

UNCLASSIFIED

**Annual Budget  
Submission**

**FY 1991**

**JORDAN**

**JULY 1989**



**Agency for International Development  
Washington, D.C. 20523**

UNCLASSIFIED

BEST AVAILABLE

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FY 1991 ANNUAL BUDGET SUBMISSION  
 TABLE I - LONG RANGE PLAN BY APPROPRIATION ACCOUNT  
 (\$'000)

	FY 1988 ACTUAL	FY 1989 ESTIMATE	FY 1990— CP ESTIMATE	FY 1991 AAPL	PLANNING PERIOD			
					1992	1993	1994	1995
<u>Economic Support Fund</u>								
TOTAL	18,175 <sup>1</sup>	15,000	35,000	55,000 <sup>2</sup>	28,000	27,000	26,000	25,000
Grants	18,000	15,000	35,000	55,000	28,000	27,000	26,000	25,000
Loans	175	-	-	-	-	-	-	-
PL 480 Title II	-	-	25,000	25,000	25,000	25,000	25,000	-
Govt-to-Govt								
Section 416	-	27,000	27,000	27,000	27,000	27,000	-	-
<u>Housing</u>	17,800	7,200	15,000	20,000	15,000	10,000	15,000	-
<u>Guarantees</u>								
<u>Operating Expenses</u>								
U.S.\$	887.1 <sup>3</sup>	753.0 <sup>3</sup>	1,200.0	1,461.9	1,200.0	1,200.0	1,320.0	2,300
Trust Fund U.S.\$	1,857	1,480.9	1,467.8	831.9	1,145.0	1,200.0	980.0	-
<u>Workforce</u>								
OE/IF								
US	21.6	21.1	21.4	20.7	20.7	20.7	20.7	19.7
FN	46.7	44.9	45.0	46.0	46.0	46.0	46.0	44.0
<u>Program</u>								
US	1.5	0.9	1.0	1.0	1.0	1.0	1.0	1.0
FN	-	-	2.0	2.0	2.0	2.0	2.0	2.0

<sup>1</sup> Includes: (1) \$7,000 for the West Bank/Gaza program and (2) \$175 loan debt/recb of prior years fund.

<sup>2</sup> Includes DERP funds of \$25,000 which is expected to generate \$1.250 interest funds.

<sup>3</sup> Includes \$18 and \$25 for the West Bank in FYs 88 and 89, respectively.

PROJECT NUMBER PROJECT TITLE	L 8	FY OF INITIAL OBLIG	FY OF FINAL OBLIG	-LIFE OF PROJECT- AUTHO PLANNED	-THROUGH FY 88- OBLIGA- TIONS	PIPE- LINES	-ESTIMATED FY 89 OBLIGA- TIONS	EXPEN- DITURES	-ESTIMATED FY 90 OBLIGA- TIONS	EXPEN- DITURES	-FY 1991 APPL- OBLIGATIONS
278-K643											
	ES 6	85	87	165,549	165,549	33,883	---	33,883	---	---	---
	Project Total:			165,549	165,549	33,883	---	33,883	---	---	---
278-K645											
	ES 6	87	91	---	7,000	(7000) *	---	---	---	---	---
	Project Total:			---	7,000	(7000)	---	---	---	---	---
278-K646											
	ES 6	90	91	---	76,500	---	---	---	18,000	9,000	40,500
	Project Total:			---	76,500	---	---	---	18,000	9,000	40,500
278-01CS											
	ES 6	87	87	370	370	32	---	---	---	---	---
	Project Total:			370	370	32	---	---	---	---	---
278-0233											
	ES L	80	80	20,904	20,904 **	57	---	---	---	---	---
	Project Total:			20,904	20,904	57	---	---	---	---	---
278-0234											
	ES 6	82	83	5,000	5,000	485	---	---	---	200	---
	ES L	82	83	10,000	10,000	5,031	---	---	---	1,100	---
	Project Total:			15,000	15,000	5,516	---	---	---	1,300	---

\*Non-Add: This amount is planned for debilitation due to Jordan's decision to relinquish its ties with the West Bank.  
\*\* Actual obligation, \$96, was debilitated during the 2nd quarter of FY89 as surplus to project needs.

PROJECT NUMBER	L	FY OF INITIAL OBLIG	FY OF FINAL OBLIG	-LIFE OF PROJECT- AUTH'D PLANNED	-THROUGH FY 88-		-ESTIMATED FY 89		-ESTIMATED FY 90		-FY 1991 AAFL- OBLIGATIONS	
					OBLIGA- TIONS	PIPE- LINES	OBLIGA- TIONS	EXPE- DITURES	OBLIGA- TIONS	EXPE- DITURES		
278-0255		Loan Guarantee Program For Small Enterprise Development										
ES 6	88	91	10,000	10,000	2,500	2,500	4,500	550	1,500	2,500	1,500	
Project Total:			10,000	10,000	2,500	2,500	4,500	550	1,500	2,500	1,500	
278-0259		Water Systems and Services Management										
ES 6	84	84	4,000	4,000	4,000	733	---	250	---	483	---	
ES L	84	88	17,175	17,175	17,175	1,133	---	1,000	---	133	---	
Project Total:			21,175	21,175	21,175	1,866	---	1,250	---	616	---	
278-0260		Tech Services and Feasibility Studies IV										
ES 6	84	86	7,150	7,150	7,150	1,224	---	1,224	---	---	---	
Project Total:			7,150	7,150	7,150	1,224	---	1,224	---	---	---	
278-0261		Management Development										
ES 6	84	84	5,000	5,000	5,000	2,618	---	1,000	---	1,000	---	
Project Total:			5,000	5,000	5,000	2,618	---	1,000	---	1,000	---	
278-0264		National Agricultural Development										
ES 6	85	91	20,500	20,500	14,700	9,786	---	7,800	3,000	3,500	2,800	
ES L	85	91	7,000	7,000	7,000	6,872	---	2,500	---	3,700	---	
Project Total:			27,500	27,500	21,700	16,658	---	10,300	3,000	7,200	2,800	
278-0265		Industrial Development										
ES 6	86	87	9,500	9,500	9,500	8,088	---	3,500	---	2,400	---	
Project Total:			9,500	9,500	9,500	8,088	---	3,500	---	2,400	---	
278-0266		Tech Services and Feasibility Studies V										
ES 6	86	90	16,000	16,000	12,353	7,556	1,700	2,000	1,900	2,400	---	
Project Total:			16,000	16,000	12,353	7,556	1,700	2,000	1,900	2,400	---	

PROJECT NUMBER / INITIAL OBLIG / FY OF FY OF -LIFE OF PROJECT- -THROUGH FY 88- -ESTIMATED FY 89 -ESTIMATED FY 90 -FY 1991 APPL-  
 PROJECT TITLE 6 OBLIG AUTH'D PLANNED TIONS PIPE- OBLIGA- TIONS OBLIGA- TIONS OBLIGA- TIONS OBLIGA- TIONS OBLIGATIONS  
 OBLIGATIONS

278-0257 Development Admin. Training IV											
ES 6	86	90	7,500	7,500	5,100	3,097	1,400	1,500	1,000	1,500	---
Project Total:			7,500	7,500	5,100	3,097	1,400	1,500	1,000	1,500	---
279-0270 Primary Health Care Nursing Development											
ES 6	86	87	6,500	6,500	6,500	5,267	---	1,716	---	1,600	---
Project Total:			6,500	6,500	6,500	5,267	---	1,716	---	1,600	---
279-0271 Amman Na'ur Dead Sea Road											
ES 6	86	87	25,000	25,000	25,000	18,657	---	6,500	---	6,500	---
Project Total:			25,000	25,000	25,000	18,657	---	6,500	---	6,500	---
279-0272 Private Services Sector Development											
ES 6	87	90	10,000	10,000	5,500	5,295	2,400	3,800	2,100	3,400	---
Project Total:			10,000	10,000	5,500	5,295	2,400	3,800	2,100	3,400	---
278-0274 Agricultural Marketing Development											
ES 6	88	90	5,000	5,000	2,500	2,500	1,500	900	1,000	1,700	---
Project Total:			5,000	5,000	2,500	2,500	1,500	900	1,000	1,700	---
278-0275 Marketing of Birth Spacing											
ES 6	88	90	5,000	5,000	2,500	2,500	2,500	535	---	900	---
Project Total:			5,000	5,000	2,500	2,500	2,500	535	---	900	---
279-0276 School Construction III											
ES 6	85	85	30,000	30,000	30,000	7,472	---	6,000	---	1,500	---
Project Total:			30,000	30,000	30,000	7,472	---	6,000	---	1,500	---
278-0277 Private Enterprise Tech Resources Asst I											
ES 6	86	89	10,000	11,000	10,000	7,301	1,000	1,600	---	---	---
Project Total:			10,000	11,000	10,000	7,301	1,000	1,600	---	---	---



C. NEW PROJECT NARRATIVES

1. Commodity Import Program (278-K-646)

Project Funding: FY 1990 - \$18 million; FY 1991 \$40.5 million  
Life of Project Cost: \$76.5 million

Appropriation Account:

This program is planned to be ESF funded for a total of \$76.5 million in increments of \$18 million in FY 1990, \$40.5 million in FY 1991 and \$18 million in FY 1992. The objective of the program is to enhance Jordan's economic growth prospects by providing a portion of the foreign exchange required for private sector imports of capital equipment, intermediate and raw materials to maintain and increase private sector productivity in manufacturing, services and agricultural sectors.

The CDSS places its primary emphasis on the development of the private sector. This CIP Program will contribute directly toward this effort by providing foreign exchange through private banks for private sector imports of necessary equipment and materials to maintain and stimulate private sector growth.

Description of Program:

Previously, the Jordanian economy depended heavily on foreign resources for growth, but it is now unable to continue to rely on traditional sources of external funding such as remittance income and grant aid which have significantly decreased. To counter volatility in its economy and to insure more vigorous economic growth and lower unemployment in a time of budget austerity and balance of payments difficulties, the GOJ has to focus more rigorously in creating a competitive private sector. The original CIP which began operation in 1986 with an approved level of \$160 million has been a resounding success in implementation. Split between the public and private sectors at about \$80 million each, this program has been quickly implemented. Private Sector financing has been disbursed at a rate of about \$2 million/month and has resulted in development of new private sector industries. The success of the Jordanian Private Sector CIP attracted attention to the extent that CIP management personnel in other CIP countries sought advice and information on how Jordan's private sector was organized and operated. Under Jordan's Public Sector CIP, important infrastructure-related procurements have contributed to the overall growth prospects for private sector, e.g. over \$22 million in equipment for the Port of Aqaba has improved efficiency of Port activities, which, in turn, has reduced costs of these services to the private sector.

The 1990-1992 CIP, which will begin with an initial level of \$18 million in FY 1990, is to be allocated 100% to the Private Sector. This is in line not only with A.I.D.'s private sector emphasis but also in line with the Government of Jordan's new policies. The success of Jordan's Private Sector CIP, along with the current economic situation in Jordan, has led the GOJ to decide on a CIP which will foster private sector led economic growth. As concrete evidence of this, the GOJ recently agreed to transfer to the Private Sector CIP the final \$10 million under the Public Sector CIP allocation. Transfer of this CIP resource from the public to the private sector is in line with guidance the GOJ is receiving from the IMF and the GOJ's self-imposed austerity measures. It also provides Jordan's private sector with sorely needed foreign exchange.

Given this positive turn of the GOJ toward a 100% Private Sector CIP and Jordan's demonstrated success in operating such a program, USAID hopes to obtain \$25 million in FY 1991 Performance Funding in addition to the planned 1991 level of \$15.5 million. This will give a total of \$40.5 million planned for a Private Sector CIP in 1991. In 1992, a final level of \$18 million is planned. Life of Program (LOP) amount is thus \$76.5 million.

Target Group:

Jordanian private sector firms and individuals seeking imported capital equipment, intermediate and raw materials for value-added manufacture, production and services for local market and export.

Approval Authority:

Delegation of PAAD approval for \$76.5 million is requested, with individual increments to be obligated on an availability of funds basis.

Workforce Implications:

Program management will not require additional staff.

This project narrative is provided because description contained in 1990 CP has been changed to plan for additional 1991 and 1992 funding and to extend LOP accordingly to \$76.5 million.

2. Section 416/PL 480 Title II Section 206 (Government to Government)

Project Funding: \$25.0 million FY 1990; \$25.0 million FY 1991

Appropriation: PL 480 Title II Unallocated Reserve

Problems:

In late 1988 and early 1989, the Government of Jordan introduced a series of economic policy reforms to liberalize the economy. These measures included:

- simplification of business licensing and registration;
- reduction in protection;
- encouragement of investment;
- export promotion;
- devaluation of the currency by over 50% in relation to the US dollar;
- flexible interest rates;
- price increases on petroleum products and imported goods;
- prohibition of imports of vehicles and luxury items.

In April, 1989 the Government of Jordan signed a letter of intent with the International Monetary Fund and will apply for debt rescheduling to the Paris Club in mid-1989. Local reaction to some of the above mentioned economic reform measures was violent in several parts of Jordan. This reaction precipitated resignation of the Prime Minister and his cabinet. A new government was named in late April, 1989.

Coinciding with these events, His Majesty King Hussein made a state visit to the United States. During several days of meetings with President Bush and U.S. Cabinet members, HM King Hussein requested increased levels of U.S. economic assistance to help cushion the impact of economic reform. Due to scarce financial resources for A.I.D., the USG responded by committing increased assistance in the form of food aid for Jordan.

In May of 1989, the US and Jordan signed a \$27 million Section 416 agreement. This represents the first USG concessional food assistance to Jordan in over a decade. The presidential commitment is to match this level in FY 1990 plus consider PL 480 assistance using waiver authority to qualify Jordan for such assistance if necessary.

At this time we envision a \$27.0 million Section 416 combined with \$25.0 million PL 480 Title II food assistance program. The latter program would be a Government-to-Government agreement which is development oriented. The program would be in line with the legislative intent to strengthen Jordan's food security, permit more stable economic growth, facilitate food aid planning, and reduce the potential for political instability and unrest.

For 1990, the GOJ Ministry of Supply anticipates a food requirement totalling 1.145 million MT of wheat, rice, corn, sugar and barley. The first three commodities, which may be available under concessional programs, will cost about \$120 million.

The GOJ has formally requested our assistance in meeting this requirement through both commercial (GSM) and concessional programs. While we have not yet negotiated the commodity mix to be financed, the \$52 million in concessional food assistance would represent a contribution of over 40% of the total major grain import requirement.

