

UNCLASSIFIED

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AGENCY FOR INTERNATIONAL DEVELOPMENT

Washington, D. C. 20523

PROJECT PAPER

Oman: 272-0105
Omani-American Joint Commission II

UNCLASSIFIED

PROJECT DATA SHEET

1. TRANSACTION CODE

A = Add
C = Change
D = Delete

Amendment Number

DOCUMENT CODE

3

COUNTRY/ENTITY
Sultanate of Oman/OAJC

4. BUREAU/OFFICE
ENE/MENA

2. PROJECT NUMBER
272-0105

3. PROJECT TITLE (maximum 40 characters)
Omani-American Joint Commission II

6. PROJECT ASSISTANCE COMPLETION DATE (PACD)
MM DD YY
11 23 09 2

7. ESTIMATED DATE OF OBLIGATION
(Under "B:" below, enter 1, 2, 3, or 4)
A. Initial FY 910 B. Quarter C. Final FY 910

8. COSTS (\$000 OR EQUIVALENT \$1 =)

A. FUNDING SOURCE	FIRST FY			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total						
(Grant)	(3,500)	(500)	(4,000)	(3,500)	(500)	(4,000)
(Loan)	()	()	()	()	()	()
Other						
U.S.						
Host Country		300	300		1,700	1,700
Other Donor(s)	3,500	800	4,300	3,500	2,200	5,700
TOTALS						

9. SCHEDULE OF AID FUNDING (\$000)

A. APPRO- PRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) EST	750	710				4,000		4,000	
(2)									
(3)									
(4)									
TOTALS						4,000		4,000	

10. SECONDARY TECHNICAL CODES (maximum 8 codes of 3 positions each)

11. SECONDARY PURPOSE CODE

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)

A. Code	PSMG	PELD	NRMP
B. Amount	2,000	1,000	1,000

13. PROJECT PURPOSE (maximum 480 characters)

Collaborative design and implementation of development projects and other development activities.

14. SCHEDULED EVALUATIONS

Interim MM YY MM YY Final MM YY

15. SOURCE/ORIGIN OF GOODS AND SERVICES
 000 941 Local Other (Specify)

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a _____ page PP Amendment.)

17. APPROVED BY
Signature: Duncan R. Miller
Title: U.S. Representative Omani-American Joint Commission
Date Signed: 04 DD YY 01/26/90

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
MM DD YY

Henry Holland
Financial and Administrative Officer

Henry Holland

PROJECT AUTHORIZATION

Name of Country/Entity: The Sultanate of Oman
Name of Project: Omani-American Joint Commission II
Number of Project: 272-0105

1. Pursuant to Section 531 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Omani-American Joint Commission II Project for the Sultanate of Oman (the "Cooperating Country") involving planned obligations of not to exceed \$4,000,000 in Grant funds over a two-year period from date of authorization subject to the availability of funds in accordance with the A.I.D. OYB/allotment process, to help in financing foreign exchange and local currency costs for the project. The planned life of the project shall be through December 31, 1992.

2. The Project consists of the provision of assistance to support the collaborative design and implementation of development projects and activities of the Omani-American Joint Commission.

3. The Project Agreement which may be negotiated and executed by the officer(s) to whom such authority is delegated in accordance with A.I.D. regulations and Delegations of Authority shall be subject to the following essential terms and covenants and major conditions, together with such other terms and conditions as A.I.D. may deem appropriate.

4. a. Source and Origin of Commodities, Nationality of Services

Commodities financed by A.I.D. under the Project shall have their source and origin in the Cooperating Country or in the United States, except as A.I.D. may otherwise agree in writing. Except for ocean shipping, the suppliers of commodities or services shall have the Cooperating Country or the United States as their place of nationality, except as A.I.D. may otherwise agree in writing. Ocean shipping financed by A.I.D. under the Project shall, except as A.I.D. may otherwise agree in writing, be financed only on flag vessels of the United States.

b. Training

In order of achieve the training/education outputs of the Project, Code 941 countries will be included as possible venues for Project training/education programs. This expansion of authorized training/education venues reflects the fact that some programs to be undertaken outside of Oman will be for non-English speaking participants, and therefore must be conducted in those Arabic-speaking countries included in Geographic Code 941.

26 Sept. 1990

Date


for Duncan R. Miller

Omani-American Joint Commission
Grant II Proposal

- Part I. Introduction
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 - B. Other Donor Assistance
- Part II. Description of the Grant
- Part III. Implementation and Management Arrangements
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OAJC Grant II
- 2. IEE
- 3. 1990 OAJC Work Plans (See Project Files)
- 4. A.I.D. Checklists (See Project Files)

OMANI-AMERICAN JOINT COMMISSION II GRANT

PART I. Introduction

Strategically located on the oil-rich Arabian Peninsula, Oman commands the southern side of the Strait of Hormuz. Since much of the world's oil trade passes through these waters, the United States has a vital interest in maintaining free passage through the Strait and preserving the economic and political stability of the countries in the region.

Oil has been the basis of Oman's rapid economic growth. However, at about the time when Oman's public investment program reached its peak, world oil prices fell, sharply reducing Government revenues. In response, the Government reduced public expenditures and increased external borrowing.

In 1980, Oman and the United States agreed to U.S. military access to certain Omani military facilities, thereby enhancing the United States' military response capability in Southwest Asia and the Persian Gulf. Parallel to this agreement was the creation of the Omani-American Joint Commission for Economic and Technical Cooperation to administer the economic assistance program. Since the creation of the Joint Commission, the United States, through A.I.D., has provided grant funds to support the operations and technical assistance activities of the Joint Commission. Both the Joint Commission and the projects which it supports provide tangible evidence to the Omani people of the benefits of Oman's relationship with the United States.

A. OAJC Strategy and Accomplishments to Date

Oman suffers a number of constraints to sustainable economic growth and development: of foremost importance is the need to conserve and better manage the scarce renewable resources of this desert country; secondly, is the need to provide productive employment opportunities to its rapidly expanding population in all sectors; thirdly, is the need to diversify the productive sectors of the national economy to reduce its reliance on oil as the chief foreign exchange earner; and lastly, the need to spread the benefits of development to the entire population in ways that enhance its individual productive capabilities.

The OAJC's strategy, since its inception, has consistently focused on the conservation and management of fisheries and water resources, the two major renewable natural resources of the country. This assistance has provided reliable information on the nation's fisheries resources and how they are being harvested and an awareness of the need for management and conservation efforts if this resource is to be harvested on a sustainable basis. A.I.D. assistance in the water sector has contributed to Government's own rethinking of its water resources policies and national institutional framework as well as expanding the water and wastewater systems in major urban areas.

The second major focus of the Omani-American Joint Commission's program is on human resources development. OAJC's assistance over the past ten years has been instrumental in augmenting the country's educational infrastructure, especially rural schools. Training programs of the Joint Commission have addressed the difficult problems of institutional development and technology transfer in priority productive sectors and broad-based development services sectors. The Commission estimates that it's assistance to the Education and Human Resources Development sector has benefited over two percent of the national population.

The Joint Commission structure for managing joint U.S.-Omani assistance has been an important vehicle for maintaining a dialogue between the two Governments on development planning and investment priorities. Problems which the Joint Commission has encountered in terms of absorptive capacity and development planning and management also equally affect the Government's own development investments. Institutional sustainability of the Commission and the concept of cooperation which it embodies is a critical challenge of the Commission's management during this decade.

To promote the sustainability of the development program of the Joint Commission, the Omani Government has contributed equal or greater amounts to all of the Joint Commission's projects. Secondly, the OAJC's linkages to the Ministry of Finance and Economy promote collegial discussions of investment planning, particularly in areas of substantial OAJC involvement. Thirdly, each project activity now has a sizable human resources development component to insure that trained Omani manpower is available to carry on project activities after the departure of project funded technical advisors.

However, insuring the long term sustainability of the Commission remains a difficult task. During the next two years, the Commission will be developing and implementing its program for the 1990's. As the Commission puts together its program, it seeks to build a more sustainable organization.

B. Other Donor Assistance

Although almost every European and Arab country has some type of bilateral agreement for mutual cooperation with Oman, the OAJC is the only resident commission. Other bilateral commissions meet annually, express their mutual political will to cooperate in various endeavors, allocate a few scholarships and then depart. There is no published data about ODA flows by donor. There are no donor meetings, no consultative group, no roundtable group and no formal mechanism for donor assistance coordination.

The Government of Oman has three organizations to monitor and coordinate donor activities. These are: (1) the Ministry of Foreign Affairs' (MFA) Conferences and International Organizations Department (for UNDP, UNICEF, WHO); (2) the Ministry of Foreign Affairs' Economic and Technical Cooperation

Department; and (3) Ministry of Finance and Economy's (MOFE) Office of the Undersecretary for Economic Affairs (MOEFA). Some bilateral or joint commissions are under the Ministry of Foreign Affairs and some are under the Ministry of Finance and Economy. There do not appear to be any rules as to the distribution nor is there any formal coordination between the three Omani organizations. The OAJC's Managing Director is the Undersecretary for Economic Affairs at MOFE and the Deputy Co-Chairman is the Head of the Economic and Technical Cooperation Department at MFA. Because of this high-level political and developmental representation, the OAJC is better situated than any other donor.

Arab bilateral and multilateral funds assist Oman in loan and grant financing for large infrastructure projects, and to a lesser extent, feasibility and planning studies. This assistance is tied to GCC relations and neither the planning nor the specific project details are coordinated with other donors.

The UNDP has evolved into largely a reimbursable short-term technical assistance mechanism to access UN sister agency expertise. For example, the FAO assists the Ministry of Agriculture and Fisheries with most of its development programs; UNIDO assists the Ministry of Commerce and Industry with industrial planning and development; UNICEF works with the Ministry of Health on a variety of Child Survival activities. UNDP assistance covers a diverse set of sectors/ministries and the program is highly regarded by the GovOman.

The "aid program" of the United Kingdom is clearly the most long-standing. Given the program's age and political interests, Britain uses multiple and complicated aid delivery mechanisms. For example, through ODA, grant-funded, UK-based scholarships are allocated annually to GovOman agencies via a joint commission. The British Council, under ODA sponsorship, provides limited TA to a few ministries (currently in Information, Vocational Education and Agriculture and Fisheries). The British Council also runs a large English Language program on a commercial basis. The UK Ministry of Trade and Industry provides direct grants to certain British firms operating in Oman in order to maintain their presence in-country. Several other European countries actively pursue the same subsidy approach.

In 1988 the Government of Japan accorded Oman a concessional loan of \$200 million. The loan funds are reported to be entirely untied and can be allocated by the GovOman. Japan also has extended the Government of Oman a grant of about \$7 million for technical assistance which is tied aid. Technical expertise financed by the Japan largely comes through JICA. There are no current plans for additional capital assistance.

The multilateral financial institutions such as the World Bank and the IMF presently do not have active programs or projects in the Sultanate.

In general, donors in Oman tend to coordinate informally amongst themselves and through their linkages within the Omani Government structure. However, given the commercial and trade objectives associated with most bilateral programs in Oman, there are definite limits to the information shared.

PART II. Description of the Grant

The purpose of the OAJC II Grant is closely related to the fundamental objectives of the OAJC itself. At present, the current purpose of the OAJC II Grant is to collaboratively design and implement development projects and activities. During the period of this Grant, the OAJC intends to refine its basic organizational objectives. While it is not possible to predict the outcome of this process, it is thought that the OAJC may be instrumental, in the longer term, in facilitating the adaptation and use of U.S. technologies, human and physical, in Oman's development process. A substantial proportion of the OAJC's program activities are presently involved in various kinds of technology transfer as discussed in the following paragraphs.

In Fisheries: The Commission wants to apply research and statistical information to fisheries management and development through training and selective technical assistance. We believe that A.I.D.'s international experience in natural resources management and conservation would be helpful in the transfer of these types of technologies. The Commission also seeks to promote the upscaling of the fishing technology used by the private sector and remove impediments to greater private sector investment in the sector. The Commission believes that given the proper incentives, U.S. and other international business interests working together with Omani businesses can improve fishing technologies, boat design and the quality of fisheries products.

In Water Resources: The Commission will work with Salalah and Muscat municipal authorities to prepare and begin implementation of long-term plans for water resources development and management, part of which will be recommendations for institutionalizing regional water resources planning and management methods and techniques. The Commission plans to work with the Ministry of Water Resources to improve its water resources information system and better utilize that information for management purposes in conjunction with other ministries and regional authorities. Again, A.I.D., and the United States in general, has considerable experience in water resources management and conservation technologies. Such technologies, if successfully introduced, would serve Oman's future development well.

