline	JFRBA-PY2015 (*: results made available in July 2015)	
											Target	Actual
V	Passed for which implementation has begun	DO#1 Economic Development	Cross cutting	Annually	Number	TAMIS	output	Number of reform measures, regulations, rules and procedures, etc. that have passed for which implementation has begun as a result of USG assistance	In order to implement fiscal policy related reforms, there may be a need for expatriate technical assistance since host countries may lack requisite know-how	TBD	TBD	
1.4.1.a	Fiscal deficit relative to GDP	DO#1 Economic Development	MOF	Annually	Percent	IMF	Outcome	Represents fiscal deficit as a percentage of GDP. (Domestic Revenues-Total Expenditure (excluding interest payment))	Decrease in fiscal deficits promotes economic growth, reducing government spending and increasing revenues which will improve business confidence, and prompt improved economic conditions.	TBD	TBD	
1.4.1.b	Tax revenues as percentage of GDP	DO#1 Economic Development	ISTD	Annually	Percent	ISTD/MOF	Outcome	Represents tax revenues as a percentage of GDP (Total Tax revenue/GDP)	Tax revenue figures give insight into the core functionality of the GOJ and help single out problem areas. For example, and unusually low figure could indicate weak and corrupt institutions for economic governance or a lack of serious commitment to mobilizing resources for essential public services	TBD	TBD	
4.1.c	Person hours of training completed in fiscal policy and fiscal administration supported by USG assistance	DO#1 Economic Development	Cross Cutting	Quarterly	Number	TAMIS	Output	Number of hours of training per person in fiscal policy and fiscal administration provided	Training is a key input to efforts to build capacity in fiscal policy and fiscal administration, towards improving the macroeconomic foundation for growth.	15418	25045	0
1.4.2.c	Number of GOJ institutions, which are part of government budget, that undergo budgetary impact analysis	DO#1 Economic Development	MOF	Annually	Number	MOF	Outcome	Represents number of GOJ institutions, which are part of the Government Budget, that undergo budgetary impact analysis	More efficient and cost effective use of public resources by assessing feasibility and influencing design of programs to most efficiently use public resources	TBD	TBD	

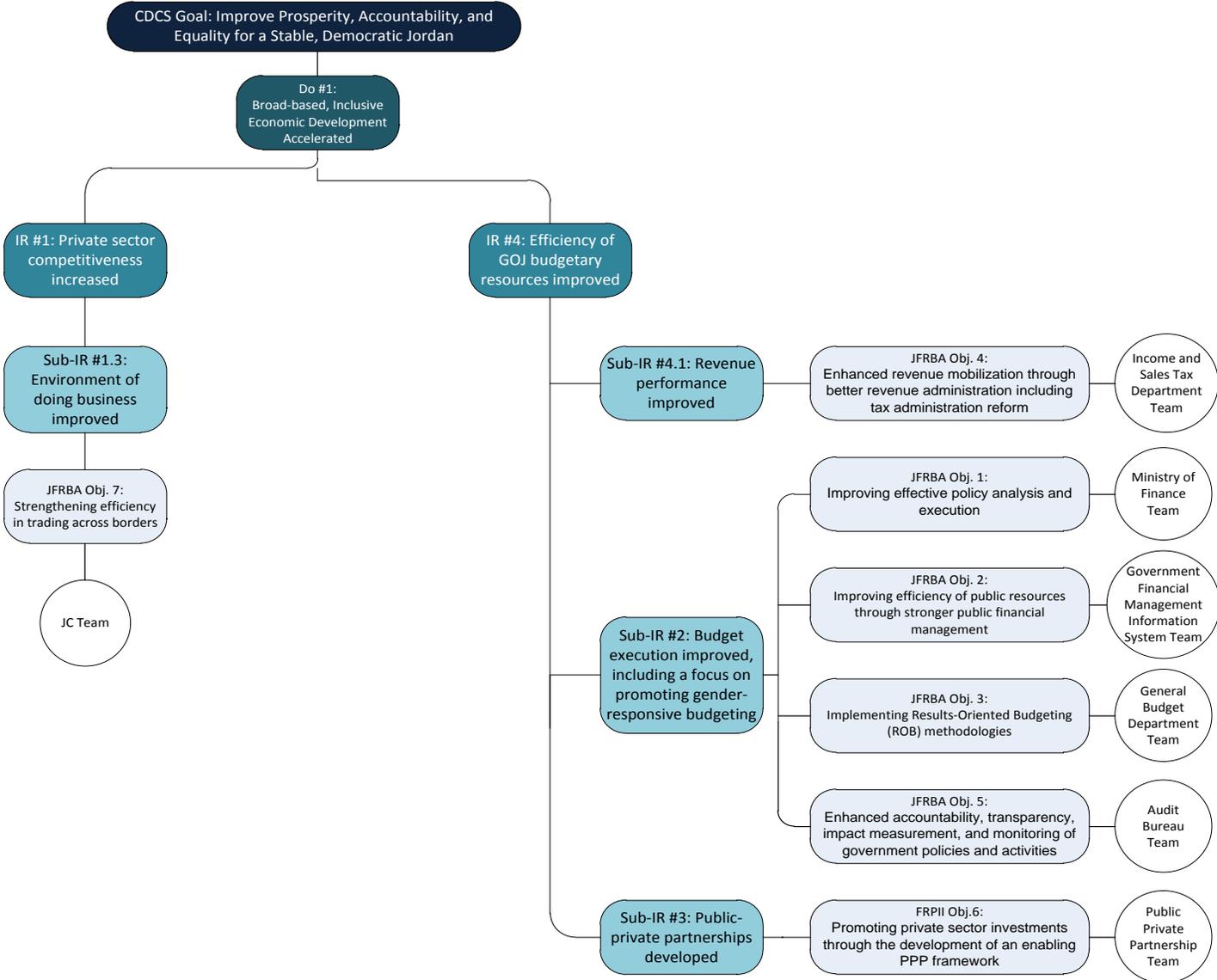
Ref	Indicator <sup>1</sup>	Objective	Component	Frequency	Unit of Measure	Data Source	Type	Definition	Justification/Management Utility	Baseline	JFRBA-PY2015 (*: results made available in July 2015)	
											Target	Actual
1.4.3.a	Number of new USG-supported public private partnerships	DO#1 Economic Development	PPP	Annually	Number	MOF	Output	Number of public-private partnerships formed during the reporting year resources.	More partnerships formed help leverage investments in targeted private sector activities and reduce the reliance on government	TBD	TBD	
1.4.3.b	Ratio of private sector to public sector funds in public private partnerships	DO#1 Economic Development	PPP	Annually	Ratio	MOF	Outcome	Represents ratio private sector to public sector funds in public private partnerships.	The ratio will provide insight regarding the interest in partnering with the government. The higher the ratio, the better private sector interest and reduction in government resources required to compete a task, thus improving the fiscal situation	TBD	TBD	