Moreover, according to preliminary projections made by international institutions, Jordan's overall balance of payments are predicted to result in a shortfall of \$52.0 million. The requested food assistance, at this same figure, would precisely close this gap. Thus, the requested food aid level would be of vital assistance in stabilizing GOJ financial accounts in line with the above mentioned IMF agreement and future Paris Club debt rescheduling.

Workforce Implications:

Development and negotiation of PL 480 agreements will be implemented by on-board Mission staff with TDY assistance from AID/W. Workload will be absorbed by the USAID Program Office, in combination with other internal Mission staffing adjustments so as to result in no net increase in Mission USDH positions. However Mission would need two program funded PSCs to monitor and implement the program. This is a minimum requirement.

3. Strengthening of Family Health Services (278-0287)

Project Funding: FY90 \$0.5 M; FY91 \$2.0 M  
Life of Project Cost: \$5.0 million - Grant  
Appropriation: ESF - \$5.0 million - Grant

Objectives:

The purposes of this project are to (1) enhance the ability of the Government of Jordan and non-governmental organizations within the private sector to delivery family planning services to eligible families and (2) to support demographic research which will lead to the development of a population policy. The most recent CDSS specifically targets: encouraging the MOH to offer more birth spacing services, increasing private sector capability to deliver family planning services and information, creating greater awareness by the government of population factors in development, and influencing public opinion to adopt a more positive attitude toward family planning. This project responds to these goals.

Problems:

The Hashemite Kingdom of Jordan has experienced extremely rapid population growth over the last two decades. This high rate of growth is a result of reduced mortality with continued high fertility plus a heavy volume of net migration. Jordan has one of the highest natural population growth rates in the world at approximately 3.7 percent. The combination of a relatively high birth rate with short birth intervals indicates that further fertility decline will be negligible unless contraceptive use increases. While complex politics associated with limitation of family size have inhibited USAID's ability to promote the use of contraceptives, this project proposes to address the population problem by continuing support to a number of successful on-going local initiatives.

Family Planning Service Delivery - Public Sector:

The Ministry of Health supports and manages over 450 Primary Health Care centers throughout the country. These clinics provide family planning services to less than one percent of eligible couples and have been burdened by an inadequately trained and motivated staff. Under the centrally funded PAC II project, USAID has been instrumental in supporting an in-service training program for 40 trainers within the Ministry of Health who have in turn trained approximately 144 physicians and nurses who service PHC clinics in each of the governorates. This very successful first effort has been well received by the MOH. As the need and demand for this type of training remains high, this project will, through a buy-in to the PAC IIB contract, continue to provide this training to public sector medical personnel in order to develop a cadre of family planning service providers who can improve and expand birth spacing services in public health clinics.

Family Planning Service Delivery - Private Sector:

A number of non-governmental organizations provide family planning services in Jordan. The Jordan Family Planning and Protection Association (JFPPA) is the major institutional provider of family planning services serving about 25 percent of women who use family planning methods. Five other non-governmental organizations (General Federation of Jordanian Women, Young Women's Moslem Association, YWCA, Queen Alia Social Welfare Fund and Arabic Fund for the Care of Children) provide some limited birth spacing advice, servicing approximately 5-8 percent of the eligible population. USAID has supported the JFPPA over a three year period and significant progress has been made in the delivery of family planning services and strengthening the management structure of the organization. This component of the project will be designed to provide additional support to the JFPPA as well as to encourage the family planning activities of other NGOs working in this area through the provision of similar technical assistance, training and commodity support.

Population Policy Dialogue:

It is increasingly apparent to Jordanian decision-makers that demographic factors must be taken into consideration in order to prepare more accurate development plans and to establish realistic social and economic objectives. The General Secretariat of the National Population Commission (NPC) has been recently revived and has great potential to fill much needed policy, information dissemination and research gaps in the population field. In concert with the Population and Health Strategy developed in 1986 the Mission has initiated support to the General Secretariat to carry out demographic studies and work toward the development of a population policy. This project will continue to provide operational and research support to the General Secretariat.

Special Projects:

In addition to supporting existing local initiatives in the field of population and family planning which have proven successful, the Mission would like to be able to encourage other innovative programs within both public and private sectors which can deliver family planning services. These include: working with the Jordan Medical Association in a program to promote birth spacing; specialized training in the area of infertility management; contraceptive logistics management training for the public sector; development of informational and educational campaigns to encourage family planning; and other special projects.

Target Group:

All couples within the reproductive age group are the potential target group and main beneficiaries. More specifically, the project will target the 20% of couples within this age group who wish to plan their families but are not currently using any family planning methods.

PID Approval Authority:

USAID/Jordan is a fully serviced Mission, including a Regional Economist and a Regional Legal Advisor. Thus, it has the capacity and capability to approve this PID at post. The Mission plans to request PID approval authority as there are no policy issues which will require AID/W resolution.

Research Activities:

Research activities will focus upon operations research and demographic studies to be carried out by the staff of the General Secretariat of the National Population Commission. These studies will encourage pertinent ministries to develop appropriate strategies and include demographic factors in their development plans and will be a key step toward developing a national population policy.

Participant Training:

Considerable in-country training is anticipated as part of this project. All international participant training will be in the form of short-term training courses, seminars or study tours. Estimated dollar amount of training to be financed is \$800,000.

Workforce Implications:

This project will impact only marginally on the workload of current staff and will require no additional personnel within the Office of Health, Population and Nutrition. This project will fund a number of activities that have evolved from successful pilot efforts which the Mission is now managing.

#### 4. Training For Private Sector Development (TPSD) (278-0285)

Project Funding: \$2.5 million - FY1991 Grant  
Life of Project Costs: \$7.5 million - Grant  
Appropriation: ESF - \$7.5 million - Grant

##### Objective:

The purpose of this project is to improve managerial, administrative and technical skills in the private and public sector in order to foster private sector development. Training will be provided directly to individuals in productive private enterprises on a cost sharing basis in a wide range of skills. In the public sector, training will be financed in areas that directly support the Mission's private sector objectives, that contribute to progress in our policy dialogue, or that are essential to the GOJ's economic structural adjustment programs.

##### Background and Problems:

With few natural resources, Jordan has invested heavily in the development of its human resources over the past 25 years. This strategy has paid off well in developing a capacity to build the infrastructure of a modern economy. Additionally, with their high level of training and education, Jordanians have been successful in finding employment in professional and technical positions in the Gulf States. In the mid to late 1980's, Jordan has completed most of the infrastructure needed for an economically productive modern society. With the end of the oil boom, the employment market in the Gulf has shrunk and more Jordanians are now looking for jobs back in their home country. Further, Jordan is facing serious foreign exchange shortage resulting from a drop in worker remittances, reduced donor assistance and high dependence on imported goods. To address these foreign exchange and employment problems, the GOJ is placing much emphasis on an expanding productive private sector to create new jobs and expand exports. Essential to the expansion of private production is the strengthening of management capacity and the development of skills in supportive services. The GOJ also recognizes the opportunity and advantage that the country has to build upon its investment in human capital and infrastructure.

At the leading edge of the GOJ's emerging private sector emphasis is USAID/Jordan's assistance to private sector development. USAID/Jordan has supported private sector training under its Development Assistance Training Project IV which is a general umbrella training program for both the private and public sector. Building on the experience of this project in the private sector, the TPSD will finance training on a cost sharing basis in a wide range of skill areas through a competitive selection process.

Priority areas include market analysis and marketing, business and industrial management, management information systems, accounting and finance, environmental protection and safety, quality control, technology identification and transfer, product design, venture capital operations, and specialized technical production fields. Most training will be short term (less than six months) with an emphasis on gaining practical and immediately useful skills rather than academic qualifications. In the public sector, TPSD will finance short term training and limited academic education in areas that directly support the Mission's private sector objectives, that contribute to progress in our policy dialogue, or that are essential to the GOJ's economic structural adjustment programs. The total number of participants in both the public and private sector is expected to be approximately 1000.

Building in-country private sector training capacity through the provision of programs jointly sponsored with a US training institution will be a key objective. The sharp devaluation of the Jordanian Dinar is making it increasingly expensive for both the private and public sector to afford foreign training. Experiences at the Jordan Institute of Management and the University show clearly that Jordan can be a center of excellence in training and education, thus drawing foreign students and foreign exchange to Jordan.

Target Beneficiaries:

The target group and main beneficiaries will be Jordanians working in the private sector that face production, marketing or management problems in their work. The training will directly improve their performance and consequently the operation and production of the enterprise in which they work. Public sector individuals who can enhance private sector development through improvement or changes in their work will also benefit. USAID's policy dialogue and specific private sector initiatives will be more likely to succeed with knowledgeable market and private sector oriented government counterparts. It is expected that eighty percent of the beneficiaries will be in the private sector, although only two thirds of the funds will be expended for their training. Because of larger contributions in cost sharing, private sector training is less costly to AID.

Development Assistance Training IV has been successful in increasing the percentage of women participants through the life of the project. Special recruitment and promotion programs that have proven successful in DAT IV will be included in TPSD. The participant training staff will shift its work from the present DAT Project which will be ending in 1991 to the new TPSD Project which will be starting in that year.

PID Approval Authority:

Although USAID/Jordan is a fully serviced Mission, it has no Human Resource Development Specialist. We feel that the thorough and professional review of the PID that will take place in AID/Washington will enhance the design process.

Workforce Implications:

This project will be implemented by on-board Mission staff. Workload will be absorbed by the USAID Private Sector Office. Accordingly, it will not require an increase in the current staff level.

5. Vocational and Technical Training Reform (278-0286)

Project Funding: FY 1991 \$2.5 million - Grant

Life of Project Cost: \$5.0 million - Grant

Appropriation: ESF - \$5.0 million - Grant

Objectives:

The goal of this project is to improve Jordan's efficiency in absorbing and utilizing local labor and in improving the productivity of its workforce. The purpose of the project is to strengthen the ability of Jordanian vocational and technical training institutions to analyze and respond effectively to ever changing local and regional labor market requirements.

Problem:

Over the next five years, it is imperative that the Jordanian economy undergo a structural transformation which will enable it to reduce dependence on external remittances and grants and generate a much higher level of economic growth internally, while still taking advantage of opportunities to export services to other countries in the Arab region. This process has already begun with a series of policy and procedural changes which are aimed at increasing growth, productivity and employment. Jordan has liberalized its industrial policy to facilitate new business development; it has moved toward market rates of interest to assure that business activity is carried out with economic efficiency and profitability; Jordan has adjusted its exchange rate which will assure that efficiently produced products will have access to world markets and will generate the foreign exchange needed for further economic development. There is a disjuncture however between these economic transformation efforts and the nature of the Jordanian labor market.

Jordan has one of the most highly educated populations per capita in the world. Enrollment at the primary school level approaches 100 percent. Roughly 65 percent of all potential students are enrolled in secondary school (grades 10 -12). Approximately 70 percent of all students completing secondary school enter institutions of higher education in Jordan or abroad. However, this educational system has produced a disproportionately high number of individuals trained in engineering, medicine, law and other professions and relatively few individuals trained as technicians or in vocational fields. This situation was tolerable when it was possible to easily export professional skills to the Gulf states or to employ them at home in an economy fed in large part by externally generated resources from the Gulf and elsewhere. Under the current economic circumstances, these conditions no longer hold and there is need for a structural transformation of the labor market to support the new economic reality. There

is need for the improvement and expansion of a vocational and technical training system which can supply the types of labor needed to transform Jordan into a producer of technical and administrative services, light manufactures and other goods for its own market, Arab regional markets and other export markets as well.

Jordan currently has a well developed system of vocational and technical training institutions. The Vocational Training Corporation provides training in many vocational specializations related to such fields as engineering, medicine and information technology. The community college system supports technical training in a variety of fields as well. The requirement is not to create a new series of institutions. Rather the need is to assist these institutions to develop the information systems and analytic capacity to better understand and interpret the current and anticipated future demands of the Jordanian and regional labor markets. These institutions also require assistance in developing a more flexible educational program which can be adjusted to meet current and anticipated labor market demands. The United States has a wealth of expertise in vocational and technical education which can be tapped to provide technical assistance and training to strengthen the Jordanian system. With better analytic tools and a more flexible educational program, Jordan's vocational and technical training institutions will be in a position to assist in the reorientation of Jordanian labor into a technologically and vocationally oriented force which can effectively support the structural adjustment taking place in the Jordanian economy.

Target Beneficiaries:

The target group for this project is the student population of the vocational and technical training institutions who will benefit from a more flexible, labor market oriented approach to instruction which will assist them in obtaining employment. At the secondary level, employers will benefit from workforce entrants who are more closely attuned to the technical and vocational requirements of Jordanian business. Productivity of the labor force should be enhanced. Another group of beneficiaries will be the staffs of the Vocational Training Corporation and the community college system who will obtain enhanced skills in labor market analysis and program development.

PID Approval Authority:

Given the lack of a Human Resource Development Specialist on the USAID/Jordan staff, it is reasonable to arrange for the review of the PID for this project in AID/Washington.

Workforce Implications:

Management of this project will be undertaken by USAID/Jordan's Private Enterprise and Project Development Office. Most implementation actions will be arranged through project funded contracts. One additional locally hired Personal Services Contractor will be required in late FY 1991 to assist PEPD with aspects of implementation which cannot be contracted out.

6. Environmental Services Development Project (278-0288)

Project Funding: FY 91 \$ 1.2 million - Grant

Life of Project Cost: \$ 5.0 million - Grant

Appropriation: ESF \$ 5.0 million - Grant

Objectives:

The purpose of this project is to improve the environmental protection capabilities of Jordan's industries with the objectives of upgrading Jordan to become a regional environmental center that provides the Arab World with the required environmental services. The proposed project will address the environmental concerns outlined in the current CDSS and will promote policies, sub-projects and programs which are primarily designed to protect the environment and conserve natural resources. With the Mission's objective of promoting industrial growth, there needs to be a corresponding growth in the country's environmental protection capacities.

Currently, USAID is financing a project, in cooperation with the Ministry of Municipal and Rural Affairs and the Environment for preparing a National Environmental Strategy. The Ministry of Water and Irrigation is in the process of enforcing GOJ's Standard No. 202 for industrial wastewater. The project will also enhance legal and institutional framework of Jordanian agencies that are responsible for protecting the environment.

Problems:

Water is considered one of the most valuable resources in Jordan. As municipal, industrial and agricultural developments are progressing at a high rate, demand will exceed availability of water in the near future, about the year 2000.

Projections of water demand beyond the year 2000 reveal significant discrepancies between possible available supply and anticipated demand. If these discrepancies are not corrected by augmenting and protecting local water resources, available water will become insufficient for drinking purposes, let alone for the great need for agricultural and industrial development.