In Human Resources: The OAJC is embarking on a training program concurrent with future program design to train Omani officials in the use and analysis of labor market and employment statistics. We expect that once designed, the Human Resources Development

Project will promote the adaptation of U.S. educational technologies, especially those related to job training.

A new area of emphasis is capital projects development. A capital projects development fund will finance feasibility and design work for capital projects in the public and private sectors which, if implemented, would provide basic public and private infrastructure or other incentives to encourage private investment, employment opportunities and economic diversification.

In general, A.I.D. has considerable experience in development management and the technologies related to development management. For example, A.I.D. has worked with many different systems for investment planning and public financing. This experience should be of use in helping the Omani Government utilize its oil revenues more efficiently for development purposes. A.I.D. has experience in encouraging private sector investment and development which, again, should be of utility to the Government of Oman as it seeks ways of encouraging greater private sector growth and participation in the national economy. It seems that these types of development management technologies relating to natural resources management and promoting sustainable economic growth would be of considerable utility to the Government of Oman and something which A.I.D. has some comparative advantage in being able to provide.

The major outputs of the Commission attributable to the OAJC II Grant are: (1) sound development investment plans for OAJC resources in the areas of human resources development, natural resources development (fisheries and water) and private sector development; (2) a plan for upgrading OAJC staff competences in areas of OAJC involvement and in areas consistent with Oman's development needs; (3) planned sustainable internal management systems which use the Commission's staff and financial resources effectively and efficiently; and, (4) a plan for a guidance system for the Commission that keeps the Commission focused on key development problems facing Oman.

The major categories of inputs funded under the OAJC II Grant are three: (1) the shared cost of operations for the OAJC; (2) OAJC program support costs; and (3) OAJC program development costs. Sectorial project and program financing (fisheries, water resources development, human resources development, private sector development and capital project financing) will be provided outside of the scope of this Grant.

The OAJC II Grant Budget is summarized on the following page and the major input categories are described in illustrative terms below. A more detailed grant budget is contained in the first annex to the grant proposal.

OAJC II GRANT BUDGET (5000)

AID CONTRIBUTION	1990	1991	1992	TOTAL
1. OAJC Operating Budget	0.0	252.6	247.4	500.0
2. Program Support	154.1	480.1	365.5	1000.0
OAJC Staff Development	0.0	25.0	30.0	
OAJC Expat. staff	94.1	395.4	295.0	
OAJC Internal studies	60.0	60.0	40.5	
3. Program Development	765.0	1375.0	360.0	2500.0
BDP	180.0	0.0	60.0	
CPDF	55.0	10.0	0.0	
OMAR	100.0	65.0	0.0	
HRD	220.0	460.0	0.0	
WATER II	0.0	0.0	100.0	
TRAINING PROGRAM	210.0	840.0	200.0	
 TOTAL OAJC II (AID)	 919.1	 2108.0	 972.9	 4000.0
OMANI CONTRIBUTION				
-OAJC OE	0.0	252.6	247.4	500.0
- "in kind" contributions	20.0	100.0	80.0	200.0
-Dev. plans and studies	350.0	400.0	250.0	1000.0
 TOTAL OAJC II (OMANI)	 370.0	 752.6	 577.4	 1700.0

PART III. Implementation and Management Arrangements

A. Operating Expenses of the OAJC

Annually, the OAJC prepares an operating budget for the approval of the OAJC Co-Chairmen. Since the inception of the Commission, the principle of joint financing has been maintained. The operating expenses of the Commission have been shared nearly equally between A.I.D. and the Government of Oman. We expect this procedure to continue with little or no change. Presently OAJC operating costs are approximately 175,000 Omani Rials annually. The planned staff increases will probably bring these costs up to about 200,000 R.O. over the next several years. A.I.D.'s share of OAJC operating costs is expected to remain constant at its present level of about \$250,000 annually for the next several years.

Procedurally, the OAJC will prepare its operating budget along with annual work plans and submit them to the Co-Chairmen for approval. Once approved the Ministry of Finance and Economy will make their contribution available in periodic tranches. The A.I.D. portion of financing also will be made available in periodic tranches. OAJC Operating Budget expenditures will be reported in OAJC Quarterly Reports and Annual Reports. In addition, the OAJC Operating Budget account will be audited annually by an international auditing firm with a branch office in Muscat.

B. OAJC Program Support Costs.

As the OAJC's management collective sorts out the question of the future direction of the organization, regardless of the direction that the OAJC takes, the OAJC will need to bolster its staff competencies to manage its present portfolio and the development of its future program. To obtain the appropriate mix of staff skills, the OAJC intends to hire one or two senior U.S. Officers on PSCs and recruit Omani counterparts who after training and experience will eventually replace the expatriates. Funding for expatriate officers and the training of Omani staff will be financed from the OAJC Institutional Development Budget of the OAJC II Grant. Other institutional development and management consultancies for the OAJC itself may also be financed from this account.

C. Program Development Costs

1. Productive Employment Generation

a. Human Resources Development. In conjunction with several Omani institutions, the OAJC intends to conduct manpower needs assessments for the private sector and the public health and education service sectors. These assessments are expected to link to Oman's vocational training system and their health and educational schools. Furthermore, to achieve the Omanization objectives, specialized training and supervision arrangements

will be need to be prepared for jobs into which Omanis will enter. As this is a relatively new area of involvement for the OAJC and a complex development problem, there will be a need for a sizable development investment. First, the OAJC intends to finance the studies noted above and others if needed. Second, in anticipation of moving toward project implementation, the OAJC wants to identify the types of skills required for project development and design and commence training manpower in these skills as soon as possible.

b. Private Sector Development. While a strategy for promoting the expansion of the private sector is being defined, there is a clear need for a representational private sector organization that provides meaningful support to its membership and serves as a spokesperson for private sector interests before Government. The OAJC expects to work with the Oman Chamber of Commerce and Industry (OCCI) to support its functions in this area. Design studies for this Grant to OCCI may be financed by PD&S funds. Furthermore, small studies and training activities related to the private sector may also be financed from the PD&S account.

2. Natural Resources Management

a. Water Resources Development. The Commission intends to develop a modest follow-on project in Water Resources Development to continue activities begun earlier. Several studies are anticipated related to further development of data bases for water resources management and the watershed planning and management.

b. Fisheries. The OAJC expects to continue to provide project assistance to the Directorate General of Fisheries to improve its capability to manage Oman's fisheries resources in a way which encourages the efficient and sustainable development of these resources by the private sector; and intends to work more directly with the private sector on fishing technology adaptation, boat design, improving quality control and in other areas of interest of the industry. PD&S funds may be used for monitoring, evaluation, redesign or other special studies. Secondly, it is expected that some elements of the transitional phase of assistance between the Fisheries Development Project and the Fisheries Development and Management Project will be financed from PD&S.

3. Sector Program and Investment Planning Activities

The OAJC can be instrumental in assisting the Omani Government plan large investments outside of the areas of project focus. Activities funded will be expected to improve the efficiency and technical quality of public investments and encourage greater private investment for development. For example, the OAJC has used PD&S funds for an international seminar on priorities for Oman's agricultural sector and for a recurrent cost study of primary and intermediate schools. The possibility of a health sector financing study in late 1990 or early 1991 is under

consideration. The Commission expects to use PD&S funds for the design of a capital projects financing activities. The Commission will explore options for pre-feasibility and sector studies with the Development Council and the Ministry of Finance and Economy. In principle, PD&S funds will be used for sector policy and/or program planning activities, macro-economic type studies, and short-term pre-feasibility type studies. Detailed feasibility studies, actual design studies and any follow-on investments are expected to be funded from active or new projects.

4. PD&S Training

The PD&S Training fund is set up to finance training in priority areas of OAJC concern that are outside the scope of project assistance. Three types of training activities are envisioned:

- a. Training assistance designed to maintain continuity to OAJC assistance during the period of transition from projects completed during the first 10 year program cycle until a new project comes on line. In these cases the training activities will be phased into a project account as the project comes on line. Manpower Development and Health are two such areas.
- b. Training activities which support the development of planning and management capabilities within the OAJC counterpart organizations and those contributing to development planning and management, i.e. Development Council, Ministry of Finance & Economy, Ministry of Civil Service, Department of Labor. These activities are designed to improve the overall effectiveness of development planning in the Sultanate.
- c. Training activities in areas of OAJC and USAID priority concern which are not planned for project assistance. This can include conferences, seminars, in-country courses, technical training or technical assistance to develop or manage training programs. These can be in private sector/business/marketing development outside the scope of the BDP, Women In Development, Energy, AIDS, Technology Transfer, U.S./Omani institutional linkages, or other areas of priority concern.

Specific training initiatives are identified by sector in a yearly Co-Chairman agreement covering PD&S Training activities for the calendar year.

D. Monitoring and Evaluation

1. CDSS

The agreements which founded the OAJC appropriately defined the management principles which were to guide the OAJC and the development of its program. While organizational types, functions and strategies were discussed in the early days of establishing the Commission, no clear agreements were documented. The Commission believes that the experience of the OAJC over the

past decade and the evolving development needs of Oman offer an opportunity for defining more clearly the role of the OAJC for the next ten years.

2. Annual Work Plans

In direct response to the Omani Government's project and program management capabilities and the need to build sound planning and management practices, the OAJC uses internal annual work plans for program and project management purposes. OAJC annual work plans include a brief discussion of program objectives, expected results for the planning period, summaries of project activities and PD&S activities, proposed allocation of program resources, OAJC Operating Budget for the planning period, planned organizational development objectives and activities, and the identification of OAJC and program performance indicators. The procedure for preparing annual work plans is new and undoubtedly will be modified. OAJC management submits work plans for approval by the two OAJC Co-Chairmen.

3. Program Reviews and Quarterly Reports

Quarterly management reports are prepared as of the end of March, June, September to keep the OAJC Co-Chairmen informed of progress made throughout the year. The preparation of these quarterly reports enables project and program staff to raise any important issues with OAJC management and make adjustments in work schedules and priorities. Whenever possible, OAJC management uses these quarterly reports to informally discuss major achievements and/or problems with the Co-Chairmen. In lieu of a fourth quarterly report, the OAJC reviews and prepares a report of this program review for subsequent review by the ANE Bureau. After the end of the calendar year, the document is edited to note any major achievements or problems which have taken place late in the calendar year and distributed as the OAJC Annual Report.

4. Project and Program Evaluations

The OAJC periodically evaluates project implementation. On an annual basis, project contractors are required to prepare annual project reports which are reviewed by OAJC staff and management. External evaluations are normally carried out a year or two after project activities commence primarily to address implementation problems which often appear as projects start. Approximately mid-way through project implementation, a mid-term evaluation is conducted to allow for any major structural changes in the project's conceptual framework, level of investment, internal resource allocation or implementation schedule. Scheduling of evaluations is flexible and can be moved forward or backward according to management concerns and workload. In general the OAJC tries to have external project evaluations at least at three year intervals.

In the context of the OAJC's strategy, the Commission intends to carry out program reviews and assessments on approximately three year intervals. These program reviews are expected to review program monitoring information and reports and provide an independent assessment of progress being accomplished by the OAJC program and the Commission's organizational development. Secondly, these reviews will re-examine the development context, objectives and constraints of the Omani Government and insure that the program continues to face major development constraints effectively. These program reviews will also take into considerations the major assumptions associated with the OAJC II Grant.