# APPENDIX E: FRPII SUSTAINABILITY INDICATORS

Ref	Indicator	Objective	Component	Frequency	Unit of Measure	Data Source	Type	Definition	Justification/Management Utility	Baseline	Year 1 – PY 2010 (*: results made available in spring 2011)		Year 2 - PY 2011 (*: results made available in spring 2012)		Year 3 - PY 2012 results made available in spring 2013)		Year 4 - PY 2013 (*: results made available in spring 2013)		Year 5 - PY 2014 (*: results not available in August 2014)		JFRBA-PY2015 (*: results made available in July 2015)	
										(Y1)	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
A1	Ratio of taxpayers to tax administration staff*	4	ISTD	Annually	Percent	ISTD	outcome	Number of active taxpayers (corporate and individual) per tax administration employee.	Measures tax administration efficiency. This ratio improves when number of taxpayers increases, or when tax administration growth is rationalized.	53:1	75:1	60:1	85:1	82:1	100:1	96:1	125:1	110:1	150:1	114:1	125:1	54:1
A3	Number of delinquent taxpayers	4	ISTD	Annually	Number	ISTD	Outcome	Number of taxpayers that should pay, but have not, or taxpayers in arrears.	Tracks ISTD performance in reducing number of delinquent taxpayers.	119,000	113,050	101,330	95,200	123,000	83,300	126,605	71,400	480,389	59,500	18,433	15,000	N/A
A5	ISTD cost of collecting taxes as percentage of tax revenues*	4	ISTD	Annually	Percent	ISTD	Outcome	Cost of collecting taxes measured by ISTD annual budget, as a percentage of total revenue collected by the department.	Connects the cost of administering the tax system to the total revenues collected by the tax administration.	0.53%	0.53%	0.59%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.6%	0.67%	0.70%	.60%
B3	Percentage increase in budget entities publicizing key performance indicators	3	GBD	Annually	Percent	GBD	Output	Number of budget entities publicizing KPIs on their websites in a certain year, as a percentage of total budget entities.	Tracks GOJ advances in engaging public to oversee government financial performance.	0	7%	7%	12.5%	12.5%	0.25	10.7%	35%	30%	20%	15%	20%	N/A
C5	Number of GOJ programs that undergo budgetary impact analysis	1	MOF	Annually	Number	MOF	Outcome	Number of GOJ programs or policies that undergo medium to long-term budgetary impact analysis.	More efficient and cost effective use of public resources by assessing feasibility and influencing design of programs to most efficiently use of resources.	0	2	0	2	6	2	2	2	4	2	2	2	1
D1	Number of Partner Government Agencies PGA included in Single Window, and number of Single Window border locations	7	JC	Annually	Number	Jordan Customs	Outcome	Number of PGAs that are included in Single Window and have signed MOUs with JC, and number of border locations that operate Single Window procedures.	More participating PGAs in Single Window, and increased number of Single Windows, reduces burden of compliance on traders. Results are represented as #PGAs/#SWs.	3 PGAs/ 5 SWs	3/7	3/8	3/8	4/8	5/8	5/8	6/8	6/11	6/12	6/11	6/14	6/14



# APPENDIX F: JFRBA RESULTS FRAMEWORK



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