Assistance will be for both institutional development as well as the clean-up and protection of the environment, especially in two areas: the Zarqa River and the Gulf of Aqaba.

The Zarqa River basin plays a significant role in providing Jordan with municipal, industrial and irrigation water. In 1986, it provided about 28%, 29% and 12% of municipal, industrial and irrigation water respectively. At present,

water potential of different hydrological regions of Jordan is about 220 MCM. About 20% of this amount (40 MCM) is contained in Zarqa basin aquifer. The Zarqa River feeds King Talal Reservoir (KTR) which can store up to 85 MCM of water. Currently, the KTR is severely polluted and the quality of the groundwater below and above the KTR in the Zarqa River basin is questionable and subject to pollution. Jordan's major industries are situated in the Zarqa River basin. Private industries have investment about \$ 150 million and public industries are about \$ 200 million. The Ministry of Water and Irrigation has water and wastewater facilities at Zarqa River area of about \$ 140 million. USAID contributed about \$ 15 million. These industries include: power generation, fuel refining, alcoholic and non-alcoholic beverage production, textiles, paper production, leather tanning, steel fabrication, soap and detergents manufacture, chemical manufacture, phosphate mining and dairy products. These industries are a major contributors to the source of pollution of the Zarqa River basin water resources, the groundwater and KTR. The industrial waste includes trace elements, i.e., heavy metals, namely mercury, lead, arsenic, nickel, cadmium and selenium. Additionally, industrial waste hinders the efficient operation of Es-Samra Wastewater Treatment Plant.

The Gulf of Aqaba is the only sea outlet to Jordan. This outlet comprises a stretch of 25 kilometers of land along the northern part of the Gulf. This short coastline harbors tourist facilities, port activities, an industrial complex and the town of Aqaba.

The Gulf contains an estimate of 100 varieties of coral providing habitat for 1,000 species of sub-tropical fish. The coral reefs of the Gulf, the warm climate of Aqaba Region and the fascinating topography of the area attracts tourists from all over the world and contributes to the economy of Jordan.

The phosphate dust emitted during the operation of loading at the phosphate terminal produces adverse impacts on the coral reefs and deteriorates the quality of air in the area. With the increase of industries along the seashore of the Gulf, it is anticipated that industrial waste will produce negative environmental impacts on the marine life and subsequently discourages tourism.

The proposed project will have five major components: 1) design and construction of appropriate industrial wastewater treatment plants at the industries identified with hazardous/toxic waste, 2) water quality management of Zarqa River basin, 3) establishing of surface and groundwater monitoring program that includes the installation of

observation wells, 4) equipped laboratories capable of sampling, testing and analyzing results in accordance with the state-of-the-art and 5) providing a comprehensive training program dealing with industrial waste and water quality monitoring.

Expected outputs are:

- a) Jordan evolves as a Regional Environmental Center
- b) Potable groundwater at Zarqa River basin
- c) King Talal reservoir having water suitable for multi purposes
- c) Rendering Es-Samra Wastewater Treatment Plant more efficient
- e) Improved private industries that conserve water use and do not pollute the environment
- f) Production of 400 tons of fish per year at KTR which would be suitable for human consumption
- g) More tourists to Aqaba.

Target Group:

The environmental regulatory and protection agencies as well as the individuals trained within them will be direct beneficiaries. Also, directly benefitting will be the residents who use its surface water, in the Zarqa basin (about 20% of Jordan population), its groundwater and KTR. The benefits will be reflected on the expansion of agricultural activities practiced at the Southern Ghor and indirectly on the health of people. The private industries situated along the Zarqa River will benefit by becoming non-polluters and not subjected to frequent shut downs and closures by GOJ. The industries at the seashore of Aqaba Gulf will benefit, also, these industries will become efficient in conserving water use. The marine life at Aqaba Gulf will improve and thus attract more tourists to Jordan.

PID Approval Authority:

USAID/Jordan is a fully service mission, including a regional legal advisor and an environmental officer. Thus, it has the capacity and the reliability to approve this PID at post. However, given AID/Washington's commitment to promote environmental projects, USAID/Jordan is not requesting AID/W to provide PID Approval Authority. Thus PID Approval Authority will remain with AID/W.

Workforce Implications:

The implementation of this project will not require an increase in the current Mission staff.

A.I.D. PROGRAM IN FY 1991  
ANNUAL BUDGET SUBMISSION  
TABLE V - PROPOSED PROGRAM RANKING

DECISION UNIT 278 JORDAN

RANK	PROJECT	TITLE	NEW/ ONGOING	DPRP	APPROP	INCR	PROGRAM FUNDING (\$000)		WORKFORCE (OE/TF)		WORKFORCE (PROGRAM)	
							ES	FN	US	FN	US	FN
	MISSION MANAGEMENT											
	MCC LEVEL											
	0255	LOAN GUARANTEE/SMALL ENTERPRISE DEVELOPMENT	O		ES	1,500			10.5	33.0		.2
	0264	NATIONAL AGRICULTURE DEVELOPMENT	O		ES	2,800						
	0284	TRADE AND INVESTMENT	O		ES	3,000						
	0287	STRENGTHENING OF FAMILY HEALTH SERVICES	O		ES	2,000						
	K646	COMMODITY IMPORT PROGRAM	O		ES	15,250						
	0285	TRAINING FOR PRIVATE SECTOR DEVELOPMENT	N		ES	1,500						
	0286	VOCATIONAL AND TECHNICAL TRAINING REFORM	N		ES	2,500						
	0288	ENVIRONMENTAL SERVICES DEVELOPMENT	N		ES	1,200						
		WORKFORCE							10.0	13.0	1.0	2.0
		SUBTOTAL MCC				29,750			20.5	46.0	1.2	2.0
	AAPL LEVEL											
1.	K646	COMMODITY IMPORT PROGRAM WORKFORCE	N		ES	250			10.0	13.0	1.0	2.0
		AAPL				30,000			20.5	46.0	1.2	2.0
2.	K646	COMMODITY IMPORT PROGRAM WORKFORCE	N	*	ES	25,000			10.0	13.0	1.0	2.0
		TOTAL				55,000			20.5	46.0	1.2	2.0

E. Local Currency Use Plan

1. CIP Generated Local Currency:

In FY 1988 a formal consulting mechanism was established with the GOJ, through the Ministry of Planning, to negotiate uses of the ESF Commodity Import Program (CIP) local currency generations. A schedule of disbursements was formally agreed to for CYs 1987 and 1988. For CY 1989, negotiations still in process are expected to be concluded by June, 1989.

In reviewing impact during CY 1988, USAID realized that there was a possibility that counterpart funds in 1989 might not be budgeted for USAID supported projects given GOJ budget stringencies. Accordingly, in 1989 negotiations USAID has obtained GOJ acceptance to support USAID projects at levels required to ensure timely project implementation. The only remaining negotiations for CY 1989 uses is to conclude agreement on which multidonor projects are to be supported and in what amounts. USAID will continue to negotiate similar agreements for future year generations to assure counterpart funds support USAID projects.

Trust Fund expenditures which assist in financing USAID Operating Expense costs end in CY 1989. CIP local currency generations are programmed and expended in the same year in which they were generated.

In addition to USAID projects, programming of local currency does support IBRD activities in water and sewerage, health education and training. USAID and the GOJ continue to assess progress of IBRD activities in these areas during reviews of the disbursement of local currency generations.

2. PL 480/416 Generated Local Currency:

In FY 89 a new Section 416 program totalling \$27.0 million was signed with the Government of Jordan. This agreement specifies local currency will be used primarily for agricultural capital expenditures, agriculture land/soil protection and improvements, agricultural training and irrigation. The Mission projects that all \$27 million of this fund will be spent in FY 1990.

In addition, and as a result of a recent presidential commitment by the USG to Jordan, we anticipate beginning a PL 480 program in FY 1990 at the \$25.0 million level. This would be additive to a continuing Section 416 program at the \$27.0 million level. While local currency negotiations have not been held on this package, we will negotiate for an approximate 50/50 split of the \$52.0 million (generated in 1990) between public and private sector development projects.

As shown in Table VI we are projecting up to \$67 million spent on development projects composed of \$47 million in Section 416 and \$20 million in PL 480 local currency generations. Assuming a \$52.0 million FY 1991 level, \$12 million pipeline plus \$40 million in FY 1991 generations is projected for expenditure in that year.

The Mission will actively participate with Government of Jordan staff in mutually programming PL 480/Section 416 local currency generations. Per Table VI, Section 416 will generally be used to support agricultural sector activities. PL 480 funds will be used as support for both public and private sector development activities. In both cases the Mission will attempt to negotiate use of at least 50% of all generations for counterpart financing to USAID supported development projects; the remainder of funds will support other donor and GOJ development projects.

F. Table VI: Expenditures of Local Currency Generations  
(All in the U.S. dollar equivalents, and in \$ millions)

SOURCE/PURPOSES	Calendar Years			
	1988 Actual	1989 Est.	1990 Planned	1991 Prop.
<b>I. Economic Support Fund</b>				
<b>A. Public Dev. Activities</b>				
1. Ag. Research/Extension	0.4	3.3	1.0	1.0
2. Water Systems/Sewage	20.4	5.9	1.0	-
3. Transportation Infrastructure	2.3	10.6	3.0	2.0
4. Health	2.9	2.4	1.0	1.0
5. School Construction	2.7	1.9	-	-
6. Education/Training	11.6	4.6	1.0	1.0
<b>B. Private Sector Programs</b>				
1. Training	1.0	0.9	1.0	1.0
2. Small/Micro Enterprise	-	-	-	-
<b>C. Other</b>				
1. (GOJ Studies and Education)	2.1	2.8	2.0	2.0
<b>D. AID Operating Expenses (Trust Fund)</b>	1.9	1.5	1.5	0.8
<b>TOTAL ESF LC EXPENDITURES</b>	<b>45.30</b>	<b>33.90</b>	<b>11.50</b>	<b>8.80</b>
<b>UNEXPENDED BALANCE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Note: Planned/Proposed amounts subject to GOJ/USAID formal negotiation and availability of LC deposits to Special Account. 1988 US dollar amounts calculated at \$1.00 = .5185 JD; 1989/90/91 at \$1.00 = .538 JD.

Table VI: Expenditures of Local Currency Generations  
(All in U.S. dollar equivalents and in \$ millions)

<u>SOURCE/PURPOSES</u>	Calendar Years			
	1988 Actual	1989 Est.	1990 Planned	1991 Prop.
<u>II. PL 480/416</u>				
A. Public Development Activities				
1. Agricultural Development(416)	-	-	27.0	27.0
2. Rural Development (416)	-	-	15.0	6.0
B. Private Sector Programs				
1. Private Enterprise Development (PL480)	-	-	20.0	13.0
C. Public Sector Recurrent Budget				
1. e.g., Child Survival (PL480)	-	-	5.0	6.0
D. Trust funds (if any) for PL480 Monitoring and Implementation				
	-	-	-	-
<hr/>				
SUBTOTAL OF PL 480/416 EXPENDITURES	-	-	67.0	52.0
(UNEXPENDED PL 480/416 LC BALANCE AT END OF EACH YEAR; i.e, PIPELINE)	-	27.0	12.0	12.0
<hr/>				
GRAND TOTAL ALL LC EXPENDITURES	45.30	33.9	78.50	60.80
GRAND TOTAL ALL UNEXPENDED LC BALANCED (i.e. THE PIPELINE)	-	27.0	12.0	12.0

ORGANIZATION: USAID/JORDAN

TABLE VIII (a)

NARRATIVE

1. Reasons for Increase - FY 90 to 91

USAID/Jordans' O.E. budget reflects a decrease from FY 90 to FY 91, as FY 90 had extra costs associated with the move of USAID offices from its current location to the new Embassy compound.

2. Funding Shortages in FY 1990 and/or FY 1991

USAID/Jordan does not anticipate any O.E. funding shortages in FY 90 or FY 91. As shown in Tables I and II of and the accompanying O.E. narrative, the dollar funded portion of the O.E. budget will increase from \$1.2 to \$1.46 million due to the fact that all trust funds generated under the 1985 CIP will have been expended.

3. a. Management Improvements

The Mission is currently fully automated. This has enabled the Controllers' Office to provide additional reports and project financial analyses to both project officers and senior management to better manage the Mission portfolio. The Mission has also developed various project and program specific software which have enhanced the ability of project officers and senior management to evaluate and assess the progress and impact of each development activity within the overall project/program portfolio. USAID/Jordan procured additional computers this year, and will have a user to work station ratio of 2 to 1 by the end of the FY year (up from the 3.5 to 1 of last year). This will enable the Mission to function more effectively in the future.

The Mission has seen a substantial increase in its projected FAAS budget for FY 90 and FY 91. The 70% increase (from the base of \$140,000 in FY 1989 TO \$ 270,000 in FY 1990 ) resulting from the new FAAS agreement can be largely attributed to the payment for communications (cables). USAID will investigate alternate ways of communicating with AID/W and RAMC/Paris etc. using electronic communication systems to reduce the burgeoning FAAS bill.

The Mission established an Executive Office responsible for management functions previously assigned to the Controller, and for centralizing and strengthening procurement and contracting activities. Management support and services for the Mission has improved since the separation of the Financial Management and Administrative Management functions. The workload and complexities in both functional areas had grown to overwhelming levels due to the regional responsibilities of the Controllers' Office and USAID's assumption of personnel management, travel, procurement and other functions previously obtained from the Embassy under the FAAS agreement. Furthermore, this restructuring has resulted in greater segregation of functions leading to better internal controls and reduced vulnerability. The Executive Officer has also been better able to perform the many tasks associated with the projected move from the current USAID building to the new office building under construction for the entire US Mission.

b. Workforce and Program Levels

The O.E. budget is based on the projected program and work-force levels shown in table 1. The Commodity Import Program which was to be phased out in FY 1989 has now been reinstated. This was mandated by the additional money provided the Mission to implement a new Commodity Import Program in FY 1990. The new CIP is expected to receive \$ 18.0, \$15.5 and \$18.0 million in FY 89, 90 and 91 respectively. The Mission is projecting an additional \$25.0 million under the Development Policy Reform Program (DPRP) in FY 1991. The CIP funding level for FY 91 could be increased by this amount.

The new CIP which will focus only on the Private Sector will be managed by one USDH, a FSN/PSC professional and a FSN/PSC secretary.