OAJC II GRANT BUDGET (\$000)

AID CONTRIBUTION	1990	1991	1992	TOTAL
1. OAJC Operating Budget	0.0	252.6	247.4	500.0
2. Program Support	154.1	480.4	365.5	1000.0
OAJC Staff Development	0.0	25.0	30.0	
OAJC Expat. staff	94.1	395.4	295.0	
OAJC Internal studies	60.0	60.0	40.5	
3. Program Development	765.0	1375.0	360.0	2500.0
BDP	180.0	0.0	60.0	
CPDF	55.0	10.0	0.0	
OMAR	100.0	65.0	0.0	
HRD	220.0	460.0	0.0	
WATER II	0.0	0.0	100.0	
TRAINING PROGRAM	210.0	840.0	200.0	
TOTAL OAJC II (AID)	919.1	2108.0	872.9	4000.0
OMANI CONTRIBUTION				
-OAJC OE	0.0	252.6	247.4	500.0
-"in kind" contributions	20.0	100.0	30.0	200.0
-Dev. plans and studies	350.0	400.0	250.0	1000.0
TOTAL OAJC II (OMAN)	370.0	752.6	577.4	1700.0

ANNEX 1
Table 1
Grant Budget by Components

SUBTABLE 1. Institutional Development Costs (\$000)

	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>TOTAL</u>
OAJC Staff Development	0.0	25.0	30.0	55.0
Training Specialist	31.8	125.4	0.0	157.2
Fisheries Specialist	27.3	130.0	155.0	312.3
HRD Specialist	35.0	140.0	140.0	315.0
OAJC Management Studies	50.0	50.0	30.0	130.0
OAJC Audit	<u>10.0</u>	<u>10.0</u>	<u>10.5</u>	<u>30.5</u>
SUBTOTAL	154.1	480.4	365.5	1,000.0

SUBTABLE 2. Program Development and Support

*Business Development Project (BDP)				150.0
Project Paper Preparation	150.0	-0-	-0-	10.0
OCCI Audit	10.0	-0-	-0-	10.0
Design Studies/Evaluation	<u>20.0</u>	<u>-0-</u>	<u>60.0</u>	<u>80.0</u>
SUBTOTAL	180.0	-0-	60.0	240.0
*Capital Projects Development Fund (CPDF)				
Project Paper Preparation	<u>55.0</u>	<u>10.0</u>	<u>-0-</u>	<u>65.0</u>
SUBTOTAL CPDF	55.0	10.0	-0-	65.0
*Oman Marine Resources Technology Project (OMART)				
Fisheries Tech. Specialist	57.0	-0-	-0-	57.0
Project Paper Preparation	43.0	50.0	-0-	93.0
Design Studies	<u>-0-</u>	<u>15.0</u>	<u>-0-</u>	<u>15.0</u>
SUBTOTAL OMART	100.0	65.0	-0-	165.0
*Human Resources Project (HRD)				
Civil Service Advisor	50.0	100.0	-0-	150.0
Hlth/Education Manpower Study	150.0	-0-	-0-	150.0
Manpower Info System Devel.	-0-	200.0	-0-	200.0
Project Paper Preparation	-0-	120.0	-0-	120.0
Design Studies (10%)	<u>20.0</u>	<u>40.0</u>	<u>-0-</u>	<u>60.0</u>
SUBTOTAL HRD	220.0	460.0	-0-	680.0
*Water Resources II				
Design Studies	<u>-0-</u>	<u>-0-</u>	<u>100.0</u>	<u>100.0</u>
SUBTOTAL	-0-	-0-	100.0	100.0
Transition Trg Activities	210.0	840.0	200.0	1,250.0
TOTAL	919.1	1,855.4	725.5	3,500.0
ROUNDED TOTAL	920.0	1,855.0	725.0	3,500.0

Annex 1. Logical Framework

PROGRAM GOALS	INDICATORS AND MEASURES	ASSUMPTIONS
1. Create productive employment opportunities for Omanis in non-petroleum sectors of national economy.	1. Increase in number of jobs filled by Omanis primarily in private sector.	1. Jobs created are sufficiently attractive for and congruent with Omanis' employment expectations.
2. Natural resources conservation, management and sustainable development.	1. Increase in know resources base. 2. Increase in percent of resources bases covered by management plans.	2. Appropriate and adequate institutional structures exist to begin institutional development efforts.
OAJC ORGANIZATIONAL GOAL	PROGRESS BENCHMARKS	3. there is the will
1. Establish sustainable Omani institution which promotes adaption of U.S. technologies in Oman's development.	1. Agreement reached on OAJC organizational objectives and purpose. 2. Strategy Statement agreed upon.	
OAJC II PURPOSE	3. Organizational development plan agreed upon.	
Collaboratively design and implement development projects and other related development activities.	4. Set of approved project investments	
OUTPUTS	MAGNITUDE/SPECS OF OUTPUTS	
1. sound project investment plans	1. \$15 million invested annually.	4. U.S. C. Funding levels
2. Plans to upgrade staff competencies in key areas (HRD, natural resources, development management)	2. OAJC project management staff organized.	5. recruitment and staff development plans approved.
3. Planned sustainable internal OAJC management systems.	3. Mgmt Info System operational.	6. OAJC controlled unified financial management/accounting system
4. Planned OAJC guidance system.		
INPUTS (in \$000)	USAID OMAN TOTAL	
1. OAJC Operating Expenses	\$ 500 \$ 500 \$1,000	7. AID OS funding continues at current levels for six USDH staff.
2. Program Development and Support Expenses	\$3,500 \$1,200 \$4,700	

ANNEX 2

INITIAL ENVIRONMENTAL EXAMINATION OR CATEGORICAL EXCLUSION

COUNTRY : SULTANATE OF OMAN
PROJECT TITLE : OAJC II Grant
PROJECT NUMBER : 272-0103
PROJECT FUNDING: FY-90; Estimated LOP Funding of \$4
Million Grant

ENVIRONMENTAL ACTION RECOMMENDATION:

Positive Determination _____
Negative Determination _____
Categorical Exclusion X

These activities meet the criteria for Categorical Exclusion in accordance with Regulation 16, Section 216.2(c) and are excluded from further review because they fall within criteria 2(i), and 2(xiv).

ACTION REQUESTED BY: Duncan R. Miller DATE: 12-6-90
Duncan R. Miller
U.S. Representative
Omani-American Joint Commission

APPROVAL: M. Vuk DATE: July 12-90
ANE Bureau
Environmental Officer

Drafter : MBaker MBaker

OAJC Clearances
Environmental Officer: Roger Russell _____
Director of Projects : Anjab Sajwani _____

A. Summary Description of Project Activities.

The Omani-American Joint Commission II Grant (272-0105) is a \$4.0 million grant to the Government of Oman to continue the activities of the Joint Commission. The purpose of the Grant is to collaboratively design and implement development projects and activities. The activities to be funded from the Grant fall into three categories: (a) the basic operations of the OAJC, the costs of which will be shared equally with the Government of Oman; (b) institutional development activities of the Commission, essentially technical assistance and training; and, (c) program development and support activities related to the OAJC's program.

B. Identification and Evaluation of Environmental Impact.

The direct impact of this Grant on Oman's environment is likely to be slight. None of the activities noted above will have a direct impact of the physical environment. Because the OAJC's program deals substantially with the natural resources management and conservation, and because the technical resources required to backstop and manage the Commission's program are funded from this Grant, we expect that the Commission will have a positive indirect impact on Oman's environment. Technical resources funded by the Grant will be instrumental in collaboratively planning development investments with the Omani Government.

C. Recommended Environmental Action

On the basis of the above discussion, it is recommended that the Grant be categorically excluded from further environmental review pursuant to A.I.D. Regulation 16, Paragraph 216.2(c)(i) and (xiv).

OAJC ANNUAL WORK PLAN (1990)
Revised June 1990

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- 1. OAJC Staff List for 1990
- 2. OAJC Staff Training Plan
- 3. Program Financing Tables

OAJC ANNUAL WORK PLAN (1990)

Major Objectives of the OAJC

A. Summary of Program Objectives

The sector focus of the OAJC approved program strategy (fisheries, water resources, and human resources development) appears particularly well suited for the future Omani socio-economic problems and prospects. However, in the past, the OAJC program has extended assistance to only a relatively few public sector institutions. While targeting assistance to an emerging central government was logical in the early 1980's, it is clear the private sector will emerge as the principal source of economic growth and employment in the decade of the 1990's. Hence we anticipate that the OAJC's program will place greater emphasis and resources toward assisting the Omani private sector develop new enterprises and productively employ new labor force entrants. The need for OAJC assistance to the public sector will continue in the areas of natural resource management and planning.

Program Objectives

Sector:	Public Sector	Private Sector
1. Fisheries Development	-Policy development -Resource management -Planning/Budgeting	-Technology Transfer -Employment/Income Generation
2. Water Resources Development	-Resource Planning and Management	-Water Resources Conservation -Technology Transfer
3. Human Resources Development	-Strengthening Public Service Training Institutions -Civil Service Reform/Omanization	-Strengthening Voc/Tech Training Institutions -Omanization
4. Private Sector Development	-Policy Development	-Promoting Industrial Expansion

1. Fisheries Development:

All of the expert analyses of the constraints to Oman's private fisheries share one basic conclusion, namely, that the lack of appropriate public sector resource management policies, programs and investment plans impede private sector development. Potential will not be realized unless public sector performance improves. The fisheries of Oman offer substantial opportunities for expanding exports and employment, and for reducing Oman's

dependence on oil revenues in the longer term. In 1990, the OAJC Fisheries Development and Management Project (FDMP) will continue assistance to the Omani Government for fisheries resources development and management. The purpose of FDMP is to create a public sector capability to manage Oman's fisheries resources in a way which encourages the efficient and sustainable development of these resources by the private sector. The private enterprises engaged in fishing in Oman have demonstrated a vigorous capacity to respond to the opportunities available with new technologies and new markets. The fisheries sector will be a major focus of the proposed shift of some of the OAJC's resources into programs more directly targeted at the private sector.

2. Water Resources Development

On-going project activities will provide immediate relief for critical water-related problems, such as, declining water quality for the city of Salalah and the expansion of the water supply system of Muscat. Institutional support elements of the project will assist the newly-formed Ministry of Water Resources organize and launch its major water resources planning and management programs.

In the longer term, more cost efficient public and private investment is required in improving water conservation and reuse.

3. Human Resources Development

In conjunction with several Omani institutions, the OAJC intends to conduct training needs assessments for the private sector and the public health and education service sectors. These assessments are expected to lead to assistance to strengthen the in-country training institutions which will provide most of the skilled manpower required by both the private and public sectors. The objective for 1990 is to define a workable strategy for Omanization which can be reflected in the Fourth Five-Year Development Plan and can be supported by OAJC assistance.

4. Private Sector Development

Diversified economic growth and employment opportunities over the next decade will occur primarily from an expansion of the economy's private sector. While a strategy for promoting the expansion of the private sector is being defined, there is a clear need for a representational private sector organization that provides meaningful support to its membership and serves as a spokesman for private sector interests before the Government. Our objective for 1990 is to work with the Oman Chamber of Commerce and Industry (OCCI) to define its role in supporting private sector development and supplementing its resources to carry out that role successfully.

B. Summary of Management Objectives

1. Preserve Jointness

During 1990, we will maintain the principle of joint decision-making, joint management and joint financing. The 1990 OAJC budget reflects these principles. Major project development activities in fisheries and the business development center also reflect the principles of jointness in terms of collaborative design of the activities to be financed under these two projects.

2. Initiate Staff Training Plan

Beginning in 1990, the OAJC will develop and implement annual staff training plans. These will include language skills, computer proficiency and technical and development management competencies. The first plan is attached to this report as an annex. The 1990 training budget has been increased threefold in order to facilitate implementation. The systematic approach to staff development should increase efficiency in the short run and promote greater Omanization of program management in the longer term.

II. Summary of Planned Results During 1990

A. FISHERIES DEVELOPMENT

1. Official MAF Adoption of an Organizational Structure:

Adoption will enable the new project's contractor to formulate a training plan for the Directorate General of Fisheries, based on approved positions, job descriptions and staff capabilities. This should be presented as a condition precedent to formulation of a training plan and any subsequent training thereunder. The project indicator will be a ministerial decree officially designating an organizational structure.

2. Official Adoption of a Long-Term (five or ten-year time frame) Fisheries Master Plan: Although this will not be brought about directly as a result of OAJC activities, it is nonetheless crucial for the implementation of the new project. Adoption of the master plan can be specific to the sector or as part of the overall Fourth Five-Year Development Plan (1991-1995). All project activities should be supportive of this plan. The 4th Five-Year Development Plan must be approved by the Government by December 1990. The fisheries sector master plan should be completed by July 1990.

3. Completion of a Series of Strategic and Transitional Activities: These are designed to strengthen the effectiveness of the new fisheries project and fisheries activities within the new private sector project (Business Development Project).

B. WATER RESOURCES DEVELOPMENT

1. Design for the Muscat Water Supply System Improvements: The design will be completed and construction started. The improvements will double the capacity of the existing water storage and transmission capacities, thereby benefiting all of the total population in Muscat estimated to be 350,000.

2. Design and Construction of Wastewater Treatment Facility for Salalah: Construction of a wastewater stabilization facility will be completed before December 1990. The facility will reduce significantly pollution to the city's drinking water resources.

3. Long-term Development Plans: A master plan for Salalah will be produced to guide and coordinate future public investment in water supply and wastewater infrastructure within the Salalah plains. The master plan covers improving the water and wastewater treatment for an estimated population of 77,000, about 5 percent of the total population of Oman in 1989. A consultant for the project will be contracted by mid 1990. Negotiations for a similar master plan for water for Muscat will be concluded with the Ministry of Electricity and Water with an aim to start the consultancy works before the year's end.

C. HUMAN RESOURCES DEVELOPMENT

1. **Human Resources Strategy:** A plan to assist the Government of Oman to deal with its program of "Omanization" will be prepared and will be ready for funding in 1991. It is anticipated that OAJC will provide assistance for manpower development in both the private and public sectors. There needs to be a good "fit" between the Fourth Five-Year Development Plan and planned OAJC investments in training.