In July 1989 the Mission will lose the program funded USPSC who implemented the HIG Program. This position will be filled by an USDH employee who is expected to be on-board at the end of FY 89. Accordingly, the Mission expects to have its current FTE of 18 increased to 19. USAID currently has a position ceiling of 19. The O.E. budget for FY 90 and the out years does not include any costs associated with the HIG employee.

The section 416 Food Program, programmed at \$27.0 million per year from FY 89 through FY 93, and the PL 480 Title II Program, programmed at \$ 25.0 million per year from FY 90 through FY 94, will be managed by existing USDH staff augmented by two project funded PSC's beginning in FY 91. No trust funds have been programmed for PL 480 monitoring and implementation until such time as negotiations are held with the GOJ and approved by the USG.

While the work-force levels for FY 1990 can be reasonably approximated, the work-force levels for the out-years cannot, due to the uncertainty of program funding levels and the possibility of USG funding for the Maqarin Dam Project and Middle East Peace Negotiations.

The limiting of USAIDs US Resident Hire FTE to 2.0 is a severe constraint on USAID, and we strongly urge that AID/W increase this level to 2.4 for FY 1990.

#### 4. Trust Funds

On May 28, 1986 the Government of Jordan (GOJ) and USAID entered into a Trust Account Agreement requiring the deposit of Jordanian Dinars(JD) equivalent to \$ 7.125 million (reduced to \$6.999 due to tied-AID credit), subject to the availability of deposits, established under the Commodity Import Agreement dated September 17,1985. This agreement was amended on May 21, and December 24,1987 respectively. The GOJ has deposited a total of JD 2.364 million (\$ 6.249 million) as of March 31, 1989, with the last payment of approximately JD 0.402 million (\$ 0.750 million) currently due. The depreciation of the JD against the US dollar, has resulted in USAID receiving approximately JD 0.400 million more than originally projected. As the costs funded out of the trust fund (i.e..FSN salaries, USDH housing etc.) have not increased proportionately USAID/Jordan has been able to program such funds to cover a percentage of similar costs in FY 1991.

While the "Trust Agreement" negotiated in 1986 will terminate in FY 89, the USAID expects to negotiate another "Trust Agreement" based on the new CIP to be implemented beginning in FY 1990. The Trust Funds expected to be generated and its usage are shown in the tables that follow.

As can be seen from the attached Tables, in the event that USAID does not qualify for DPRP funds of \$ 25.0 Million in 1991, additional Dollars will have to be made available in FY 1993 and 1994, as reflected in Tables 1 and 2 below:

TABLE I- Trust Fund Generation and Utilization

Assumption: USAID/Jordan will receive \$25.0 million in  
DPRP Funds in FY 91.

DESCRIPTION	TOTAL	1990	1991	1992	1993	1994
PROGRAM LEVEL						
MCC		18.000	15.500	18.000		
DPRP			25.000			
TOTAL		<u>18.000</u>	<u>40.500</u>	<u>18.000</u>		
		=====	=====	=====	=====	=====
TOTAL TRUST FUNDS GENERATED						
5% OF TOTAL		<u>0.900</u>	<u>2.025</u>	<u>0.900</u>		
		=====	=====	=====		
<u>CASH FLOW TO O.E.BUDGET:</u>						
1990	0.900	0.000	0.450	0.450		
1991	2.025		0.050	1.475	0.500	
1992	<u>0.900</u>			<u>0.000</u>	<u>0.450</u>	<u>0.450</u>
TOTAL TRUST FUNDS GENERATED	3.825	0.000	0.500	1.875	0.950	0.450
	=====	=====	=====	=====	=====	=====
O.E.BUDGET \$ FUNDED		1.200	1.462	1.200	1.200	1.320
TRUST FUNDED-1985 CIP	1.799	1.468	0.332	0.000		
-NEW CIP	<u>3.825</u>		<u>0.500</u>	<u>1.145</u>	<u>1.200</u>	<u>0.980</u>
T O T A L		<u>2.668</u>	<u>2.294</u>	<u>2.345</u>	<u>2.400</u>	<u>2.300</u>
		=====	=====	=====	=====	=====

TABLE II - Trust Fund Generation and Utilization

Assumption: USAID/Jordan will not receive DPRP Funds in FY 91.

DESCRIPTION	TOTAL	1990	1991	1992	1993	1994
PROGRAM LEVEL						
MCC		18.000	15.500	18.000		
DPRP			0.000			
TOTAL	<u>          </u>	<u>18.000</u>	<u>15.500</u>	<u>18.000</u>	<u>          </u>	<u>          </u>
	=====	=====	=====	=====	=====	=====
TOTAL TRUST FUNDS GENERATED						
5% OF TOTAL		0.900	0.775	0.900		
		=====	=====	=====		
<u>CASH FLOW TO O.E.BUDGET:</u>						
1990	0.900	0.000	0.450	0.450		
1991	0.775		0.050	0.725	0.000	
1992	<u>0.900</u>	<u>          </u>	<u>          </u>	<u>0.000</u>	<u>0.450</u>	<u>0.450</u>
TOTAL TRUST FUNDS GENERATED	2.575	0.000	0.500	1.175	0.450	0.450
	=====	=====	=====	=====	=====	=====
O.E.BUDGET						
\$ FUNDED		1.200	1.462	1.200	1.920	1.850
TRUST FUNDED-1985 CIP	1.799	1.468	0.332	0.000		
-NEW CIP	<u>2.575</u>	<u>          </u>	<u>0.500</u>	<u>1.145</u>	<u>0.480</u>	<u>0.450</u>
T O T A L		<u>2.668</u>	<u>2.294</u>	<u>2.345</u>	<u>2.400</u>	<u>2.300</u>
		=====	=====	=====	=====	=====

FY 1988 ACTUAL

FY 1989 ESTIMATE

Expense Category	Func. Code	FY 1988 ACTUAL		FY 1989 ESTIMATE		Trust Funds	Total	\$ Oblig. For LC	Units	Dollars	Trust Funds	Total	\$ Oblig. For LC	Units
		Dollars	Total	Dollars	Total									
U.S. Direct Hire	U100	366.0	9.5	375.5	127.6		389.8	100.4		389.8		389.8	100.4	
Other Mission Funded Code 11	105	1.4		1.4					19.0	119.7		119.7		16.0
Education Allowances	106	122.5		122.5						49.6		49.6		
Cost of Living Allowances	108	54.9		54.9						3.5		3.5		
Other Mission Funded Code 12	110		2.4	2.4	2.4					42.5		42.5	16.0	10.0
Post Assignment Travel	111	22.6		22.6	12.0				5.0	119.0		119.0	39.2	10.0
Post Assignment Freight	112	59.5		59.5	24.0				5.0	8.0		8.0	6.4	6.0
Home Leave Travel	113	52.1	1.6	53.7	43.0				21.0	6.0		6.0	4.8	6.0
Home Leave Freight	114	26.2		26.2	21.0				21.0	2.5		2.5		1.0
Education Travel	115		4.6	4.6	18.1				17.0	29.0		29.0	29.0	29.0
R & R Travel	116	13.5		13.5	7.1				7.0	10.0		10.0	5.0	3.0
Other Code 215 Travel	117	13.3	0.9	14.2										
Foreign National Direct Hire	U200	111.5	308.4	419.9	419.9						353.3	353.3	353.3	
F.N. Basic Pay	201	111.5	269.8	381.3	381.3				14.0		270.3	270.3	270.3	14.0
Overtime/Holiday Pay	202		2.7	2.7	2.7				0.1		10.0	10.0	10.0	0.5
All Other Code 11 - F.N.	203		0.5	0.5	0.5						29.4	29.4	29.4	
All Other Code 12 - F.N.	204		35.4	35.4	35.4						43.6	43.6	43.6	
Benefits - Former F.N. Pers.	205													
Contract Personnel	U300	172.1	563.7	735.8	563.7					53.0		435.2	382.2	
U.S. PSC Salaries/Benefits	302	153.0		153.0					1.8	41.0		41.0		0.3
All Other U.S. PSC Costs	303	1.1		1.1										
F.N. PSC Salaries/Benefits	304	18.0	561.0	579.0	561.0				31.5	12.0		390.2	378.2	30.9
All Other F.N. PSC Costs	305		2.7	2.7	2.7						4.0	4.0	4.0	
Manpower Contracts	306													
Housing	U400	3.4	429.8	433.2	430.4					3.2		310.9	307.7	
Residential Rent	401		307.3	307.3	307.3				19.1		205.2	205.2	205.2	19.0
Residential Utilities	402	0.6	103.8	104.4	104.4						69.6	69.6	69.6	
Maintenance & Renovation	403		18.7	18.7	18.7						32.9	32.9	32.9	
Quarters Allowances	404													
Security Guard Services	407									1.0		1.0		
Official Residence Allowance	408									2.2		2.2		
Representation Allowance	409	2.8		2.8										
Office Operations	U500	371.1	510.2	881.3	600.7					264.4		686.8	443.6	
Office Rent	501		76.0	76.0	76.0						52.8	52.8	52.8	
Office Utilities	502		56.4	56.4	56.4						47.1	47.1	47.1	
Building Maint./Renovation	503	2.0	3.5	5.5	5.5						5.9	5.9	5.9	
Furn./Equip./Veh Repair/Maint	508	2.2	56.6	58.8	56.8						66.0	66.0	66.0	

Organization USAID/JORDAN (Dollars in Thousands) Table VIII - 1988/1989

Expense Category	Func. Code	FY 1988 ACTUAL			FY 1989 ESTIMATE					
		Dollars	Trust Funds	Total	\$ Oblig. For LC	Units	Dollars	Trust Funds	Total	\$ Oblig. For LC
Communications	509	0.7	82.0	82.7	82.7		65.8	65.8	65.8	
• Security Guard Services	510		131.9	131.9	131.9		86.6	86.6	86.6	6.0
• Printing	511		0.9	0.9	0.9		2.5	2.5	2.5	
• Site Visits - Mission	513	9.1	2.9	12.0	9.6	6.2	8.0	14.2	8.0	35.0
• Site Visits - AID/W	514	21.4		21.4	21.4	41.0	7.0	41.0	7.0	11.0
• Information Meetings	515	8.5		8.5	4.3	7.0	7.0	14.0	7.0	7.0
• Training Attendance	516	52.1	12.5	64.6	32.3	32.0	9.5	42.1	16.3	22.0
• Conference Attendance	517	17.6	8.1	25.7	12.9	14.9	14.9	14.9	7.5	8.0
• Other Operational Travel	518	38.8	1.6	40.4	20.2	13.7		13.7	6.9	55.0
• Supplies and Materials	519	42.2	34.0	76.2	46.0	4.0	47.0	51.0	47.0	
• FAAS	520	173.2		173.2		145.0		145.0		
• Contract Consulting Svcs.	521									
• Contract Mgt/Prof. Services	522									
• Special Studies/Analyses	523									
• ADP Hardware Leases/Maint.	525									
• ADP Software Leases/Maint.	526									
• Trans/Freight - All US00	598									
• All Other Code 25	599	5.3	43.8	49.1	43.8		24.2	24.2	24.2	
<b>NXP Procurement</b>	<b>U600</b>	<b>36.2</b>	<b>35.4</b>	<b>71.6</b>	<b>35.4</b>	<b>187.6</b>	<b>18.7</b>	<b>206.3</b>	<b>18.7</b>	<b>2.0</b>
• Vehicles	601	22.0		22.0		49.0		49.0		
• Residential Furniture	602	1.8	7.4	9.2	7.4	58.5	9.0	67.5	9.0	
• Residential Equipment	603	3.6	0.8	4.4	0.8	1.6		1.6		
• Office Furniture	604		3.4	3.4	3.4	6.2		6.2		
• Office Equipment	605	2.8	22.3	25.1	22.3	0.8	4.7	5.5	6.3	
• Other Equipment	606		1.5	1.5	1.5	3.0		3.0		
• ADP Hardware Purchases	607					35.0	5.0	40.0	3.4	
• ADP Software Purchases	608					10.0		10.0		
• Trans/Freight - U600	698	6.0		6.0		23.5		23.5		
<b>TOTAL OPERATING EXPENSE BUDGET</b>		<b>1060.3</b>	<b>1857.0</b>	<b>2917.3</b>	<b>2177.7</b>	<b>898.0</b>	<b>1484.3</b>	<b>2382.3</b>	<b>1605.9</b>	
<b>RECONCILIATION (FAAS)</b>		<b>(173.2)</b>	<b>( )</b>	<b>(173.2)</b>	<b>( )</b>	<b>(145.0)</b>	<b>( )</b>	<b>(145.0)</b>	<b>( )</b>	
<b>MISSION OPERATING REQUIREMENTS</b>		<b>887.1</b>	<b>1857.0</b>	<b>2744.1</b>	<b>2177.7</b>	<b>753.0</b>	<b>1484.3</b>	<b>2237.3</b>	<b>1605.9</b>	
Exchange Rate Used in Calculations					\$ 1.00 = JD 0.337				\$ 1.00 = JD 0.511	
Estimated Inflation Rate										

\* Unit Data must be provided.

Organization USAID/JORDAN

Table VIII - FY 1990

Expense Category	Func. Code	FY 1990 ENHANCED				ADJUSTED AMOUNTS FOR MINIMUM LEVEL				
		Dollars	Trust Funds	Total	\$ Oblig. For LC	Dollars	Trust Funds	Total	\$ Oblig. For LC	Units
U.S. Direct Hire	U100	495.3		495.3	128.1					
Other Mission Funded Code 11 105										
Education Allowances	106	175.2		175.2					21.0	
Cost of Living Allowances	108	44.2		44.2						
Other Mission Funded Code 12 110:		4.2		4.2						
Post Assignment Travel	111	52.0		52.0	20.8				12.0	
Post Assignment Freight	112	174.0		174.0	70.0				12.0	
Home Leave Travel	113	6.0		6.0	4.8				6.0	
Home Leave Freight	114	5.5		5.5	4.8				6.0	
Education Travel	115	1.5		1.5					1.0	
R & R Travel	116	22.7		22.7	22.7				21.0	
Other Code 215 Travel	117	10.0		10.0	5.0				3.0	
Foreign National Direct Hire	U200	130.7	186.9	317.6	317.6					
F.N. Basic Pay	201	130.7	147.8	278.5	278.5				13.0	
Overtime/Holiday Pay	202		9.5	9.5	9.5				0.5	
All Other Code 11 - F.N.	203									
All Other Code 12 - F.N.	204									
Benefits - Former F.N. Pers.	205		29.6	29.6	29.6					
Contract Personnel	U300	24.0	463.6	487.6	463.6					
U.S. PSC Salaries/Benefits	302	24.0		24.0					0.2	
All Other U.S. PSC Costs	303									
F.N. PSC Salaries/Benefits	304		459.6	459.6	459.6				32.0	
All Other F.N. PSC Costs	305		4.0	4.0	4.0					
Manpower Contracts	306									
Housing	U400	3.2	287.4	290.6	287.4					
Residential Rent	401		184.7	184.7	184.7				18.0	
Residential Utilities	402		68.7	68.7	68.7					
Maintenance & Renovation	403		34.0	34.0	34.0					
Quarters Allowances	404									
Security Guard Services	407									
Official Residence Allowance	408	1.0		1.0						
Representation Allowance	409	2.2		2.2						
Office Operations	U500	443.7	526.9	970.6	614.1					
Office Rent	501		50.2	50.2	50.2					
Office Utilities	502		48.3	48.3	48.3					
Building Maint/Renovation	503		6.0	6.0	6.0					
Furn/Equip/Veh Repair/Maint	508		86.9	86.9	86.9					

Organization USAID/JORDAN

Expense Category	Func. Code	FY 1990 ENHANCED				ADJUSTED AMOUNTS FOR MINIMUM LEVEL								
		(Dollars in Thousands)		(Dollars in Thousands)		Trust Funds		Total						
		Dollars	Units	Dollars	Units	Dollars	Units	Dollars	Units					
Communications	509													
• Security Guard Services	510			65.0		65.0								
• Printing	511	2.7		88.8	6.0	88.8								
• Site Visits - Mission	513	16.7		2.7		2.7								
• Site Visits - AID/W	514	36.0		16.7	45.0	16.7								
• Information Meetings	515	14.0		36.0	9.0	36.0								
• Training Attendance	516	36.0		14.0	7.0	14.0								
• Conference Attendance	517	18.0		36.0	14.0	18.0								
• Other Operational Travel	518	16.2		18.0	8.0	16.2								
Supplies and Materials	519	48.3		8.1	60.0	48.3								
FAAS	520	255.8		255.8		255.8								
• Contract Consulting Svcs.	521			40.0	1.0	40.0								
• Contract Mgt/Prof. Services	522													
• Special Studies/Analyses	523													
ADP Hardware Leases/Maint.	525													
ADP Software Leases/Maint.	526													
Trans/Freight - All US00	598													
All Other Code 25	599			135.7		135.7								
<b>NOP Procurement</b>	<b>U600</b>													
• Vehicles	601	358.9		3.0		3.0								
Residential Furniture	602	89.0		89.0	2.0	89.0								
Residential Equipment	603	61.8		61.8		61.8								
Office Furniture	604	16.5		16.5		16.5								
Office Equipment	605	39.1		39.1		39.1								
Other Equipment	606	94.0		94.0		94.0								
ADP Hardware Purchases	607	30.0		3.0		3.0								
ADP Software Purchases	608	5.0		5.0		5.0								
Trans/Freight - All U600	698	23.5		23.5		23.5								
<b>TOTAL OPERATING EXPENSE BUDGET</b>		<b>1455.8</b>		<b>1467.8</b>		<b>2923.6</b>								
RECONCILIATION (FAAS)		(255.8)		(255.8)		(255.8)								
MISSION OPERATING REQUIREMENTS		1200.0		1467.8		2667.8								
636(C) REQUIREMENTS	U999													
TOTAL ALLOWANCE REQUIREMENTS U000														
Exchange Rate Used In Calculations				\$1.00=JD		0.538								\$1.00=JD
Estimated Inflation Rate						8%								8%
• Unit Data must be provided.														

Organization USAID/JORDAN (Dollars in Thousands) Table VIII - FY 1991

Expense Category	Func. Code	FY 1991 ENHANCED				ADJUSTED AMOUNTS FOR MINIMUM LEVEL				
		Dollars	Trust Funds	Total	\$ Oblig. For LC	Dollars	Trust Funds	Total	\$ Oblig. For LC	Units
<u>U.S. Direct Hire</u>	<u>U100</u>	<u>477.7</u>		<u>477.7</u>	<u>96.6</u>					
• Other Mission Funded Code 11	105									
• Education Allowances	106	<u>220.3</u>		<u>220.3</u>					<u>27.0</u>	
• Cost of Living Allowances	108	<u>44.3</u>		<u>44.3</u>						
• Other Mission Funded Code 12	110	<u>2.8</u>		<u>2.8</u>						
• Post Assignment Travel	111	<u>31.5</u>		<u>31.5</u>	<u>8.4</u>				<u>8.0</u>	
• Post Assignment Freight	112	<u>105.0</u>		<u>105.0</u>	<u>28.0</u>				<u>8.0</u>	
• Home Leave Travel	113	<u>19.0</u>		<u>19.0</u>	<u>15.2</u>				<u>16.0</u>	
• Home Leave Freight	114	<u>16.5</u>		<u>16.5</u>	<u>13.2</u>				<u>16.0</u>	
• Education Travel	115	<u>1.5</u>		<u>1.5</u>					<u>1.0</u>	
• R & R Travel	116	<u>26.8</u>		<u>26.8</u>	<u>26.8</u>				<u>23.0</u>	
• Other Code 215 Travel	117	<u>10.0</u>		<u>10.0</u>	<u>5.0</u>				<u>3.0</u>	
<u>Foreign Nationals' Direct Hire</u>	<u>U200</u>	<u>-0-</u>	<u>322.1</u>	<u>322.1</u>	<u>322.1</u>					
• F.N. Basic Pay	201		<u>282.7</u>	<u>282.7</u>	<u>282.7</u>				<u>13.0</u>	
• Overtime/Holiday Pay	202		<u>9.5</u>	<u>9.5</u>	<u>9.5</u>				<u>0.5</u>	
• All Other Code 11 - F.N.	203									
• All Other Code 12 - F.N.	204		<u>29.9</u>	<u>29.9</u>	<u>29.9</u>					
• Benefits - Former F.N. Pers.	205									
<u>Contract Personnel</u>	<u>U300</u>	<u>24.0</u>	<u>500.9</u>	<u>524.9</u>	<u>500.9</u>				<u>0.2</u>	
• U.S. PSC Salaries/Benefits	302	<u>24.0</u>		<u>24.0</u>						
• All Other U.S. PSC Costs	303									
• F.N. PSC Salaries/Benefits	304		<u>496.9</u>	<u>496.9</u>	<u>496.9</u>				<u>33.0</u>	
• All Other F.N. PSC Costs	305		<u>4.0</u>	<u>4.0</u>	<u>4.0</u>					
• Manpower Contracts	306									
<u>Housing</u>	<u>U400</u>	<u>290.6</u>	<u>7.9</u>	<u>298.5</u>	<u>295.3</u>					
• Residential Rent	401	<u>180.4</u>	<u>7.9</u>	<u>188.3</u>	<u>188.3</u>				<u>18.0</u>	
• Residential Utilities	402	<u>75.7</u>		<u>75.7</u>	<u>75.7</u>					
• Maintenance & Renovation	403	<u>31.3</u>		<u>31.3</u>	<u>31.3</u>					
• Quarters Allowances	404									
• Security Guard Services	407									
• Official Residence Allowance	408	<u>1.0</u>		<u>1.0</u>						
• Representation Allowance	409	<u>2.2</u>		<u>2.2</u>						
<u>Office Operations</u>	<u>U500</u>	<u>779.1</u>		<u>779.1</u>	<u>408.9</u>					
• Office Rent	501	<u>20.9</u>		<u>20.9</u>	<u>20.9</u>					
• Office Utilities	502	<u>20.9</u>		<u>20.9</u>	<u>20.9</u>					
• Building Maint/Renovation	503	<u>1.6</u>		<u>1.6</u>	<u>1.6</u>					
• Furn/Equip/Veh Repair/Maint	508	<u>84.1</u>		<u>84.1</u>	<u>84.1</u>					

Organization USAID/JORDAN

Table VIII - FY 1991

Expense Category	Func. Code	FY 1991 ENHANCED			(Dollars in Thousands)			ADJUSTED AMOUNTS FOR MINIMUM LEVEL		
		Dollars	Trust Funds	Total	\$ Oblig. For LC	Units	Dollars	Trust Funds	Total	\$ Oblig. For LC
Communications	509	72.8		72.8	72.8					
• Security Guard Services	510	40.0		40.0	40.0					
• Printing	511	3.0		3.0	3.0					2.5
• Site Visits - Mission	513	16.8		16.8	8.4					45.0
• Site Visits - AID/M	514	36.0		36.0	9.0					9.0
• Information Meetings	515	14.0		14.0	7.0					7.0
• Training Attendance	516	36.0		36.0	18.0					14.0
• Conference Attendance	517	18.0		18.0	9.0					8.0
• Other Operational Travel	518	18.0		18.0	9.0					60.0
• Supplies and Materials	519	57.8		57.8	50.0					
FAAS	520	275.0		275.0						
• Contract Consulting Svcs.	521	40.0		40.0	40.0					1.0
• Contract Mgt/Prof. Services	522									
• Special Studies/Analyses	523									
ADP Hardware Leases/Maint.	525									
ADP Software Leases/Maint.	526									
Trans/Freight - All US00	598									
All Other Code 25	599	24.2		24.2	24.2					
ADP Procurement	0600	166.5		166.5	14.5					2.0
• Vehicles	601	38.0		38.0						
Residential Furniture	602	59.2		59.2	8.2					
Residential Equipment	603	16.5		16.5	5.0					
Office Furniture	604	4.3		4.3	1.3					
Office Equipment	605	8.5		8.5						
Other Equipment	606	3.0		3.0						
ADP Hardware Purchases	607	10.0		10.0						
ADP Software Purchases	608	5.0		5.0						
Trans/Freight - 0600	698	22.0		22.0						
TOTAL OPERATING EXPENSE BUDGET		1737.9	830.9	2568.8	1638.3		1737.9	830.9	2568.8	1638.3
RECONCILIATION (FAAS)		(275.0)	( )	(275.0)			(275.0)	( )	(275.0)	
MISSION OPERATING REQUIREMENTS		1462.9	830.9	2293.8	1638.3		1462.9	830.9	2293.8	1638.3
Exchange Rate Used in Calculations				\$1.00=JD 0.538					\$1.00=JD 0.538	
Estimated Inflation Rate				8%					8%	

• Unit Data must be provided.

TABLE VIII(b)  
Information on F.N. PSC Costs

<u>Job Title/Description</u>	<u>FY 1988</u>	<u>FY 1989</u>	<u>FY 1990</u>	<u>FY 1991</u>
- ADMIN-TRANS SPEC Trust Fund	\$22.2 10/1/87 to 9/30/88	\$4.1 10/1/88 to 12/31/88		
- CHAUFFEUR Trust Fund	\$11.2 10/1/87 to 9/30/88	\$8.1 10/1/88 to 9/30/89	\$9.0 10/1/89 to 9/30/90	\$9.2 10/1/90 to 9/30/91
- MAIL CLERK MRS./EXE OFF Trust Fund	\$12.2 10/1/87 to 9/30/88	\$8.8 10/1/88 to 9/30/89	\$6.9 10/1/89 to 9/30/90	\$9.2 10/1/90 to 9/30/91
- BUDGET ANALYST/CONT OFF Trust Fund	\$20.5 10/1/87 to 9/30/88	\$14.6 10/1/88 to 9/30/89	\$17.0 10/1/89 to 9/30/90	\$17.5 10/1/90 to 9/30/91
- SECRETARY/EXE OFF Trust Fund	\$6.2 04/1/88 to 9/30/88	\$9.1 10/1/88 to 9/30/88	\$10.1 10/1/89 to 9/30/90	\$10.7 10/1/90 to 9/30/91
- SECRETARY/CONT Trust Fund	\$6.4 10/1/87 to 3/30/88			
- PROGRAM SPEC/CIP Trust Fund	\$33.1 10/1/87 to 9/30/88	\$13.8 10/1/88 to 5/04/89		
- PROGRAM SPEC/CIP Trust Fund		\$3.4 8/1/89 to 9/30/89	\$26.2 10/1/89 to 9/30/90	\$27.2 10/1/90 to 9/30/91
- PROGRAM SPEC./CIP Trust Fund	\$14.0 10/1/87 to 9/13/88			
- PARTIC TRG. ASSIST/PDO OFF Trust Fund	\$13.9 10/1/87 to 9/30/88	\$10.3 10/1/88 to 9/30/89	\$13.5 10/1/89 to 9/30/90	\$14.0 10/1/90 to 9/30/91
- SECRETARY/ENG OFF Trust Fund	\$11.4 10/1/87 to 9/30/88	\$8.2 10/1/88 to 9/30/89	\$9.2 10/1/89 to 9/30/90	\$9.5 10/1/90 to 9/30/91

TABLE VIII(b)  
Information on F.N. PSC Costs

<u>Job Title/Description</u>	<u>FY 1988</u>	<u>FY 1989</u>	<u>FY 1990</u>	<u>FY 1991</u>
- SECRETARY/CIP Trust Fund		\$1.6 7/01/89 to 9/30/89	\$8.5 10/1/89 to 9/30/90	\$8.7 10/1/90 to 9/30/91
- SECRETARY/CIP Trust Fund	\$12.5 10/1/87 to 9/30/88	\$4.1 10/1/88 to 3/15/89		
- VOUCHER EXAMINER/CONT OFF Trust Fund	\$17.8 10/1/87 to 9/30/88	\$12.5 10/1/88 to 9/30/89	\$14.2 10/1/89 to 9/30/90	\$14.7 10/1/90 to 9/30/91
- ADP SPEC/CONT OFF Trust Fund	\$26.9 10/1/87 to 9/30/88	\$19.2 10/1/88 to 9/30/89	\$21.7 10/1/89 to 9/30/90	\$22.6 10/1/90 to 9/30/91
- PROG. ADM. SPEC./EXE OFF Trust Fund	\$26.7 10/1/87 to 9/30/88	\$19.1 10/1/88 to 9/30/89	\$21.6 10/1/89 to 9/30/90	\$22.5 10/1/90 to 9/30/91
- SECRETARY/CAR Trust Fund	\$12.4 10/1/87 to 9/30/88	\$8.7 10/1/88 to 9/30/89	\$10.1 10/1/89 to 9/30/90	\$10.4 10/1/90 to 9/30/91
- PROG. ASSIST/PD OFF Trust Fund	\$17.9 10/1/87 to 9/30/88	\$12.8 10/1/88 to 9/30/89	\$16.8 10/1/89 to 9/30/90	\$17.3 10/1/90 to 9/30/91
- SECRETARY/ARD OFF Trust Fund	\$11.6 10/1/87 to 9/30/88	\$8.3 10/1/88 to 9/30/89	\$9.2 10/1/89 to 9/30/90	\$9.7 10/1/90 to 9/30/91
- ADMI. ASSIST/EXE OFF Trust Fund	\$1.9 7/31/88 to 9/30/88	\$8.1 10/1/88 to 9/30/89	\$9.0 10/1/89 to 9/30/90	\$9.4 10/1/90 to 9/30/91
- SECRETARY/HPM OFF Trust Fund	\$11.3 10/1/87 to 9/30/88	\$8.1 10/1/88 to 9/30/89	\$9.4 10/1/89 to 9/30/90	\$9.8 10/1/90 to 9/30/91
- VOUCHER EXAMINER/CONT OFF Trust Fund	\$8.1 4/10/88 to 9/30/88	\$12.6 10/1/88 to 9/30/89	\$14.1 10/1/89 to 9/30/90	\$14.6 10/1/90 to 9/30/91