D. PRIVATE SECTOR DEVELOPMENT

1. **Business Development Plan:** A plan to assist the Omani Chamber of Commerce and Industry expand its role in the development of Oman's private sector will be prepared. A Project Identification Document and a Project Paper for OAJC assistance to the Chamber of Commerce will be completed by September 1990. The project is expected to be authorized before December 1990.

E. MANAGEMENT

1. **Program Strategy:** A strategy must be developed for development assistance to Oman for the next five years. A program strategy will be prepared to define priority sectors for OAJC assistance, types of assistance, program management procedures (performance benchmarks) and annual funding levels.

III. Summary of Project Work Plans

A. FISHERIES DEVELOPMENT (272-0101.1)

Background

Since 1982, the OAJC has funded training and technical assistance under the \$13 million Fisheries Development Project (FDP). This project will terminate in June 1990, and a second phase Fisheries Development and Management Project (FDMP) is expected to be providing assistance by June 1991.

Recognizing the need to provide assistance more directly to the fisheries private sector, the OAJC is planning that fisheries be an important focus of a planned private sector project to establish a business development center with the Oman Chamber of Commerce and Industry. This would address the need for a strengthened forum in which private sector fisheries interests would be expressed and which would provide assistance in training and project development and packaging.

In the period between the end of FDP and the full mobilization of the FDMP and private sector projects, the OAJC will implement a transitional program with the aims of:

- a) ensuring that the break in the flow of technical assistance does not threaten gains that have been made;
- b) undertaking strategic studies to assess the need for adjustment in programs that are to be further supported and to assess the sustainability of assistance provided so far; and
- c) undertaking preliminary studies and workshops on aspects that might be pursued through the private sector project.

Major Actions in 1990

1. Develop a "Transition period" work plan for the period between FDP and FDMP and the private sector project (February 1990).
2. Finalize the FDMP project paper (February 1990).
3. Consultancy to assess the Stock Assessment and Statistics Programs (March 1990).
4. Release the FDMP Requests for Proposal (April 1990).
5. Close out FDP (June 1990).
6. Recruit and hire an Omani Fisheries Project Officer (June 1990).
7. Monitor the transition period (June-December 1990).

8. Sign FDMP project documentation with the Government of Oman (June 1990).
9. Review proposals for FDMP (July 1990).
10. Under contract negotiations for FDMP (September-October 1990).
11. Complete the fisheries section of the BDC project paper (October 1990).
12. Mobilize the FDMP contractor (November 1990).

Estimated Budget Requirements

1. FDMP Grant Agreement between the OAJC and the Ministry of Finance and Economy - estimates \$40 million life of project grant funding with a first year (1990) increment of \$12 million.
2. An A.I.D.-direct contract will be signed with a U.S. contractor in late 1990 to provide the project inputs of training and technical assistance. This contract will be for an initial four-year period, subject to review and approval for any extension beyond that time frame. The estimated amount of the contract for the first four years is \$20 million. This contract will be incrementally funded.
3. The planned program of transitional activities is expected to require around \$300,000 over the period from June 1990 to June 1991.

Management Issues

1. Negotiation of the Government of Oman's contribution to the FDMP project. Financial analysis of the input requirements of the FDMP project indicates that the Government of Oman's Ministry of Agriculture and Fisheries (MAF) will have to increase its allocation to the fisheries sector significantly. This need is being considered by Government of Oman agencies in the context of the preparation of the 4th Five-Year Development Plan. Final project approval may require senior OAJC management participation in the negotiation of these two documents.
2. Approval to proceed with FDMP project authorization. The OAJC U.S. representative has begun discussions with AID/W on the proper legal and administrative framework for authorizing the new fisheries project.

B. WATER RESOURCES DEVELOPMENT (272-0104)

Background

Oman is a very arid country. The limited rainfall has provided recharge to groundwater which has been adequate for Oman's needs until recently. In the past 20 years, however, extensive

economic development has increased water demands and placed strains on the limited groundwater resources. Given water's increasingly critical role in Oman's development, this project is intended to assist the government to improve its management and use of the country's scarce water resources. The project will improve the planning, management and development of water resources associated primarily with the two largest urban areas of the country, Muscat and Salalah. The project consists of the following major components:

- 1) Muscat Water System Improvements
- 2) Water Master Plan for Muscat
- 3) Water & Wastewater Master Plan for Salalah
- 4) Salalah Wastewater Pond Facilities
- 5) Coastal Zone Management Study
- 6) Institutional Support for Water Resources Management

The OAJC intends to prepare a Project Action Plan to cover the duration of this project (January 1990-September 1992) in March 1990.

1. Muscat Water System Improvements

This project component involves expansion of water supply facilities at Ghubrah and extension of a transmission pipeline to Ruwi in the East and to Seeb in the West. The work involved at the Ghubrah plant includes reservoir expansion and the construction of a fluoridation facility, pump station and a water analysis laboratory. Total estimated investment is approximately \$30 million. The OAJC is financing the engineering design and construction supervision contract with the possibility of financing approximately one half of the planned capital investment. We would like OAJC funds to be used to procure the pipe required for the planned expansion.

Major Actions

Review Pipe Purchase Tender Documents (February 1990)

The tender documents will invite tenders from U.S. and non-U.S. suppliers so that the Ministry can decide whether or not to go for OAJC financing after offers have been received. OAJC will review tender documents to check if all AID standard provisions have been included.

Award Pipe Supply Contract (April 1990)

OAJC may or may not be involved in this action depending on MEW's decision whether or not to use U.S. funds for purchase of the pipe.

Review of Construction Tender Documents (April 1990)

Again OAJC may or may not be involved, depending on MEW's decision to use U.S. funds for pipe purchase or construction.

Evaluation of Bids from Construction Contractors (July 1990)

Award of Construction Contract (September 1990)

2. Water Master Plan for Muscat

The OAJC has agreed in principle to finance water plan for Muscat.

Major Actions

Negotiation of Contract (Mar. 90)

Approval of Contract (Apr. 90)

Implementation of Contract (Sept. 90)

Estimated Budget

A total of \$1.0 million is allocated for preparation of the Muscat Water Master Plans.

3. Salalah Water and Wastewater Master Plan and Facilities

A long-term masterplan will be prepared for infrastructure and also initial improvements will be designed and constructed under this project.

Major actions

Issuance of Tender Documents (Jan. 90)

OAJC will review final draft tender documents with Dhofar Municipality before issuing them to prequalified firms.

Evaluation of Proposals (Mar. 90)

OAJC will jointly review and evaluate the master plan proposal with Dhofar Municipality.

Negotiation of Contract (May 90)

OAJC will observe contract negotiations between Dhofar Municipality and the contractor.

Approval of Contract (June 90)

OAJC will review and approve the host country contract through a PIL.

Implementation of Contract (July 90)

OAJC will follow up with Dhofar Municipality preparation of the master plans and related work by the contractor. This implementation will take about 9 months.

Estimated Budget

A total of \$3.0 million is budgeted for preparation of the master plan. Since actual implementation of the contract will not start before July '90, no expenditures will be incurred for the first three quarters of the FY 1990. During the last quarter it is

estimated that about 30 percent of the budgeted amount will be actually disbursed, assuming that the actual contract figure will be equal to the estimated budget. This is equivalent to \$0.9 million. Another 30 percent is expected to be spent during the first quarter of FY 1991 (last quarter of 1990).

4. Salalah Wastewater Pond Facilities

This project is designed to provide an interim solution for treatment of Salalah wastewater away from urban and groundwater resource areas. The project includes design and construction of a number of treatment ponds and access roads. It will be financed under the method of fixed amount reimbursement (FAR). The engineering plans and specifications of the facilities were completed in December 1989. A Project Implementation Letter (PIL) was issued in the same month to commit OAJC financing to the facilities.

Major Actions

Request for Tenders	(Jan. 90)
Evaluation of Tenders	(Feb. 90)
Contract Award and Mobilization	(Mar. 90)
Start of Construction	(Mar. 90)
First FAR Payment (\$217,500)	(Mar. 90)
Construction Completion	(Oct. 90)
Second FAR Payment (\$1,522,500)	(Oct. 90)

Prior to making the payment, OAJC will visit the site and make sure that the facilities are completed in accordance with approved plans.

Third FAR Payment (\$435,000)	(Jan. 91)
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OAJC will visit the facilities to inspect the operations and maintenance arrangements before releasing this payment

Estimated Budget

The project will cost about \$2.175 million. This includes \$2.028 million for the estimated cost of construction plus \$0.147 million for design and construction supervision.

5. Coastal Zone Management Study

A study will be done to evaluate coastal erosion in Oman and a set of draft regulations for prevention of coastal erosion will be prepared.

Major Actions

Initiate data collection.

Project Initiation (Mar. 90)
Initiate data analysis.

Progress Report (Sept. 90)
Initiate data analysis.

Initiate Preparation of Management Plan (Dec. 90)
This implementation will take about 24 months.

Estimated Budget

A total of \$1.5 million is allocated for preparation of the draft regulation; about \$300,000 will be expended in the 1990 final quarter.

6. Institutional Support for Water Resources Management

The Ministry of Water Resources is developing a data bank to maintain meteorological and subsurface data on Oman's national water resources. Technical assistance and training will be provided over the next two years from standing A.I.D. acquisition agreements. Equipment and commodities will be supplied to assist with this national effort. Program support will be considered on a fixed-amount-reimbursement basis.

Major Actions

TA to identify equipment and training needs (Feb. 90)

TA to prepare equipment specifications (Apr. 90)

Purchasing agent contracted to purchase equipment (July. 90)

TA to evaluate current data (Aug. 90)

Computer center constructed & supplied (Jan. 91)

Arrival of new equipment, installation & training (Jan. 91)
This implementation will take about 2 years.

Estimated Budget

A total of \$5.0 million of grant funds is planned for this activity. About \$1.0 million is planned to be expended in the 1990 calendar year.

C. Program Development and Support Activities (PD&S)

Background

The present ten-year mandate of the OAJC terminates in September 1990. We expect that it's mandate will be extended or that a new mandate will be negotiated.

Major Actions

1. Human Resources Development Project

1.1. Private Sector Manpower Needs Assessment

The objective of this study is to assess manpower constraints to the development of the Omani private sector and to determine the in-country capacity to meet those constraints. Results of the study will be used in the further development of the OAJC's private sector project, human resources development program and the FDMP project. The assessment will be conducted by a U.S. firm in collaboration with the Omani Chamber of Commerce and the Ministry of Labor and Vocational Training. Four OAJC-financed consultants are expected to conduct the assessment during a thirty-day period commencing in early March. A one-day workshop on the major conclusions and recommendations of the assessment is planned in late March. It is desirable to have Omani OAJC staff fully involved in this assessment as it is expected that such an assessment will be repeated at scheduled intervals in the future. The estimated cost of the private sector manpower assessment is \$92,000.

1.2. Health and Education Sectors Manpower Needs Assessment

The objective of this study is to assess manpower constraints to the delivery of Oman's public Health and Education services and to determine the in-country capacity to meet those constraints. Results of the study will be used in the further development of the OAJC's Human Resources Development Program. The assessment will be conducted by a U.S. firm specializing in HRD activities related to the health and education sectors working in collaboration with the Ministries of Health and Education and Youth. The study is expected to be conducted over a six-week period starting in early April and will require an estimated six person months of consulting services with an estimated cost of \$120,000. The final health and education manpower study is expected in June, 1990. Later in 1990, the OAJC intends to explore greater private sector involvement in the provision and management of health care services linked to Omanization objectives.

1.3. Civil Service Reform and Omanization Program Development

The objective of this activity is to better integrate newly-trained staff into functional positions within the Omani Civil Service, especially into the health and education services. Civil service managers recognize the importance of better personnel management and development systems if Omanization is to

occur without a substantial drop in the quality of service delivery. The scope of assistance includes improving the preparation of job descriptions, improving recruitment procedures, improving performance appraisal and supervision and the provision of on-the-job training. Given the complexity and the size of the Civil Service System, the OAJC has agreed to partially finance a long-term advisor to the Ministry of Civil Service to assist them prepare a plan for Omanization and improving the Civil Service administration. The adviser's contract with the Ministry of Civil Service will be for one year and will be renewable for an additional year. Candidates for consideration should be identified by the summer of 1990. The estimated cost of the contract funded by the OAJC's PD&S account is \$75,000.

1.4. Human Resources Development Project Identification Document

The AID Project Identification Document (PID) is the initial project document and provides a skeletal outline of the conceptual framework of the project and implementation plan. The document is prepared by OAJC staff, approved by the OAJC Co-Chairmen and by AID/Washington. The three above-noted technical studies and the macroeconomic analysis will provide adequate information to insure a sound and ample conceptual framework of the project. The OAJC institutional analysis and program review will provide a sound and justifiable basis for a more effective implementation strategy. By June, bilateral negotiations between the U.S. Government and Oman should have produced reasonably firm estimates of the expected levels of U.S. assistance; and if any changes in the modalities of assistance are expected, these should be known. The OAJC intends to prepare a draft HRD PID and submit it to Washington in October 1990.

1.5. HRD Project Paper

The AID Project Paper subjects the basic project conceptual framework to a series of analyses (technical, socio-economic, financial and institutional) and provides a detailed plan for project implementation and management. The multi-disciplinary nature of the required project paper analyses require a team approach to the preparation of the project paper document. A Scope of Work for the preparation of the project paper and any additional project design and development studies required will be included as attachments to the PID when it is prepared in June. Depending on the above-mentioned manpower assessments, the OAJC may contract for a recurrent cost study of the vocational technical schools and possibly health and education training institutions. For the preparation of the Project Paper, a four-person design team is anticipated to start work in March, 1991 for a duration of approximately six weeks. A complete draft PP is expected in late November and approval and authorization by the end of the year. The estimated PD&S costs of the project paper design team is \$75,000.

2. Omani Business Development Project

2.1. Private Sector Development Concepts Paper and PID

In November 1989, a concepts paper was prepared by a consulting firm working with the Omani Chamber of Commerce and the OAJC. The proposed project conceptual framework was reviewed by the Chamber in early December. They have indicated their agreement with the project concepts, noting only that consideration be given to long-term business training in addition to the short-term training described in the concepts paper. Additionally, an Export Promotion seminar is contemplated in conjunction with Rusayl Industrial Estate and PAMAP. The OAJC agreed to include such considerations in the private sector manpower needs assessment and in further development of both the private sector development project and the Human Resources Development program. AID/Washington has reviewed the concepts report and has provided comments for inclusion in further project design. The OAJC expects to finalize the Project Identification Document and submit it to AID/Washington for preliminary approval in March.

2.2. Oman Chamber of Commerce and Industry Institutional Analysis and Development Plan

As part of the objective to develop the institutional capacity of the Omani Chamber of Commerce and Industry (OCCI) the Chamber intends to prepare a strategic and business plan. This will enable the Chamber to establish its institutional goals and priorities and formulate manageable and sustainable strategies for service delivery to its membership. For the sustainability of AID's assistance, the OAJC has counseled the OCCI to work internally and with its clientele and define the types of business-related services which it can expect to provide to its membership. The major elements of this activity will be (1) an organizational review, (2) preparation of a strategic plan, (3) design and development of an internal planning and management system, (4) providing on-the-job management training to OCCI officials. The activity is expected to require approximately two consultants for approximately four weeks each. The activity is expected to commence in September.

The expected cost of the consultancy services is \$ 30,000.

2.3. Private Sector Development Project Paper

Based on the private sector manpower assessment and collaboration with the Chamber of Commerce and Industry, a project design will be developed for Co-Chairmen approval in September.

3. OAJC Capital Projects Development Fund

Capital financing has been an important part of the OAJC program from its inception, as amply demonstrated by OAJC assistance in the construction of primary and intermediate schools and the Wadi al-Khoud aquifer recharge dam. It is highly desirable that the

OAJC maintain a balance in its portfolio between technical assistance and training and capital financing activities. Given that future economic growth is highly dependent on the private sector, the OAJC is seeking to identify capital investments which will provide the infrastructure or other incentives to encourage greater private investment, private sector employment and the use of private U.S. technologies. It is important to note that this project does not include financing for capital investments. It is intended to finance feasibility studies or other investment development activities which are expected to lead to follow-on capital investments, some of which, the OAJC may subsequently elect to participate in the financing thereof.

The project goal will be to achieve broadly-based, sustainable economic growth in Oman which is grounded in a diversified, private-sector-led investment strategy. The project purpose will be to assist in the study and design of high-priority capital investment projects which, are generally supportive of greater more productive private sector growth.

The total cost of the project is estimated at U.S. \$10 million. In line with OAJC policies on cost sharing, the Omani and U.S. Governments are expected to contribute approximately equal amounts to the total cost of the project. The expected duration of the project is five years.

4. Development Policy Assistance

4.1. Primary and Intermediate Public Schools Recurrent Analysis

The objective of this activity is to insure an adequate level of funding for the schools constructed with OAJC assistance to benefit fully and sustainably from this past capital investment. The results of the study are expected to facilitate recurrent cost financing policies of the Government of Oman and may provide an area of capital financing for the OAJC program. A contract for the study was signed in December 1989. The study is expected to be completed by mid-June at a cost of \$68,000.

4.2. Child Survival Program Support

AID gives high priority to Child Survival Programs worldwide and the Agency has developed a strong program support capability in this area. The OAJC believes that AID has child survival program technologies that would be useful in furthering Oman's child survival program. We have discussed possible modes of assistance with the Ministry of Health on numerous occasions. The OAJC sought and received approval of the Co-Chairmen to finance the cost of a Child Survival Program Advisor for the Ministry of Health. At present, however, we have no funding mechanism that will allow us to finance the services of such an individual past September 30, 1990. When we do have such a funding mechanism in place, the OAJC intends to finance a Child Survival Fellowship from Johns Hopkins Child Survival Program for the Ministry of Health.

4.3. Health Sector Recurrent Cost Analysis:

The Omani Government financing of health services is an increasingly heavy burden. There is some consideration being given to examining health sector financing to reduce the magnitude of public financing and increase user's fees. The OAJC has offered to finance this study.

D. Training

Three major sectors are addressed under this program, Agriculture, Health and Water. Additional training in other sectors of relevance to the OAJC's development priorities are also included. The primary objective of the program is to continue training designed to address critical training needs in each of the sectors during the OAJC's shift to its second ten-year planning cycle. Secondly, the program is designed to address training needs in areas of priority concern where project assistance is not being offered. As relevant projects come on line PD&S/Training activities will shift to them.

Training activities begun and programmed in 1989 will continue into 1990. Some additional programs directed to support of the HRD strategy are contemplated. In some areas PD&S/Training support will phase out as projects pick up the initiatives. Sector breakdown of training strategy and activities follow.

Agriculture: The Public Authority for Marketing Agriculture Produce (PAMAP) is the primary beneficiary of agriculture sector assistance. Staff development training at PAMAP will be largely completed during the 1990 PD&S/Training work plan as most of the senior staff have received relevant short-term training. A U.S. study tour for the Executive President of PAMAP is planned for 1990 to introduce him to marketing and food processing organizations in the U.S. and to explore technologies and techniques in food storage, packaging, testing and quality control.

The second year of OAJC involvement in the Post Harvest Training Program, focusing on farmer training in selected post harvest techniques and technologies, will be conducted throughout 1990. This will be the key effort to advancing the effectiveness of the PAMAP marketing network in support of the private sector farmers and will be an area of likely continuing involvement through PD&S/Training in subsequent years.

Three-to-four-months training is also being provided to the Deputy Director of Credit of the Oman Bank for Agriculture & Fisheries in Agribusiness Management and the Director of Finance & Audit in Agricultural Project Analysis.

Health: PD&S/Training support of health technician training will continue throughout 1990 through the advanced specialized training now being conducted in San Francisco of four laboratory technicians in three areas of laboratory science. As with

previous trainees returned from training under the STP program, the participants will move into supervisory roles and will be instrumental in on-the-job training of future Health Science Training Institute students. Health is a primary area of public sector training in the OAJC's HRD strategy. It is anticipated therefore, that future health training activities will be within the context of an HRD project.

Water: The present PD&S/Training programs in the water sector are directed towards developing an effective cadre of water resource technicians skilled in techniques of hydrological data collection and analysis at the Ministry of Water Resources and the Ministry of Electricity & Water (MEW). These programs build on work done under the STP project for the then Public Authority of Water Resources and MEW, carrying two technicians into the second year of an associate degree program at Spokane Community College, starting two additional technicians in the program, and setting the stage for four additional candidates through short-term technical training. Two engineers from MEW will also be trained in techniques of hydrologic investigations. Continuation of this training will be programmed through the Water Resources Grant.

Miscellaneous: In support of the second year of a five-year strategy begun under the-STP project, training during 1990 will be given in Power Engineering at General Electric, N.Y., to the second and third of five electrical engineers of the Ministry of Electricity and Water who will make up the technical management team for the Ministry's planned centralized systems control unit. In conjunction with this training, the first of three proposed candidates from the Ministry's Planning Department is pursuing a six-month course in Energy Planning & Policy at the University of Pennsylvania. This program and some material assistance in the form of a video-based curriculum for electrical technicians for the Ministry's training center are in support the Ministry's goal of Omanization.

A 12-month course in Survey Methods, with the possibility of continuation into a B.A. program in Economics or Public Policy, is being offered to the Director of Statistics of the Development Council in 1990. Building on the recommendations of a U.S. Bureau of Census team, a comprehensive training plan is envisioned to improve the Council's capabilities in design, implementation, and processing of statistical activities to facilitate ongoing statistical reporting and in preparation of a planned population census. OAJC participation would be funded through PD&S/Training.

In support of an anticipated shift of emphasis at the OAJC towards the private sector and to lay the groundwork for an HRD strategy directed towards Omanization, the OAJC will look into developing a training plan aimed at improving the capabilities of relevant government bodies (Development Council, Civil Service, Labor and Vocational Training) in the collection and analysis of labor statistics.

Lastly, the PD&S/Training grant will fund participation in international conferences and seminars related to the OAJC's development strategy as opportunities arise. Likely fields of interest are water and wastewater, AIDS, and child survival.

Approval will be sought to extend the existing PD&S/Training grant, which presently covers training to September 30, 1990, to include continuation of training for the Directorate General of Electricity and the Development Council, and to cover training in labor statistics.

A Training Plan and Budget for the existing and extended PD&S/Training grant is attached.

E. Management Information System (MIS) for the Directorate General of Scholarships and Foreign Relations (DGSFR)

As part of the objective to enhance the managerial and decision-making capability of the DGSFR, the OAJC will finance supply, installation and implementation of an MIS for the Directorate General. The project includes procurement of a minicomputer, system and application programs, development of database and training of DGSFR staff. The project is expected to start in February 1990 and last about nine months. The total cost of the project is about \$122,000 and the OAJC will disburse the full amount to the Ministry of Finance and Economy at the end of the project.

PART IV. Resource Utilization Plan

A. Program Financing

As of October 1989, the OAJC has signed grant and loan agreements with the Ministry of Finance and Economy totaling \$132.251 million: \$55 million and \$77.251 million grant and loan financing respectively. Of that amount \$69.7 million has been expended. An additional \$34 million has been committed through various contractual documents and an additional \$34.3 million has been tentatively allocated to an activity which the OAJC intends to finance. A balance of \$24.9 million remains unallocated.

During the period from Oct. 1, 1989 to Sept. 30, 1990, we expect to increase the overall amount of funding available through the OAJC by \$12.6 million. As per our project work plans, OAJC Program expenditures are expected to increase by \$ 25.9 million and allocations will increase by \$32.2 million, and the CAJC allocation of funds will increase by \$32.6. At the end of September, 1990 an unallocated balance of \$23.5 million is expected to exist. Of the total, \$12 million of the unallocated balance resides in the OAJC program Grant I (272-0101) and \$11.5 million resides in the Water Resources Development Project (272-0104). After the end of September when the OAJC Program Grant terminates, all uncommitted funds remaining under OAJC Grant I will be transferred to a new project and ~~not~~ expended.

By June 1990, the OAJC expects to make financing available for the new fisheries project (FDMP) and for the Business Development Project. Expenditures under these projects for the duration of CY1990 are expected to be minimal.

B. OAJC Operation

1. Personnel

The overall work force of the Commission is expected to expand during 1990. The OAJC expects to increase staff related to Fisheries and Human Resource Development. In fisheries, the OAJC has selected and recruited for a senior expatriate fisheries advisor and will be recruiting an Omani Fisheries Project Officer.

Given the work load for developing a sound Human Resources Development Project, the OAJC intends to hire a senior expatriate HRD advisor for a period of at least two years. The Commission also intends to hire an Omani Training Officer to handle participant training documentation and participant follow-up.

The number of USAID direct-hire staff will not change in FY1990. However, Stan Stalla our Project Development Officer, will be departing post in April 1990, and we anticipate his replacement, an Agro-Business advisor, to be on board by mid-summer of 1990. Our Executive Assistant, Lorraine Jacobs, will be departing post

in late February 1990, and her replacement is expected in March 1990.

2. Office Space

To accommodate the increase in staff discussed above and to provide suitable office space for TDY personnel, the OAJC has acquired the ninth floor penthouse. This additional office space will give us four additional offices and a conference room/library. As with existing office space, the rent will be paid from the Omani contribution to OAJC operating expense.