**TABLE VIII(b)**  
**Information on F.N. PSC Costs**

<u>Job Title/Description</u>	<u>FY 1988</u>	<u>FY 1989</u>	<u>FY 1990</u>	<u>FY 1991</u>
- FIN. ADVISOR/PD OFF Trust Fund	\$33.2 10/1/87 to 9/30/88	\$7.9 10/1/88 to 1/28/89		
- FIN. ADVISOR/PD OFF Trust Fund		\$8.1 6/1/89 to 9/30/89	\$27.3 10/1/89 to 9/30/90	\$28.2 10/1/90 to 9/30/91
- SECRETARY/PD OFF Trust Fund	\$10.6 10/1/87 to 9/30/88	\$7.6 10/1/88 to 9/30/89	\$8.8 10/1/89 to 9/30/90	\$9.3 10/1/90 to 9/30/91
- SECRETARY/DIR OFF Trust Fund	\$10.8 10/1/87 to 9/30/88	\$7.8 10/1/88 to 9/30/89	\$10.1 10/1/89 to 9/30/90	\$10.5 10/1/90 to 9/30/91
- ECONOMIST/DIR OFF Trust Fund	\$31.1 10/1/87 to 9/30/88	\$22.0 10/1/88 to 9/30/89	\$28.0 10/1/89 to 9/30/90	\$28.3 10/1/90 to 9/30/91
- PRG ASSIST ATA/PRG OFF Trust Fund	\$1.4 9/1/88 to 9/30/88	\$11.7 10/1/88 to 9/30/89	\$13.1 10/1/89 to 9/30/90	\$13.6 10/1/90 to 9/30/91
- ASSIT ADP SPEC./CONT Trust Fund	\$15.0 10/1/87 to 9/1/88			
- PROG SPEC./HFN OFF Trust Fund	\$18.0 10/1/87 to 9/30/88	\$13.6 10/1/88 to 9/30/89	\$16.8 10/1/89 to 9/30/90	\$17.5 10/1/90 to 9/30/91
- ENY. DEV. ADV/PD OFF Trust Fund	\$47.3 10/1/87 to 9/30/88	\$33.8 10/1/88 to 9/30/89	\$37.2 10/1/89 to 9/30/90	\$37.3 10/1/90 to 9/30/91
- FINANCIAL ANALYSIS/CONY OFF Trust Fund	\$34.3 10/1/87 to 9/30/88	\$24.5 10/1/88 to 9/30/89	\$27.5 10/1/89 to 9/30/90	\$28.4 10/1/90 to 9/30/91
- AGRONOMIST/ARD OFF Trust Fund	\$28.1 10/1/87 to 9/30/88	\$20.1 10/1/88 to 9/30/89	\$22.0 10/1/89 to 9/30/90	\$22.8 10/1/90 to 9/30/91

TABLE VIII(b)  
Information on F.N. PSC Costs

<u>Job Title/Description</u>	<u>FY 1988</u>	<u>FY 1989</u>	<u>FY 1990</u>	<u>FY 1991</u>
- JANITOR-NES/EXE OFF Trust Fund	\$8.4 10/1/87 to 9/30/88	\$6.0 10/1/88 to 9/30/89	\$6.9 10/1/89 to 9/30/90	\$7.2 10/1/90 to 9/30/91
- SECRETARY/PD OFF Trust Fund	\$9.5 10/1/87 to 9/30/88	\$6.8 10/1/88 to 9/30/89	\$8.7 10/1/89 to 9/30/90	\$9.1 10/1/90 to 9/30/91
- CHAUFFEUR/EXE OFF Trust Fund	\$6.6 1/31/88 to 9/30/88	\$7.1 10/1/88 to 9/30/89	\$9.0 10/1/89 to 9/30/90	\$9.3 10/1/90 to 9/30/91
- SECRETARY/PD OFF Trust Fund	\$5.0 2/14/88 to 9/30/88	\$5.5 10/1/88 to 9/30/89	\$7.4 10/1/89 to 9/30/90	\$7.7 10/1/90 to 9/30/91
- SECRETARY/PD OFF Trust Fund		\$2.0 4/16/89 to 9/30/89	\$5.9 10/1/89 to 9/30/90	\$6.2 10/1/90 to 9/30/91
- TEL OPP/EXE OFF Trust Fund		\$2.2 4/9/89 to 9/30/89	\$6.4 10/1/89 to 9/30/90	\$6.7 10/1/90 to 9/30/91
- TEL OPP/EXE OFF Trust Fund	\$5.0 10/1/87 to 5/3/88			
- HUMAN RESOURC OFF/PD OFF Dollars				\$22.6 10/1/90 to 9/30/91
- PRG.ASSIT TELAVIV Dollars	\$18.0 10/1/87 to 9/30/88			
- PRG.ASSIT JERUSALEM Dollars		\$12.0 2/1/88 to 9/30/89		
	----- \$581.8 -----	----- \$394.2 -----	----- \$463.6 -----	----- \$508.9 -----

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TABLE VIII(b)  
Information on U.S. PSC Costs

<u>Job Title/Description</u>	<u>FY 1988</u>	<u>FY 1989</u>	<u>FY 1990</u>	<u>FY 199</u>
- PRIVATE SEC ADVISOR Dollars	\$138.6 10/1/87 to 12/1/88	\$7.0 12/1/88 to 12/17/88		
- ADMIN SECR. Dollars	\$15.5 1/31/88 to 10/06/88			
- FINANCIAL & ADMIN OFF. Dollars	\$24.0 6/25/88 8/30/89	\$24.0 6/25/90 8/25/90	\$24.0 6/25/91 8/25/91	
- LEGAL ADVISOR Dollars		\$10.0 5/3/89 6/10/89		
	----- \$154.1 -----	----- \$41.0 -----	----- \$24.0 -----	----- \$24.0 -----

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TABLE VIII(c)  
Manpower Contract Detail

<u>Description</u>	<u>FY 1988</u>	<u>FY 1989</u>	<u>FY 1990</u>	<u>FY 1991</u>
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(NOT APPLICABLE)

NO FUNDS ARE BUDGETED FOR FUNCTION CODE U306

Organization USAID/JORDAN

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TABLE VIII(d)  
Contractual Services/Special Studies/All Other Code 25 Detail

<u>Description</u>	<u>FY 1988</u>	<u>FY 1989</u>	<u>FY 1990</u>	<u>FY 1991</u>
VALUE OF ALL OTHER ITEMS (BELOW \$ 5,000) FOR VARIOUS PURCHASE ORDERS AND CONTRACTUAL SERVICES	\$49.1	\$24.2	\$49.7	\$24.2
PRIVATE SECTOR CONSULTANT	\$0.0	\$0.0	\$40.0 10/1/89 to 9/30/90	\$40.0 10/1/90 to 9/30/91
INDIVIDUAL CONTRACT (RESTORATION OLD OFFICE BUILDING)			\$70.0	
INDIVIDUAL CONTRACT (MOVING TO NEW OFFICE BUILDING)			\$16.0	
	----- \$49.1 -----	----- \$24.2 -----	----- \$175.7 -----	----- \$64.2 -----

ORGANIZATION: USAID/JORDAN

TABLE VIII (E)  
ADP HARDWARE PURCHASES

<u>DESCRIPTION</u>	<u>QTY</u>	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>
Capital Investment					
Purchase of Hardware		0.0			
Wang PCs	12				
Daisy Wheel Printers	02				
Dot Matrix Printers	09		40.5		
Wang PCs	05				
VS Disk Drive 288 MB	01				
VS 2-4MB Memory Upgrade	01			30.0	
Serial IOP for VS					10.0

INFORMATION TECHNOLOGY NARRATIVE  
ANNUAL BUDGET SUBMISSION FY 1989

Current uses of automation equipment are as follows:

- 1-- Mission Accounting Control System. (MACS)
- 2-- Wang Integrated Word Processing.
- 3-- Pipeline Analysis (MACS)
- 4-- Project budgeting, and Monitoring. (MACS).
- 5-- Spreadsheet applications (using Lotus 1-2-3)
- 6-- Several new utility Programs, and Report developed inhouse by the ADP Staff to aid accountants, and voucher examiners in a better utilization of the Automation equipment, and accounting system.
- 7-- Private Sector Information System program, developed by ADP staff to be used by different Private Sector Projects
- 8-- Technical Services Feasibility Studies 'TSFS' program developed inhouse by ADP staff to aid the Projects Office in reporting on the concerned Host Country recipients.
- 9-- Paytrack (Voucher Payment Tracking)
- 10- Datel (Disbursement & Accounting by Telecommunication)
- 11- Property/Personnel lists.
- 12- CDSS (Country Development Strategy Statement).
- 13- ABS Reporting (All Offices)
- 14- Cable traffic tracking.
- 15- Library organization, and management.
- 16- Accounting for Commodity Import Loans and Recupuration of Claims .
- 17- PTMS (Participant Training Monitoring System)
- 18- Project Papers.
- 19- PID.
- 20- Commodity Import Program (CIP); on MACS, LOTUS, and WP.
- 21- Warehouse inventory.

ADP Responsibilities:

Within FY 88, and FY 89 USAID added many new applications on the existing Wang VS. Some were brought through IRM, and were developed by other missions, others were created in-house by the ADP staff. The addition of these applications brought on an increase in the demand for more equipment, which prompted the mission to procure 9 new "Wang 200-300 series" IBM Compatible PCs and, 9 printers. The new PCs have been received, and are already seeing fair utilitization. The software on order for these PCs include DBase 4, Excell, Lotus 123, Norton Utilities, and Desktop Publishing, all of which are on IRM's approved list.

Within FY 89 several factors have increased the work load for the ADP Specialist such as;

- A) the procurement of more computer equipment.
- B) the responsibility of maintaining some of the computers, and peripherals which were taken out of the maintenance contract with the local Wang dealer, and;
- C) the termination of the ADP Specialist Assistant's contract, and rehiring him in the Program Office. Although the ADP assistant has moved to the program office, he still assists, and supports users whenever the need arises.

The Mission's ADP list of priorities, in their respective order, is as follows:

- 1- MACS system which is the main program in the mission.
- 2- Paytrack.
- 3- TATEL.
- 4- A variety of PC applications.
- 5- The new in-house programs like, TSFS, PSIS, QKAGNT, QOBLG, QERMK, and COLA.

TSFS: Technical Services Feasibility Study, which keeps track of funds received by the government in the host country. It has a list of standard reports on different data items, sorted by different requested fields.

PSIS: A fully interactive data base system which links all data on different private sector projects with a company file and produce different reports.  
Its goal is to measure the impact of the projects on the private sector.

QUIKAGNT : program with an ability to generate a new code for a particular agent series(311, 310, 999, ...etc) of a particular country code, whereby that new agent code is just 1 digit more than the last agent code in that same series of that same country code. In contrast with standard agent program where you either have to print the agent table(MXAGTTBL) which is more than 3000 lines, and check manually.

QUIKOBLG: A program which finds the last reservation number for a particular obligation.

QUIKERMK: A program which finds the last earmark number for a particular commitment.

COLA : Cost of living allowance program, designed for US employees.

Training:

Training within the Mission is carried out on occasional basis, and is done only when the Mission receives, or develops a new application.

ADP Linkage to the Implementing Strategy

Most uses of Automation within the mission is centered around the existing Wang VS system. However some users prefer, and have developed other uses on the WANG, and/or IBM PCs. The demand for both a PC, and a VS workstation by most users has necessitated the procurement of PCs which in turn emulate VS workstation, verses a basic VS workstation.

Another need arised within the mission, and that was the need for specific applications needed for some projects, such as TSFS, Private sector Evaluation system, and Participant Training Pre-Departures monitoring. However Mission is very careful not to reinvent the wheel, in the sense that it checks if applications have been developed by other missions before it embarks on any programming effort.

Mission Acquisition Plan for Automation

Mission started its automation in 1984, when it procured several wang Pcs, and printers. In the years that followed, the equipment got older, and started to break down more often. Maintenance cost of the old Pcs is becoming more costly than purchasing new ones. Therefore mission must soon realize that it is more feasible to procure new equipment than to keep maintaining the old equipment.

Within FY 89 mission has procured 9 Wang Pcs 200/300 series, which are IBM Compatible, along with several software packages to go with them, such as lotus, DBase IV, Norton Utilities, and Foxbase Plus. There is also plans to purchase three more Pcs of the same type to accommodate the increasing demand for equipment.

Maintenance of all equipment within the mission is calculated as 10% of the International cost of the equipment when is was originally purchased. Therefore while prices of the new equipment is decreasing, maintenance of the old equipment remains the same, if not increased by the fact that the equipment is getting older, and thus needs more maintenance. With this in mind, mission decided to exclude some of the old equipment of the maintenance contract, and add it in on time and material basis. Although this was a more risky action, it was better than paying very high maintenance costs for equipment which should be put to rest. In FY 90 older pcs are expected to be taken out gradually, and possibly used for spare parts, or as redundant equipment.

In FY 90, the Mission plans to procure another VS 288MB disk drive, and upgrading its current VS memory from 2 to 4 Mega Bytes. This expansion in the system's capabilities will speed up the system's response time, and offer more storage capability.

SERVICES:

The deletion of the ADP assistant position, the change in the maintenance contract as well as the greater utilization of computer and related software within the Mission has resulted in a substantial increase in the ADP Specialist.

Equipment services:

In FY 89 Mission decided to exclude some of the old PCs, and workstations from the local Wang (Comcent) maintenance contract. Comcent however, would not allow any equipment connected to the Wang VS to be excluded from the maintenance contract. Mission has kept in the contract all the equipment connected to the VS, but changed 4 of the disconnected PCs, and all PC printers to time, and material maintenance basis.