However, there will be security work involved to control access to the additional space. We estimate that the cost of construction plus "alarm" hardware will require approximately \$25,000. As soon as we have a firm estimate, we will request funds from IC/SEC.

3. Staff Training Plan

A training needs assessment, based on a staff profile survey, identifies three areas of training: Arabic language, computer, and skills/professional training. Recommendations have been made for specific training initiatives in each of these areas and a training plan developed for implementation in 1990. Specific training initiatives recommended are:

Arabic language: In-house Arabic language courses to be conducted at the intermediate and advanced level for one hour twice a week at each level. For Omani employees who require specialized, remedial or more advanced training, evening classes will be made available.

Computer: Establishment of a computer users group to encourage sharing of in-house knowledge and capabilities in computer usage and to deal with specific program related problems. Formal training in word processing, DOS, and Lotus.

Skills/Professional Training: Sponsorship to attend conferences of interest in specific professional fields (notably Water/Wastewater), short-term technical training in areas of identified need (notably Hydrology/Hydrogeology, and miscellaneous USAID Management, Planning, and Implementation courses).

The approved Training Plan is attached.

C. Management Information System

1. Computerization

The OAJC is in the process of upgrading its computer facilities. A computer expert from the Jordan AID mission was brought in recently to assess the computer needs of the Commission. A local area network (LAN) has been recommended to integrate the existing

computers and a few more to be purchased locally. LAN-related software will also be obtained. Three computer dealers have been asked to submit their offers that will include hardware, software, installation, and training of OAJC staff. This upgrading is estimated to cost about \$50,000. A purchase order will be released by the end of February for installation and procurement to start in March, 1990. This computer equipment will greatly facilitate production of reports, internal control of work and financial management.

2. Monitoring OAJC Performance

The OAJC anticipates continuing its present reporting system. The Commission will prepare Quarterly Reports throughout 1990 for our Co-Chairmen. In lieu of the fourth quarterly report, the OAJC will prepare an Annual Report for 1990. The following represent key progress indicators which the OAJC will monitor and report on in the context of our quarterly and annual reports.

OAJC Performance:

1. "Commitments". These represent a firm agreement to co-finance a specific activity, whereas allocations represents OAJC intentions for program financing. Expenditures tend to follow commitments with a certain lag-time. As our program budget indicates, we intend to substantially increase funding commitments during 1990.

2. "OAJC Staff Training Budget"

The 1990 Staff Training Plan was prepared after our OAJC budget requirements from the GovOman were submitted for their approval. The budget for staff training is R.O. 9,456; whereas the amount in the approved budget is R.O. 7,000.

ATTACHMENT 2

OAJC STAFF TRAINING PLAN - 1990

The following OAJC staff plan was prepared in response to the request by management and staff to address staff development issues. It was prepared on the basis of surveys conducted previously on computer usage and language capabilities as well as a current employee profile survey. It addresses the issues raised by those surveys.

The Joint Commission appears to be still evolving and is presently in a state of flux brought on by the end of a ten year planning cycle and the beginning of a new one. It is also a bilateral organization with two separate career structures. These factors have considerable relevance to staff development, however the organizational and staffing issues resulting from these factors are not dealt with here.

Needs Assessment

Staff training needs breakdown into three categories: language, computer, and skills/professional training. Each category cuts across the levels and types of staff differently depending on the nature of the job and the specific skills of the individual. This analysis, therefore, follows these categories of training rather than functional categories of OAJC staff.

Language: In general English language skills among the staff are strong and at levels appropriate to job requirements. Arabic language skills among much of the staff, however, are perceived to be weak and insufficiently developed for the requirements of the job. The primary language training requirement, therefore, is for Arabic language although two of the respondents to the employee profile survey indicated a need for English language training. A beginning colloquial Arabic course has been conducted for one session for American employees to the Commission. Arabic training has not to date been conducted at levels appropriate to all the interested staff.

An Arabic language skill survey conducted in November 1988 of eight Omani Joint Commission employees indicates that skill levels among the Omani non-native Arabic speakers can be divided into two broad categories, intermediate and advanced. Within each of the categories, however, requirements vary between conversational, reading, writing and technical Arabic.

Among the non-Omani staff Arabic language skills vary but have not been quantified by a survey. Although there is a recognition of the importance of Arabic by all members of the staff its priority seems to be less, and less imperative to achieving career goals, for the non-Omanis. It seems apparent that, unlike the Omani staff, some members of the non-Omani staff could benefit from a beginners Arabic course aimed at raising their level sufficiently to consolidate them into an intermediate course with the Omani staff. Some non-Omani staff members could benefit immediately from joining the Omani staff in the intermediate or advanced course.

Computer: Although the exact hardware and software configuration of the Joint Commission's computer system is still under study, there are nonetheless some apparent needs in computer training that are relevant regardless of the system ultimately selected. A survey of Joint Commission computer usage, conducted last February, indicates some of these areas of training.

The results of this survey are summarized on the attached sheet. Some interesting observations can be made. Two thirds of the respondents use the computer frequently, and half daily. One third of the respondents use the computer more than two hours per day, at least one quarter of their working day, and half of those use it more than four hours per day! Clearly, the computer is a significant part of the staff's work, yet in spite of the importance of the computer, only a total of thirteen days formal training in computer related subjects were reported. Additionally, over three quarters of the respondents indicated their only exposure to the computer has been with the Joint Commission.

The bulk of the training in computers has been conducted by informal on-the-job training through consultations with colleagues, taking advantage of their experience and knowledge. The result of this is reflected in the fact that only a quarter of the respondents use the software manuals and all (100%) rely on personal contact with a colleague to solve computer problems. This informal network should be developed, but nonetheless, these results clearly point to a need for some formal systematic staff training in computers.

The bulk of the work done on computer is word processing. Wordstar is the most prevalent word processing package in use. In spite, or perhaps because of this, Wordstar is identified as the primary word processing package for further training. However, if a workstation system is put in place, word processing may be done on a proprietary program precluding the need for further Wordstar training.

Lotus is the program most often used after Wordstar and the program most often identified for further training. After word processing, spreadsheets, databases and graphs were identified equally as the most used computer programs. Given that all these functions are available on Lotus, this appears to be a logical area for training.

The computer operating system was an area of high interest for training. Given the prevalence of microcomputer use, basic training in the DOS operating system and the basic care and operation of microcomputers would be a useful foundation course for all microcomputer users at the OAJC.

Lastly, various specific and specialized computer programs were identified for further training by some individuals.

Skills/Professional Training: The above recommended training in computer and language skills addresses most of the identified needs for the clerical/translation staff and some of the identified needs for the professional staff. Specific professional training was identified in the Water Resources sector in the areas of Hydrology/Hydrogeology, Waste Water Treatment and Re-use and Water Resources Planning and Management. Other specific professional training identified are workload planning and management and computer system management.

Because survey results were not available, specific needs of the Finance and Administration department are not dealt with here. It appears, however, that much of it is directed specifically at USAID/OAJC financial and administrative procedures and is being addressed through a procedures manual and several USAID sponsored short courses.

Training Plan Implementation

Language: In order to accommodate the diverse requirements in language training, I would like to propose the following Arabic language course schedule. To insure maximum coverage and provide as cost effective training as possible, I suggest two courses, in intermediate and advanced Arabic, to be conducted at the Joint Commission for one hour, two days a week on alternate days. The training may be conducted during or just before working hours, but should be scheduled to minimize disruption of work routine.

This approach will allow systematic development of staff language skills and will hopefully stimulate cross fertilization among staff. For those employees who require specialized, remedial or more advanced training, this training should be complemented by

evening classes. Ideally, the evening classes should be conducted by the same trainer or institute conducting the day classes to avoid overlap and insure continuity. If it is determined the demand and need exist among non-Omani staff, a limited beginners course can be conducted designed to bring the participants up to a level to participate in the ongoing intermediate course.

Computer: In spite of the apparent lack of formal training in microcomputers, there exists in the OAJC a large reservoir of self acquired knowledge on microcomputer operation. One potentially effective way to tap this source is through a computer users group. As was revealed by the survey, there is already a large amount of cross-fertilization among computer users. This energy could be harnessed and channeled through regular meetings of computer users. Through a forum such as this users' specific problems could be addressed and individual users experience could be tapped for the benefit of all. The group might begin by dealing with basic DOS functions of use to all users.

With the installation of a network PC system some of the needed preliminary training will be provided as part of the installation package. Nonetheless, further training is likely in specific applications, and given the shared access, the network will provide will likely be for groups of shared users. Additionally, a network might necessitate training of some of the more advanced users in application development to support existing or planned applications.

The computer training needs identified in the survey are largely program specific and likely to change with the introduction of a networked system. It is difficult at this time to identify specific computer training required. Provision has been made, therefore, in the Workplan/Budget for unspecified courses at local computer institutes to be utilized as needs are identified.

Skills/Professional Training: Training in the areas identified as professional training is not available locally and will require out of country programs. Conferences in areas of interest to the OAJC professional staff are useful ways to stay abreast of advances in the field and maintain contact with similar professionals. Periodic attendance in relevant international conferences should therefore be encouraged. Some of the programs that have been brought to the writers attention are identified and listed on the attached work plan. Others should be identified and participation funded where the program is deemed to be relevant and of specific importance to improving OAJC program design and implementation.

Attachments: Training Workplan/Budget
Arabic Language Assessment
Computer Usage Survey Summary

OMANI-AMERICAN JOINT COMMISSION
FOR ECONOMIC AND TECHNICAL COOPERATION
STAFFING PATTERN

Omani Co-Chairman (Oman Gov.)
His Highness Sayyid Haitham
bin Tareq bin Taimur al-Said

American Co-Chairman (USG-State)
Ambassador Richard W. Boehm

Deputy Omani Co-Chairman (Oman Gov.)
H.E. Mohamed bin Hassan bin Ali al-Abduwani

Managing Director (Oman Gov.)
H.E. Hamood bin Hilal al-Habsi

U.S. Representative (USG-AID)
Duncan R. Miller

OFFICE OF PROGRAM/PROJECTS

AID - Murl R. Baker - Program Officer and Deputy U.S. Representative
JC - Anjab Sajwani - Director of Projects

STAFF SUPPORT

AID - Lorraine Jacobs - Executive Assistant (ETD 2/90)
JC - Afifa S. Sultan - Secretary
AID - Rita Samuel - Secretary
JC - Azza bint Mohammed bint Nasser al-Hadhramy - Secretary
JC - Nassra al-Riyami, Receptionist/Arabic Typist
JC - Osman el-Zein - Translator

OFFICE OF WATER RESOURCES AND ENGINEERING SERVICES

AID - Roger L. Russell - Chief Engineer
JC - Musa al-Mazrui - Project Officer

OFFICE OF FISHERIES DEVELOPMENT

AID - Stanley A. Stalla - Project Development Officer (ETD 4/90)
JC - Leslie Clark - Senior Fisheries Officer
JC - Fisheries Officer (Vacant)

OFFICE OF HUMAN RESOURCES DEVELOPMENT

JC - Mark J. Pickett - Training Officer
JC - Asya al-Lemky - Project Officer (Presently on Graduate Training Course)
JC - Training Officer (Vacant)
JC - Senior Human Resources Development Officer (Vacant)

OFFICE OF FINANCE AND ADMINISTRATION

AID - George Zegarac - Financial and Administrative Officer
JC - Salim al-Harthy - Assistant Financial & Administrative Officer
JC - Mohammed Yahya al-Kindy - Accountant
JC - Humeid Hilal al-Ismaily - Public Relations/Gen. Services Officer
JC - Mohammed Said Suleman al-Busaidy - Driver
JC - Salim Amour al-Ismaily - Office Assistant

AS OF JANUARY 1990

OAJC Staff Training Workplan & Budget

<u>Description</u>	<u># Participants</u>	<u># Weeks</u>	<u>Omani Riyals</u>	
			<u>Cost/Participant/Week</u>	<u>Total</u>
Arabic Language				
Intermediate	6	36	3	648.000
Advanced	6	36	3	648.000
Specialized	3	12	3	108.000
Computer				
Lotus	2	6	24	288.000
Other various	6	6	24	864.000
Conferences				
Water/Wastewater	2	1	650	1300.000
Professional Training				
Hydrology/Hydrogeology	2	1	100	3200.000
Misc USAID Mgmt/Plan/Imp	3	2	400	2400.000
TOTAL:				9456.000

TABLE 2 - OAJC GRANT I ALLOCATIONS

(As of Dec.31, 1989)

	1980 ACTUAL	1981 ACTUAL	1982 ACTUAL	1983 ACTUAL	1984 ACTUAL	1985 ACTUAL	1986 ACTUAL	1987 ACTUAL	1988 ACTUAL	1989 ACTUAL	1990 PLANNED TOTAL
OAJC GRANT 272-0101											