USER TO WORKSTATION RATIO :

The user to workstation ratio at the end FY 89 can be estimated at 2 to 1.

ORGANIZATION JORDAN

Table VIII(f)

HUMAN RESOURCE TABLE  
RELATION OF WORKYEARS TO ACTIVITIES  
FY 89  
OE LEVEL

ACTIVITIES	DIRECT HIRE		NON-DIRECT HIRE		TOTALS		GRAND TOTAL
	U.S. OE	F.N. OE/TF	U.S. NATIONAL OE/TF	FOREIGN NATIONAL OE/TF	OE/TF	PROG	
MISSION MANAGEMENT							
EXEC DIRECTION	1.9				1.9		1.9
PROG PLANNING	4.7	1.0	0.1	2.0	7.8		7.8
FINANCIAL MGT	0.9	2.0	0.2	5.0	8.4		8.1
ADMINISTRATIVE MGT	1.0	1.0	-	2.0	4.0		4.0
CONTRACT MGT	-	-	-	-	-		-
CLERICAL SUPPORT	1.8	1.0		10.2	13.0		13.0
OFF OPS SUPPORT	-	3.0	-	4.8	7.8		7.8
RESIDENTIAL OPS SUPPORT	-	-	-	-	-		-
ALL OTHER	-	-	-	-	-		-
<b>SUB-TOTAL</b>	<b>10.3</b>	<b>8.0</b>	<b>0.3</b>	<b>24.0</b>	<b>42.6</b>		<b>42.6</b>
PROG/PROJECT MANAGEMENT	1.0	1.0			2.7		2.7
ESF COMMODITY IMPORT PROG	9.5	5.0	.5	6.2 B/	20.7	.5	21.2
ESF-PROJECTS							
ESF-NON-PROJECT							
AG-RE-NUTRITION							
POPULATION							
AIDS							
HEALTH							
CHILD-SERIAL							
EDUC-HUMAN-RESOURCES							
PRO-STR/ENVI/ENTR/MT							
SUB-SAHARAN DEV DEVL-ASST							
SO-AG-DEP-AGST							
SAVES-DEP-PROG							
PLT-SCB_DEV_LOAD/ENR/S							
ASMA							
HOUSING GUARANTEE							
HOUSING-NON-GUARANTEE							
PL-180 TITLE II							
PL-180 ALL OTHER							
DISPSTER-RESTRANGE							
CENTRALLY FUNDED PROJECTS							
REGIONALLY FUNDED PROJECTS							
OTHER							
<b>SUB-TOTAL</b>	<b>10.5</b>	<b>6.0</b>	<b>0.3</b>	<b>6.9</b>	<b>23.4</b>	<b>.9</b>	<b>24.3</b>
A/PART TIME	2.4						
B/WEST BANK PSC - 0.6 FTE TOTAL							
<b>A/</b>	<b>20.8</b>	<b>14.0</b>	<b>0.3</b>	<b>30.9</b>	<b>66.0</b>	<b>.9</b>	<b>24.3</b>

ORGANIZATION JORDAN

Table VIII(f)

HUMAN RESOURCE TABLE  
RELATION OF WORKYEARS TO ACTIVITIES  
FY 90  
OE LEVEL

ACTIVITIES	DIRECT HIRE		NON-DIRECT HIRE		TOTALS		GRAND TOTAL
	U.S. OE	F.N. OE/TF	U.S. NATIONAL OE/TF	FOREIGN NATIONAL OE/TF	OE/TF	PROG	
MISSION MANAGEMENT	2.0				2.0		2.0
EXEC DIRECTION	4.7	1.0		2.0	7.7		7.7
PROG PLANNING	1.0	2.0	.2	5.0	8.2		8.2
FINANCIAL MGT	1.0	1.0		2.0	4.0		4.0
ADMINISTRATIVE MGT							
CONTRACT MGT							
CLERICAL SUPPORT	1.8	1.0		11.0	13.8		13.8
OFF OPS SUPPORT		3.0		5.0	8.0		8.0
RESIDENTIAL OPS SUPPORT							
ALL OTHER							
SUB-TOTAL	10.5	8.0	.2	25.0	43.7		43.7
PROG/PROJECT MANAGEMENT	1.0				2.0		2.0
ESF COMMODITY IMPORT PROG	8.7	5.0	1.0	6.0	20.7		20.7
ESF-PROJECTS							
ESF-NON-PROJECT							
AG-PRO-NUTRITION							
POPULATION							
AGRS							
HEALTH							
CHILD-SURVIVAL							
EDUC-HUMAN-RESOURCES							
PAR-SCTR-ENERGY/ENVIRONMENT							
SUB-SAHARAN AF DEV-ASST							
SO-AF-DEV-ASST							
SAHEL-DEV-PROG							
PVT-SCTR-DEV-LOCAL-URBS							
ROMA							
HOUSING GUARANTEE	1.0 B/				1.0		1.0
HOUSING-NON-GUARANTEE				2.0			2.0
PL-480 TITLE II							
PL-480 ALL OTHER							
DISP-ASSISTANCE							
CENTRALLY FUNDED PROJECTS							
REGIONALLY FUNDED PROJECTS							
OTHER	10.7			7.0	23.7		25.7
SUB-TOTAL	A/ 21.2	13.0	.2	32.0	67.4		69.4

A/PART TIME 2.4  
B/FUNDED BY USAID'S HOUSING OFFICE (NOT INCLUDED IN D.C. BUDGET)

ORGANIZATION JORDAN

Table VIII(1)

HUMAN RESOURCE TABLE  
RELATION OF WORKYEARS TO ACTIVITIES  
FY 91  
OE LEVEL

ACTIVITIES	DIRECT HIRE		NON-DIRECT HIRE		TOTALS		GRAND TOTAL
	U.S. OE	F.N. OE/TF	U.S. NATIONAL OE/TF	FOREIGN NATIONAL OE/TF	OE/TF	PROG	
MISSION MANAGEMENT							
EXEC DIRECTION	2.0				2.0		2.0
PROG PLANNING	4.7	1.0		2.0	2.7		2.7
FINANCIAL MGT	1.0	2.0	.2	5.0	8.2		8.2
ADMINISTRATIVE MGT	1.0	1.0		2.0	4.0		4.0
CLERICAL SUPPORT	1.8	1.0		11.0	13.8		13.8
OFF OPS SUPPORT		3.0		5.0	8.0		8.0
RESIDENTIAL OPS SUPPORT							
ALL OTHER							
SUB-TOTAL	10.5	8.0	.2	25.0	43.7		43.7
PROG/PROJECT MANAGEMENT							
ESF COMMODITY IMPORT PROG	1.0			1.0	1.0		1.0
ESF-PROJECTS	7.9	5.0	.1	7.0	21.0	1.0	22.0
ESF-NON-PROJECT							
AG-RO-NUTRITION							
POPULATION							
MIGR-							
HEALTH							
CHILD-SERIALIZED							
EMG-TROPIC-RESOURCES							
PRESCR-VENNYENTMANT							
SUB-SABANAL-DE-ASST							
SO-AS-DEY-ASST							
SAMEL-DEY-PROG							
EXE-SCIB-DEY-LOM-FUNDS							
ASMA-							
HOUSING GUARANTEE							
HOUSING-NON-GUARANTEE							
PL-180 TITLE II							
PL-480 ALL OTHER							
OTHER							
CENTRALLY FUNDED PROJECTS							
REGIONALLY FUNDED PROJECTS							
OTHER							
SUB-TOTAL	9.9	5.0	.1	1.0	23.0	3.0	26.0
A/ INCLUDES 2.4 PART TIME TOTAL	A/	20.4	13.0	.3	66.7	3.0	69.7
B/ FUNDED BY USAID'S HOUDING OFFICE (NOT INCLUDED IN O.E BUDET)							

G. PRIVATIZATION PLAN

1. Progress in Privatization Activities

a. The Privatization Climate

While there have been no startling breakthroughs on the privatization front in Jordan in the past year, there are a number of encouraging signs. These include: a new Government that includes many faces from the private sector; an IMF standby agreement which requires the Government to make significant cutbacks in its public sector budget deficit; the transfer of Government ownership in public shareholding corporations to the Jordan Investment Corporation; and an amendment to the Companies Law that facilitates the conversion of Government establishments to public shareholding companies.

First, it is still difficult to say where the new Government, installed in April 1989, will come out on the issue of privatization. However, there are positive signs: a newly formed Cabinet level committee on economic affairs includes several new ministers with significant private sector experience who are strongly in favor of an increased role for the private sector; the new Minister of Finance, a member of that committee and a key player in any privatization effort, participated in the recent AID-sponsored Mediterranean Conference on Privatization in Istanbul and presented a paper explaining the Jordanian experience with privatization. In His Majesty the King's directives to the new Government, he specifically requires it to "take necessary measures to vitalize the role of the private sector".

Second, in March 1989 the Government began talks with the IMF on a new standby agreement. Although final details have yet to be worked out, it is known that the agreement requires a significant reduction in the government budget deficit. The Government appears willing to consider all options including the sale of state owned enterprise.

Third, in January 1989 the Government amended the Companies Law to facilitate the conversion of public corporations, such as the Royal Jordanian Airline, Telecommunications Corporation, and the Public Transportation Corporation to public shareholding corporations. In response to this legislation all three companies submitted new company bylaws to the Prime Minister's office early this year. Action on their requests has been delayed by the recent change in Government.

Finally, in December 1988 the Government enacted a new law which transferred ownership of all government owned public

shareholding companies, such as the Jordan Phosphates and Arab Potash, from the Ministry of Finance to the Jordan Investment Corporation. The move is significant in that it is believed to be the first step in a process of selling off Government shares to the general public.

b. AID Assistance to Privatization Candidates

During the past year AID extended technical assistance to one new privatization candidate, the Jordan Electricity Authority. We continue to closely monitor progress on the privatization of four other candidates, although no specific assistance has been extended in the past year. Of significant note is that three companies, Royal Jordanian, the Telecommunications Corporation, and the Public Transport Corporation have all completed the drafting of new company bylaws and submitted them to the Prime Minister's Office earlier this year for approval. Due to the recent change in the Government, no action has been taken. The following provides additional information of each AID-assisted activity.

**Jordan Electricity Authority:** The JEA became seriously interested in privatization as a result of recently enacted legislation that significantly reduces its operational independence by making it subject to civil service regulations and Government tendering procedures. At JEA's request, AID funded a brief study by the Center for Privatization which outlines the options available to JEA, and helps to develop a case for privatization. It is anticipated that JEA will present its case to the Government within the coming months.

**Royal Jordanian Airline (RJ):** During the past year RJ received an independent evaluation of assets from a local accounting company. Company officials indicate that they are ready to go forward with a share offering as soon as the Government gives them the green light. However, the company's financial condition does not make it a very attractive candidate.

**Public Transportation Corporation (PTC):** The company continues to receive operating subsidies from the Government, although they have been reduced significantly as a result of AID technical assistance.

**Telecommunications Corporation (TCC):** In line with recent austerity measures, the Government has decided not to sign a \$36 million loan package for TCC that had been negotiated over the past year with the World Bank. That loan would have included \$3 million in technical assistance needed to modernize TCC management systems as a prelude to eventual privatization. TCC continues its own internal efforts to "commercialize" its operation, while waiting for action by the Prime Minister's Office on its new bylaws.

Amman Development Corporation (ADC): Not on the list of publicly announced privatization candidates, the ADC has had a difficult time in presenting its case to the Government. However, the the revision of the Companies Law mentioned above technically allows any public entity to make a petition to the Government to convert to public shareholding status.

c. Privatization Training

During the past year USAID/Jordan sponsored eight (8) private and public sector officials at three, different privatization seminars. Included among these officials is the current Minister of Finance. In addition, twenty-five (25) public and private sector officials recently attended an AID-sponsored seminar on the "Role of Private Sector in Development," in which privatization was one of the topics discussed.

2. Mission Strategy

As the Government of Jordan has yet to take a firm policy stand in favor of privatization, USAID/Jordan's strategy is to continue a policy dialogue on the subject at all levels of the public and private sectors. This dialogue will be supported by: The funding of seminars for key decision makers in both the public and private sectors; the continuous provision of information on the subject; and technical assistance to selected new privatization candidates that need assistance in presenting their cases to the Government (e.g. JEA).

3. Targets of Opportunity for FY 1991 & 1992

The following is a list of possible opportunities in the next two and one-half years:

a. TA in Securities Issuance:

The conversion of the RJ, the TCC, and the PTC to public shareholding companies would represent a major signal from the Government that it is serious about privatization. If this occurs, USAID will offer assistance in the pricing and marketing of shares to the public.

b. TA on Privatization Plans:

Some of most important allies in the privatization efforts are the directors of Government entities such as the JEA. We will continue to support such individuals by helping them to prepare sound cases for presentation to the Government.

c. TA/Training on Employee Stock Ownership Plans:

Because of its strong interest in expanding share ownership in Jordan, the Amman Financial Market, the combination stock exchange and regulatory commission, has been an important privatization advocate. We are now in the process of discussing their sponsorship of an ESOP specialist, who would present seminars on the subject to interested companies and individuals, and provide TA to specific companies. The specialist would probably be funded from our grant agreement with IESC.

d. Privatization Training:

USAID/Jordan will continue to sponsor GOJ and private sector officials in seminars and courses on privatization.

e. TA on GOJ Strategy:

The change in Government may provide USAID with an unique opportunity to help develop a new strategy on privatization.

4. Timeframe and Financial Resources:

The timeframe for this plan is from now until the end of FY 1992, although we anticipate that USAID efforts will probably extend beyond 1992. We will continue to finance privatization activities through Mission sources, primarily Technical Services and Feasibility Studies (TSFS) and Development Administration Training (DAT), matched with centrally funded projects as available. Total requirements for the period are \$600,000 for technical assistance needs and \$75,000 for training. An illustrative budget follows:

<u>Type of Assistance</u>	<u>TA PM</u>	<u>Training PM</u>	<u>Cost</u>
1. Securities Issuance:	10	-	\$200,000
2. Privatization Plans:	5	-	\$100,000
3. ESOP's:	10	-	\$100,000
4. Seminars/Conferences:		25	\$ 75,000
5. TA on GOJ Strategy:	<u>5</u>	<u>-</u>	<u>\$100,000</u>
Totals	30	25	\$675,000

FY 1991 Annual Budget Submission

Table to Annex K

Micro, Small, and Small Farm Enterprises

ESF and DA  
Dollar Commitments for Micro  
And Small Enterprise Programs  
(U.S. Dollars Thousands)

	<u>FY 88</u> <u>Actual</u>	<u>FY 89</u> <u>Est.</u>	<u>FY 90</u> <u>Req.</u>	<u>FY 91</u> <u>AAPL</u>
<b>I. ESF Dollar Commitments</b>				
<b>A. For Micro Enterprise</b>				
1. For Credit	280	1250	1500	1200
2. For TA/Training	-	250	250	250
<b>B. For Small Enterprise</b>				
1. For Credit	210	1750	2500	2400
2. For TA/Training	140	400	550	550
<b>C. For Small Farmer</b>				
1. For Credit	-	400	450	-
2. For TA/Training	-	100	100	-
<b>II. DA Dollar Commitments</b>				
<b>A. For Micro Enterprise</b>	N/A	N/A	N/A	N/A
1. For Credit				
2. For TA/Training				
<b>B. For Small Enterprise</b>				
1. For Credit				
2. For TA/Training				
<b>C. For Small Farmer</b>				
1. For Credit				
2. For TA/Training				

**The Expenditures of Non-Project Assistance  
Local Currency Generations for Micro and Small Enterprise  
Programs  
(In Thousands of U.S. Dollars Equivalents)**

	<u>FY 88</u> <u>Actual</u>	<u>FY 89</u> <u>Est.</u>	<u>FY 90</u> <u>Req.</u>	<u>FY 91</u> <u>AAPL</u>
<b>1. From ESF Generations</b>				
<b>A. For Micro Enterprises</b>				
1. For Credit	-	-	-	-
2. For TA/Training	-	-	-	-
<b>B. For Small Enterprise</b>				
1. For Credit	-	-	-	-
2. For TA/Training	-	-	-	-
<b>C. For Small Farmer</b>				
1. For Credit	-	-	-	-
2. For TA/Training	-	-	-	-
<b>II. From DA Generations</b>	N/A	N/A	N/A	N/A
<b>A. For Micro Enterprises</b>				
1. For Credit				
2. For TA/Training				
<b>B. For Small Enterprises</b>				
1. For Credit				
2. For TA/Training				
<b>C. For Small Farmer</b>				
1. For Credit				
2. For TA/Training				
<b>III. From P.L. 480 Generations</b>	N/A	N/A	-	-
<b>A. For Micro Enterprise</b>				
1. For Credit				
2. For TA/Training				
<b>B. For Small Enterprises</b>				
1. For Credit				
2. For TA/Training				
<b>C. For Small Farmer</b>				
1. For Credit				
2. For TA/Training				

2

Organization: USAID/Jordan

I. Project Coding Structure

In accordance with Annex "M" of FY 1991 Annual Budget Submission Guidance (ABS), the below listed projects were coded as per the attached project coding sheets.

1. 278-K646 - Commodity Import Program
2. 278-0255 - Loan Guarantee/Small Enterprise Development
3. 278-0264 - National Agriculture Development
4. 278-0266 - Technical Services and Feasibility Studies V
5. 278-0267 - Development Administration Training IV
6. 278-0272 - Private Services Sector Development
7. 278-0274 - Agricultural Marketing Development
8. 278-0275 - Marketing of Birth Spacing
9. 278-0277 - Private Enterprise Technical Resources
10. 278-0283 - Financial Market Development
11. 278-0284 - Trade and Investment
12. 278-0285 - Training for Private Sector Development
13. 278-0286 - Vocational and Technical Training Reform
14. 278-0287 - Strengthening of Family Health Services
15. 278-0288 - Environmental Services Development

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEBD	60				
S1 PVT	100		S1		
S1 PSD	100		S1		
S1 TPV	10		S1		
S1 AGB	10		S1		
S1 MNF	10		S1		
S1 SRV	10		S1		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PETI	40				
S1 PVT	100		S1		
S1 PSD	100		S1		
S1 TPV	10		S1		
S1 AGB	2		S1		
S1 MNF	5		S1		
S1 SRV	5		S1		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
S1			S1		
S1			S1		
S1			S1		
S1			S1		
S1			S1		
S1			S1		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
S1			S1		
S1			S1		
S1			S1		
S1			S1		
S1			S1		
S1			S1		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
S1			S1		
S1			S1		
S1			S1		
S1			S1		
S1			S1		
S1			S1		

\*\* Only Africa Bureau Missions should fill out this Column. See Reverse Side

Project Number 278-0255 Date 5/21/89

Fiscal Year 1990 OYB          Africa Only

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEFM	50				
PVT	80				
INS	25				
TTE	10				
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEED	50				
PSD	100				
WID	25				
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

\*\* Only Africa Bureau Missions should fill out this Column. See Reverse Side.

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
AGRE	35				
SI			SI		
DOM	100		SI		
SI			SI		
AIB	100		SI		
SI			SI		
RAT	100		SI		
SI			SI		
TPU	20		SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
AGEX	45				
SI			SI		
CRP	100		SI		
SI			SI		
DOM	100		SI		
SI			SI		
AIB	100		SI		
SI			SI		
TPU	10		SI		
SI			SI		
TPV	10		SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
AGPM	10				
SI			SI		
TPU	100		SI		
SI			SI		
DOM	100		SI		
SI			SI		
AIB	100		SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
AGCR	10				
SI			SI		
AGB	50		SI		
SI			SI		
PSD	100		SI		
SI			SI		
PVT	100		SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

\*\* Only Africa Bureau Missions should fill out this Column. See Reverse Side.

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PSMG	100%				
SI PUB	100%		SI		
SI URB	100%		SI		
SI INS	70%		SI		
SI SPR	10%		SI		
SI DCD	10%		SI		
SI PSD	15%		SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
RBE	26%				
SI RPS	3%		SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

\*\* Only Africa Bureau Missions should fill out this Column. See Reverse Side

Activity Code	Percent	Amount**
PSMG	22%	
TAC	100%	
TUS	100%	
TMA	100%	

Activity Code	Percent	Amount**
PSMG	1%	
TTE	100%	
ITH	100%	
TFE	100%	

Activity Code	Percent	Amount**
PSMG	7%	
TAC	100%	
TUS	100%	
TFE	100%	

Activity Code	Percent	Amount**
PSMG	4%	
TTE	100%	
TIC	100%	
TMA	100%	

Activity Code	Percent	Amount**
PSMG	22%	
TTE	100%	
TUS	100%	
TMA	100%	

Activity Code	Percent	Amount**
PSMG	1%	
TTE	100%	
TIC	100%	
TFE	100%	

Activity Code	Percent	Amount**
PSMG	7%	
TTE	100%	
TUS	100%	
TFE	100%	

Activity Code	Percent	Amount**
PEBD	22%	
TTE	100%	
TUS	100%	
TMA	100%	

Activity Code	Percent	Amount**
PSMG	2%	
TTE	100%	
TTH	100%	
TMA	100%	

Activity Code	Percent	Amount**
PEBD	7%	
TTE	100%	
TUS	100%	
TFE	100%	

\*\* Only Africa Bureau Missions should fill out this Column. See Reverse Side

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEBD	1%				
TTE	100%				
TTH	100%				
TMA	100%				

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEBD	1%				
TTE	100%				
TTH	100%				
TFE	100%				

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEBD	2%				
TTE	100%				
TIC	100%				
TMA	100%				

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEBD	1%				
TTE	100%				
TIC	100%				
TFE	100%				

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**

\*\* Only Africa Bureau Missions should fill out this Column. See Reverse Side

Project Number 278-0272 Date 5/16/89

Fiscal Year 1991 OYB \_\_\_\_\_ Africa Only

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEED	50				
PVT	100				
SI			SI		
INS	50		SI		
SI			SI		
SI			SI		
SRV	100		SI		
SI			SI		
PSD	100		SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEDR	5				
PVT	50				
SI			SI		
PUB	50		SI		
SI			SI		
SPR	100		SI		
SI			SI		
SRV	100		SI		
SI			SI		
PSD	100		SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEMT	20				
PVT	100				
SI			SI		
SI			SI		
SRV	100		SI		
SI			SI		
PSD	100		SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEIT	25				
PVT	100				
SI			SI		
SI			SI		
SRV	100		SI		
SI			SI		
PSD	100		SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

\*\* Only Africa Bureau Missions should fill out this Column. See Reverse Side

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
AGMK	80				
\$1 PUB	90		\$1		
\$1 PSD	60		\$1		
\$1 INS	30		\$1		
\$1 PVT	10		\$1		
\$1 POR	30		\$1		
\$1 TTE	10		\$1		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
AGPR	15				
\$1 PUB	100		\$1		
\$1 SPR	100		\$1		
\$1			\$1		
\$1			\$1		
\$1			\$1		
\$1			\$1		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEPZ	5				
\$1 PSD	100		\$1		
\$1			\$1		
\$1			\$1		
\$1			\$1		
\$1			\$1		
\$1			\$1		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
\$1			\$1		
\$1			\$1		
\$1			\$1		
\$1			\$1		
\$1			\$1		
\$1			\$1		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
\$1			\$1		
\$1			\$1		
\$1			\$1		
\$1			\$1		
\$1			\$1		
\$1			\$1		

\*\* Only Africa Bureau Missions should fill out this Column. See Reverse Side

Project Number 278-0275 Date \_\_\_\_\_

Fiscal Year 1989 OYB \_\_\_\_\_  
Africa Only

Activity Code	HECS	Percent	Amount**	Activity Code	Percent	Amount**
	HECS	80%	_____			_____
\$1	SMA	80%	_____	\$1		_____
\$1	PVT	10%	_____	\$1		_____
\$1	TTE	5%	_____	\$1		_____
\$1	TTH	5%	_____	\$1		_____
\$1			_____	\$1		_____
\$1			_____	\$1		_____

Activity Code	PNSD	Percent	Amount**	Activity Code	Percent	Amount**
	PNSD	15%	_____			_____
\$1	PUB	60%	_____	\$1		_____
\$1	TTE	20%	_____	\$1		_____
\$1	TTH	20%	_____	\$1		_____
\$1			_____	\$1		_____
\$1			_____	\$1		_____
\$1			_____	\$1		_____

Activity Code	PNSU	Percent	Amount**	Activity Code	Percent	Amount**
	PNSU	5%	_____			_____
\$1	PUB	100%	_____	\$1		_____
\$1			_____	\$1		_____
\$1			_____	\$1		_____
\$1			_____	\$1		_____
\$1			_____	\$1		_____
\$1			_____	\$1		_____

Activity Code		Percent	Amount**	Activity Code	Percent	Amount**
			_____			_____
\$1			_____	\$1		_____
\$1			_____	\$1		_____
\$1			_____	\$1		_____
\$1			_____	\$1		_____
\$1			_____	\$1		_____
\$1			_____	\$1		_____

Activity Code		Percent	Amount**	Activity Code	Percent	Amount**
			_____			_____
\$1			_____	\$1		_____
\$1			_____	\$1		_____
\$1			_____	\$1		_____
\$1			_____	\$1		_____
\$1			_____	\$1		_____
\$1			_____	\$1		_____

\*\* Only Africa Bureau Missions should fill out this Column. See Reverse Side

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEBD	100%				
SI PUB	100%		SI		
SI TWN	100%		SI		
SI PSD	100%		SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

\*\* Only Africa Bureau Missions should fill out this Column. See Reverse Side

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEFM	100				
SI PVT	50		SI		
SI INS	20		SI		
SI PSD	90		SI		
SI TTE	20		SI		
SI SPR	40		SI		
SI PUB	50		SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

\*\* Only Africa Bureau Missions should fill out this Column. See Reverse Side.

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PETI	30				
PUB	100				
SI MPR	25		SI		
TIC	25		SI		
SPR	25		SI		
PSD	25		SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PETI	30				
PVT	100				
PSD	100		SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEFM	20				
TTE	25				
INS	80		SI		
PSD	60		SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEFM	20				
PVT	100				
PSD	100		SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

\*\* Only Africa Bureau Missions should fill out this Column. See Reverse Side

Activity Code	Percent	Amount**
PSMG	10%	
TAC	100%	
TUS	100%	
TMA	100%	
SI		

Activity Code	Percent	Amount**
PSMG	1%	
TIE	100%	
TIH	100%	
TFE	100%	
SI		

Activity Code	Percent	Amount**
PSMG	3%	
TAC	100%	
TUS	100%	
TFE	100%	
SI		

Activity Code	Percent	Amount**
PSMG	4%	
TIE	100%	
TIC	100%	
TMA	100%	
SI		

Activity Code	Percent	Amount**
PSMG	10%	
TIE	100%	
TUS	100%	
TMA	100%	
SI		

Activity Code	Percent	Amount**
PSMG	1%	
TIE	100%	
TIC	100%	
TFE	100%	
SI		

Activity Code	Percent	Amount**
PSMG	3%	
TIE	100%	
TUS	100%	
TFE	100%	
SI		

Activity Code	Percent	Amount**
PEBD	38%	
TIE	100%	
TUS	100%	
TMA	100%	
SI		

Activity Code	Percent	Amount**
PSMG	1%	
TIE	100%	
TIH	100%	
TMA	100%	
SI		

Activity Code	Percent	Amount**
PEBD	13%	
TIE	100%	
TUS	100%	
TFE	100%	
SI		

\*\* Only Africa Bureau Missions should fill out this Column See Reverse Side

Project Number 0285

Date 5/23/89

Fiscal Year 1991

OY II

Africa Only

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEBD	2%				
TTE	100%				
TTH	100%				
TMA	100%				

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEBD	1%				
TTE	100%				
TTH	100%				
TFE	100%				

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEBD	10%				
TTE	100%				
TIC	100%				
TMA	100%				

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PEBD	3%				
TTE	100%				
TIC	100%				
TFE	100%				

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**

\*\* Only Africa Bureau Missions should fill out this Column. See Reverse Side

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PELD	50				
SI PSD	100		SI		
SI SPR	20		SI		
SI INS	80		SI		
SI PUB	80		SI		
SI PVT	20		SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
EDEI	50				
SI INS	100		SI		
SI PUB	80		SI		
SI SPR	20		SI		
SI TTE	20		SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

\*\* Only Africa Bureau Missions should fill out this Column. See Reverse Side.

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PNSD	50%				
PUB	30%				
SI			SI		
PVL	30%		SI		
PVU	30%		SI		
TTE	5%		SI		
ROR	5%		SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PNSD	40%				
PUB	30%				
SI			SI		
PVU	10%		SI		
PVL	15%		SI		
RDC	15%		SI		
TTE	10%		SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
PNSU	10%				
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

Activity Code	Percent	Amount**	Activity Code	Percent	Amount**
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		
SI			SI		

\*\* Only Africa Bureau Missions should fill out this Column. See Reverse Side.