FISHERIES DEVELOPMENT											
CUM. ALLOCATIONS	\$0	\$0	\$6,600	\$6,600	\$6,600	\$6,600	\$7,350	\$8,800	\$11,000	\$13,000	\$0
CUM. COMMITMENTS									8,700	3,338	1,300
CUM. EXPEND.									7,500	3,230	1,300
SCHOLARSHIP/TRAINING											
CUM. ALLOCATIONS	0	0	0	7,300	7,300	7,300	7,300	13,800	13,800	13,800	0
CUM. COMMITMENTS									13,503	13,520	300
CUM. EXPEND.									10,010	12,200	500
HANDICAPPED BEHAB.											
CUM. ALLOCATIONS	0	0	0	0	0	0	0	0	0	82	0
CUM. COMMITMENTS									0	82	0
CUM. EXPEND.									0	50	32
OAJC OPERATING COSTS											
CUM. ALLOCATIONS											
CUM. COMMITMENTS									2,058	2,058	0
CUM. EXPEND.									1,171	1,793	265
PD&S/TRAINING											
CUM. ALLOCATIONS	0	0	0	0	0	0	0	0	0	700	0
CUM. COMMITMENTS										152	700
CUM. EXPEND.										15	700
PD&S/TECH ASST.											
CUM. ALLOCATIONS	0	0	0	0	0	0	0	0	0	0	1,500
CUM. COMMITMENTS											850
CUM. EXPEND.											800
MISCELLANEOUS											
CUM. ALLOCATIONS											
CUM. COMMITMENTS									1,326	1,326	0
CUM. EXPEND.									1,926	1,305	0
TOTAL AVAILABILITIES	5,000	5,000	12,500	15,000	20,000	25,000	30,000	35,000	40,000	45,000	45,000
TOTAL ALLOCATIONS	0	0	6,600	13,900	13,900	13,300	14,650	22,600	28,784	31,566	1,500
TOTAL COMMITMENTS	0	0	0	0	0	0	0	0	25,300	27,311	3,415
TOTAL EXPENDITURES	0	0	0	0	0	0	0	0	20,295	24,900	3,790
UNEXPENDED BALANCE	5,000	5,000	12,500	15,000	20,000	25,000	30,000	35,000	19,705	20,100	41,210
UNCOMMITTED BALANCE	5,000	5,000	12,500	15,000	20,000	25,000	30,000	35,000	14,700	17,689	41,565
UNALLOCATED BALANCE	5,000	5,000	5,900	1,100	6,100	11,100	15,350	12,400	11,216	13,434	43,500

TABLE 3 - PLANNED 1990 VS. ACTUAL 1989 PROGRAM FINANCING

PROGRAM BUDGET SUMMARY (\$000)	PREVIOUS YEAR SUMMARY AS OF 30 SEPT. 1989			PLANNED FY 1990 INCREMENTS			PLANNED FY 1990 CUMULATIVE		
	OBLIG.	COMMIT.	EXPEND.	OBLIG.	COMMIT.	EXPEND.	OBLIG.	COMMIT.	EXPEND.
OAJC GRANT (272-0101)	\$45,000	\$27,311	\$24,900	\$0	\$5,115	\$6,098	\$45,000	\$32,426	\$30,998
FISH I	13,000	9,838	9,230	0	3,000	3,608	13,000	13,000	13,000
SCHOLARSHIP/TRG.	13,800	13,520	12,200	0	300	500	13,800	13,820	12,700
HANDICAPPED	82	82	50	0	0	32	82	82	32
OAJC OPERATIONS	2,058	1,793	1,500	0	265	458	2,058	2,058	2,058
FD&S/TRG	700	152	15	0	700	700	700	852	715
FD&S/TECH. ASST.	0	0	0	1,500	850	300	1,500	350	300
MISCELLANEOUS	1,326	1,326	1,805	0	0	0	1,326	1,326	1,805
UNALLOCATED BALANCE	13,434			43,500			11,934		
WADI AL KHAWD (272-0102)	7,260	7,260	7,260	0	0	0	7,260	7,260	7,260
SCHOOL CONST. (272-0103)	37,500	37,500	37,500	0	0	0	37,500	37,500	37,500
WATER RESOURCE (272-0104)	42,491	1,022	0	0	27,075	19,774	42,491	28,097	19,774
UNALLOCATED BALANCE				54,916					
NEW PROJECT ASSISTANCE	0	0	0	0	0	0			
NEW CAPITAL ASSISTANCE	0	0	0						
TOTAL	132,251	73,093	69,660	0	32,190	25,872	132,251	101,523	95,532
UNALLOCATED/UNCOMMITTED	54,903			54,916					

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JOB DESCRIPTION

OMANI TRAINING OFFICER - OAJC

Nature & Scope of Work:

The Omani Training Officer (TO) is responsible for the administration of participant training programs, in-country training, invitational travel, English language testing, and OAJC staff training. The TO will develop information and maintain records on training candidates and trainees, training programs, academic programs, local, regional and U.S. training institutions, and international and regional conferences, seminars and workshops. The TO will also be responsible for maintaining the Participant Training Management System (PTMS), a microcomputer based system for developing and monitoring training programs, other computer systems developed locally for training management, and developing regular reports and forms from these programs. The TO will liaise with Ministry counterparts, training candidates, trainees and training institutions concerning OAJC regulations and procedures for ongoing and proposed training.

Representative Duties

Training Administration

- Be familiar with the administrative requirements of participant training and invitational travel and complete all necessary forms, i.e. PIO/P, Visa applications, Medical Examinations, Training Conditions, Travel Authorization, etc.
- Be familiar with reporting requirements, prepare and submit required reports in a timely fashion, handle correspondence and cable traffic regarding reporting requirements, i.e. PIO/P approval, Visa issuance, Health Insurance notification, IAP 66 report, etc.
- Liaise with Ministry counterparts, training candidates and trainees on OAJC regulations and procedures concerning training.
- Conduct ALIGU tests and arrange TOEFL registration as required and advise trainees and Ministry counterparts of English language requirements.

- Be familiar with U.S. tax requirements in regard to OAJC sponsored trainees and assist and advise them with completion and submission of tax forms.
- Organize pre-departure orientation and administer follow up data collection.

Academic & Training Programs Documentation

- Collect, catalogue and maintain all documentation pertaining to local, regional and U.S. training programs and institutions.
- On request, solicit information on training programs of particular relevance to the OAJC program and Ministry training plans.

Computer Operation

- Be familiar with the PTMS computer system. Update program and participant databases within the system. Enter tracking data. Stay current of modifications of the system and incorporate relevant upgrades.
- Liaise with OAJC project personnel to include relevant training data in the PTMS.
- Regularly issue computer generated reports from the PTMS.
- Be familiar with locally developed computer programs for training management and utilize their capabilities for forms and report generation.

DESIRED QUALIFICATIONS

- Education:** Completion of secondary school is required. A further degree, Diploma or B.A., in the Social Sciences, Economics, Business, Education or others is highly desirable.
- Experience:** Experience in Personnel, Education, or Administration is desirable.
- Language:** Fluent English is a necessity, Arabic language capabilities are highly desirable. Preference will be given to those with the more advanced Arabic language skills.

Computer: Experience with microcomputers is desirable. The willingness to learn and utilize a computer as a major part of one's work is a necessity. Specific program training will be provided, however experience with word processing, spreadsheets and databases of any kind will be useful.

Personal Qualities: Able to take the initiative in determining work requirements, organizing the tasks required to achieve the results, and independently follow through. Must be conscientious and able to work within deadlines. It is imperative the individual has an awareness of time schedules and the need for completing specific tasks within specified timeframes.

OMANI-AMERICAN JOINT COMMISSION
FOR ECONOMIC AND TECHNICAL COOPERATION

Job Description and Qualifications Statement
for Fisheries Project Officer

The Omani-American Joint Commission for Economic and Technical Cooperation (OAJC) is seeking candidates for the position of Fisheries Project Officer to strengthen the capacity of the OAJC to manage project activities relating to the fisheries sector.

The OAJC is presently planning a second phase Fisheries Development and Management Project which will have the purpose of creating a public sector capability to manage Oman's fisheries resources in a way which encourages the efficient and sustainable development of these resources by the private sector. The Fisheries Project Officer will be primarily concerned with ensuring the effectiveness of assistance provided by this project.

Fisheries is an important and expanding part of the work of the OAJC, and applications are invited from suitably qualified Omani nationals. The position is expected to provide a successful appointee with opportunities to take up a more senior role in the work of the OAJC over time.

Scope of Work: The Fisheries Project Officer will be responsible for the planning, implementation and evaluation of the Fisheries Development and Management Project and for managing other activities related to this project. The fisheries project officer will work as a member of the OAJC's project team reporting to the Director of Projects who is responsible for the development and operation of project management systems. The Officer will also work under the guidance of the OAJC Fisheries Development Officer who is responsible for the programmatic aspect of the OAJC's work in fisheries.

Duties and Responsibilities: The duties and responsibilities of the Fisheries Project Officer include the following:

- a. Participation in the preparation and review of documentation relating to the financial and technical progress of the Fisheries Development and Management Project. The Officer will be expected to become familiar with OAJC documentation and reporting requirements and contribute to project reporting and correspondence. This will include participation in the preparation of work plans, statements of work, contracts and project implementation orders and reports prepared by the OAJC and in the review of financial reports, progress reports, implementation plans and other documents prepared by contractors.

b. Liaison with the staff of the Ministry of Agriculture and Fisheries (MAF) concerned with the project, including the MAF project management and counterpart staff and with the staff of contractors, including regular visits to sites of project activities;

c. Monitoring of the performance of the project, working with MAF staff to measure progress indicators and the pattern of achievement of implementation benchmarks. The Officer will be expected to contribute to identifying and measuring inadequacies in project performance and proposing corrective actions;

d. Liaison with representatives of those involved in small scale and industrial fishing and fish marketing;

e. Participation in evaluations of project activities, with a particular view to drawing out lessons which can be learned for future work in the sector by the OAJC and the MAF.

f. Other tasks: The Officer will be expected to assist in planning and implementing a range of short term activities such as studies and seminars relating to the work of the OAJC in fisheries.

The Officer will be encouraged to develop a wide interest in the management of development projects, and in fisheries development and management. Training in development project management will be provided, and training in fisheries development and management may also be provided.

Qualifications and Experience : The OAJC is seeking a highly motivated Omani professional with a strong interest in development policy and the management of development programs and projects. While applicants with some experience in development planning or natural resources development and management are preferred, qualified individuals who would be interested in the challenge of this position are encouraged to apply.

The OAJC is seeking applications from university graduates with several years experience in a relevant field, or from individuals without university qualifications whose experience would fit them for the post. Some background in fisheries or a related area would be an advantage, but the critical requirements are that applicants should demonstrate capacities in administration and analysis and have the potential to understand the needs of those involved in small scale and industrial fishing and fish marketing.

Other Qualifications: Arabic and English language capability are required.

5C(1) - COUNTRY CHECKLIST

Listed below are statutory criteria applicable to: (A) FAA funds generally; (B)(1) Development Assistance funds only; or (B)(2) the Economic Support Fund only.

A. GENERAL CRITERIA FOR COUNTRY ELIGIBILITY

1. FY 1990 Appropriations Act Sec. 569(b). Has the President certified to the Congress that the government of the recipient country is failing to take adequate measures to prevent narcotic drugs or other controlled substances which are cultivated, produced or processed illicitly, in whole or in part, in such country or transported through such country, from being sold illegally within the jurisdiction of such country to United States Government personnel or their dependents or from entering the United States unlawfully?
No such certification has been made.

2. FAA Sec. 481(h); FY 1990 Appropriations Act Sec. 569(b). (These provisions apply to assistance of any kind provided by grant, sale, loan, lease, credit, guaranty, or insurance, except assistance from the Child Survival Fund or relating to international narcotics control, disaster and refugee relief, narcotics education and awareness, or the provision of food or medicine.) If the recipient is a "major illicit drug producing country" (defined as a country producing during a fiscal year at least five metric tons of opium or 500 metric tons of coca or marijuana) or a "major drug-transit country" (defined as a country that is a significant direct source of illicit drugs significantly affecting the United States, through which such drugs
Not applicable.

are transported, or through which significant sums of drug-related profits are laundered with the knowledge or complicity of the government): (a) Does the country have in place a bilateral narcotics agreement with the United States, or a multilateral narcotics agreement? and (b) Has the President in the March 1 International Narcotics Control Strategy Report (INSCR) determined and certified to the Congress (without Congressional enactment, within 45 days of continuous session, of a resolution disapproving such a certification), or has the President determined and certified to the Congress on any other date (with enactment by Congress of a resolution approving such certification), that (1) during the previous year the country has cooperated fully with the United States or taken adequate steps on its own to satisfy the goals agreed to in a bilateral narcotics agreement with the United States or in a multilateral agreement, to prevent illicit drugs produced or processed in or transported through such country from being transported into the United States, to prevent and punish drug profit laundering in the country, and to prevent and punish bribery and other forms of public corruption which facilitate production or shipment of illicit drugs or discourage prosecution of such acts, or that (2) the vital national interests of the United States require the provision of such assistance?

3. 1986 Drug Act Sec. 2013. (This section applies to the same categories of assistance subject to the restrictions in FAA Sec. 481(h), above.) If recipient country is a "major illicit drug producing country" or "major drug-transit country" (as defined for the purpose of FAA Sec 481(h)), has the President submitted a report to Not applicable.

Congress listing such country as one:
(a) which, as a matter of government policy, encourages or facilitates the production or distribution of illicit drugs; (b) in which any senior official of the government engages in, encourages, or facilitates the production or distribution of illegal drugs; (c) in which any member of a U.S. Government agency has suffered or been threatened with violence inflicted by or with the complicity of any government officer; or (d) which fails to provide reasonable cooperation to lawful activities of U.S. drug enforcement agents, unless the President has provided the required certification to Congress pertaining to U.S. national interests and the drug control and criminal prosecution efforts of that country?

4. FAA Sec. 620(c). If assistance is to a government, is the government indebted to any U.S. citizen for goods or services furnished or ordered where:
(a) such citizen has exhausted available legal remedies, (b) the debt is not denied or contested by such government, or (c) the indebtedness arises under an unconditional guaranty of payment given by such government or controlled entity?
- (a) No
(b) No
(c) No
5. FAA Sec. 620(e)(1). If assistance is to a government, has it (including any government agencies or subdivisions) taken any action which has the effect of nationalizing, expropriating, or otherwise seizing ownership or control of property of U.S. citizens or entities beneficially owned by them without taking steps to discharge its obligations toward such citizens or entities?
- No

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6. FAA Secs. 620(a), 620(f), 620D; FY 1990 Appropriations Act Secs. 512, 548. Is recipient country a Communist country? If so, has the President: (a) determined that assistance to the country is vital to the security of the United States, that the recipient country is not controlled by the international Communist conspiracy, and that such assistance will further promote the independence of the recipient country from international communism, or (b) removed a country from applicable restrictions on assistance to communist countries upon a determination and report to Congress that such action is important to the national interest of the United States? Will assistance be provided either directly or indirectly to Angola, Cambodia, Cuba, Iraq, Libya, Vietnam, South Yemen, Iran or Syria? Will assistance be provided to Afghanistan without a certification, or will assistance be provided inside Afghanistan through the Soviet-controlled government of Afghanistan? No
7. FAA Sec. 620(i). Has the country permitted, or failed to take adequate measures to prevent, damage or destruction by mob action of U.S. property? No
8. FAA Sec. 620(l). Has the country failed to enter into an investment guaranty agreement with OPIC? No
9. FAA Sec. 620(o); Fishermen's Protective Act of 1967 (as amended) Sec. 5. (a) Has the country seized, or imposed any penalty or sanction against, any U.S. fishing vessel because of fishing activities in international waters? (b) If so, has any deduction required by the Fishermen's Protective Act been made? (a) No (b) Not applicable.

10. FAA Sec. 620(q); FY 1990 Appropriations Act Sec. 518 (Brooke Amendment). (a) No
(b) No
Has the government of the recipient country been in default for more than six months on interest or principal of any loan to the country under the FAA?
(b) Has the country been in default for more than one year on interest or principal on any U.S. loan under a program for which the FY 1990 Appropriations Act appropriates funds?
11. FAA Sec. 620(s). If contemplated assistance is development loan or to come from Economic Support Fund, has the Administrator taken into account the percentage of the country's budget and amount of the country's foreign exchange or other resources spent on military equipment? (Reference may be made to the annual "Taking Into Consideration" memo: "Yes, taken into account by the Administrator at time of approval of Agency OYB." This approval by the Administrator of the Operational Year Budget can be the basis for an affirmative answer during the fiscal year unless significant changes in circumstances occur.)
Yes, taken into account by the Administrator at time of approval of Agency OYB
12. FAA Sec. 620(t). Has the country severed diplomatic relations with the United States? If so, have relations been resumed and have new bilateral assistance agreements been negotiated and entered into since such resumption?
No
13. FAA Sec. 620(u). What is the payment status of the country's U.N. obligations? If the country is in arrears, were such arrearages taken into account by the A.I.D. Administrator in determining the current A.I.D. Operational Year Budget? (Reference may be made to the "Taking into Consideration" memo.)
To the best of our knowledge Oman is not in arrears in respect to its U.N. obligations.

14. FAA Sec. 620A. Has the President determined that the recipient country grants sanctuary from prosecution to any individual or group which has committed an act of international terrorism or otherwise supports international terrorism? No
15. FY 1990 Appropriations Act Sec. 564. Has the country been determined by the President to: (a) grant sanctuary from prosecution to any individual or group which has committed an act of international terrorism, or (b) otherwise support international terrorism, unless the President has waived this restriction on grounds of national security or for humanitarian reasons? No such determination has been made.
16. ISDCA of 1985 Sec. 552(b). Has the Secretary of State determined that the country is a high terrorist threat country after the Secretary of Transportation has determined, pursuant to section 1115(e)(2) of the Federal Aviation Act of 1958, that an airport in the country does not maintain and administer effective security measures? No such determination has been made.
17. FAA Sec. 666(b). Does the country object, on the basis of race, religion, national origin or sex, to the presence of any officer or employee of the U.S. who is present in such country to carry out economic development programs under the FAA? No
18. FAA Secs. 669, 670. Has the country, after August 3, 1977, delivered to any other country or received nuclear enrichment or reprocessing equipment, materials, or technology, without specified arrangements or safeguards, and without special certification by the President? Has it transferred a nuclear explosive device to a non-nuclear weapon state, or if such a state, either received or detonated a nuclear explosive device? (FAA Sec. 620E permits a special waiver of Sec. 669 for Pakistan.) No

19. FAA Sec. 670. If the country is a non-nuclear weapon state, has it, on or after August 8, 1985, exported (or attempted to export) illegally from the United States any material, equipment, or technology which would contribute significantly to the ability of a country to manufacture a nuclear explosive device? No
20. ISDCA of 1981 Sec. 720. Was the country represented at the Meeting of Ministers of Foreign Affairs and Heads of Delegations of the Non-Aligned Countries to the 36th General Assembly of the U.N. on Sept. 25 and 28, 1981, and did it fail to disassociate itself from the communique issued? If so, has the President taken it into account? (Reference may be made to the "Taking into Consideration" memo.) No
21. FY 1990 Appropriations Act Sec. 513. Has the duly elected Head of Government of the country been deposed by military coup or decree? If assistance has been terminated, has the President notified Congress that a democratically elected government has taken office prior to the resumption of assistance? No
22. FY 1990 Appropriations Act Sec. 539. Does the recipient country fully cooperate with the international refugee assistance organizations, the United States, and other governments in facilitating lasting solutions to refugee situations, including resettlement without respect to race, sex, religion, or national origin? Yes

B. FUNDING SOURCE CRITERIA FOR COUNTRY ELIGIBILITY

1. Development Assistance Country Criteria

a. FAA Sec. 116. Has the Department of State determined that this government has engaged in a consistent pattern of gross violations of internationally recognized human rights? If so, can it be demonstrated that contemplated assistance will directly benefit the needy? Not applicable.

b. FY 1990 Appropriations Act Sec. 535. Has the President certified that use of DA funds by this country would violate any of the prohibitions against use of funds to pay for the performance of abortions as a method of family planning, to motivate or coerce any person to practice abortions, to pay for the performance of involuntary sterilization as a method of family planning, to coerce or provide any financial incentive to any person to undergo sterilizations, to pay for any biomedical research which relates, in whole or in part, to methods of, or the performance of, abortions or involuntary sterilization as a means of family planning? Not applicable.

2. Economic Support Fund Country Criteria

a. FAA Sec. 502B. Has it been determined that the country has engaged in a consistent pattern of gross violations of internationally recognized human rights? If so, has the President found that the country made such significant improvement in its human rights record that furnishing such assistance is in the U.S. national interest? No

b. FY 1990 Appropriations Act Sec. 569(d). Has this country met its drug eradication targets or otherwise taken significant steps to halt illicit drug production or trafficking? Yes

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5C(2) - PROJECT CHECKLIST

Listed below are statutory criteria applicable to projects. This section is divided into two parts. Part A includes criteria applicable to all projects. Part B applies to projects funded from specific sources only: B(1) applies to all projects funded with Development Assistance; B(2) applies to projects funded with Development Assistance loans; and B(3) applies to projects funded from ESF.

CROSS REFERENCES: IS COUNTRY CHECKLIST UP TO DATE? HAS STANDARD ITEM CHECKLIST BEEN REVIEWED FOR THIS PROJECT?

A. GENERAL CRITERIA FOR PROJECT

1. FY 1990 Appropriations Act Sec. 523: FAA Sec. 634A. If money is to be obligated for an activity not previously justified to Congress, or for an amount in excess of amount previously justified to Congress, has Congress been properly notified?
Congress has been so informed.
2. FAA Sec. 611(a). Prior to an obligation in excess of \$500,000, will there be:
(a) engineering, financial or other plans necessary to carry out the assistance;
and (b) a reasonably firm estimate of the cost to the U.S. of the assistance?
Yes
3. FAA Sec. 611(a)(2). If legislative action is required within recipient country with respect to an obligation in excess of \$500,000, what is the basis for a reasonable expectation that such action will be completed in time to permit orderly accomplishment of the purpose of the assistance?
No legislative action is required.

4. FAA Sec. 611(b); FY 1990 Appropriations Act Sec. 501. If project is for water or water-related land resource construction, have benefits and costs been computed to the extent practicable in accordance with the principles, standards, and procedures established pursuant to the Water Resources Planning Act (42 U.S.C. 1962, et seq.)? (See A.I.D. Handbook 3 for guidelines.) Not applicable.
5. FAA Sec. 611(e). If project is capital assistance (e.g., construction), and total U.S. assistance for it will exceed \$1 million, has Mission Director certified and Regional Assistant Administrator taken into consideration the country's capability to maintain and utilize the project effectively? Not applicable.
6. FAA Sec. 209. Is project susceptible to execution as part of regional or multilateral project? If so, why is project not so executed? Information and conclusion whether assistance will encourage regional development programs. Project not susceptible regional or multilateral project.
7. FAA Sec. 601(a). Information and conclusions on whether projects will encourage efforts of the country to:
(a) increase the flow of international trade; (b) foster private initiative and competition; (c) encourage development and use of cooperatives, credit unions, and savings and loan associations; (d) discourage monopolistic practices; (e) improve technical efficiency of industry, agriculture and commerce; and (f) strengthen free labor unions.
(a) Yes
(b) Yes
(c) Indirectly yes
(d) Yes
(e) Yes
(f) No
8. FAA Sec. 601(b). Information and conclusions on how project will encourage U.S. private trade and investment abroad and encourage private U.S. participation in foreign assistance programs (including use of private trade channels and the services of U.S. private enterprise). The Omani-American Joint Commission manages U.S. foreign assistance of approximately \$15 million per annum and is linked to an investment of equal size from the Omani Government. Our project design and implementation work opens numerous opportunities for U.S. private investment and trade in Oman.

9. FAA Secs. 612(b), 636(h). Describe steps taken to assure that, to the maximum extent possible, the country is contributing local currencies to meet the cost of contractual and other services, and foreign currencies owned by the U.S. are utilized in lieu of dollars. Most local currency costs will be borne by the Government of Oman. U.S. owns no excess local currency.
10. FAA Sec. 612(d). Does the U.S. own excess foreign currency of the country and, if so, what arrangements have been made for its release? No, U.S. does not own excess foreign currency of Oman.
11. FY 1990 Appropriations Act Sec. 521. If assistance is for the production of any commodity for export, is the commodity likely to be in surplus on world markets at the time the resulting productive capacity becomes operative, and is such assistance likely to cause substantial injury to U.S. producers of the same, similar or competing commodity? No
12. FY 1990 Appropriations Act Sec. 547. Will the assistance (except for programs in Caribbean Basin Initiative countries under U.S. Tariff Schedule "Section 807," which allows reduced tariffs on articles assembled abroad from U.S.-made components) be used directly to procure feasibility studies, prefeasibility studies, or project profiles of potential investment in, or to assist the establishment of facilities specifically designed for, the manufacture for export to the United States or to third country markets in direct competition with U.S. exports, of textiles, apparel, footwear, handbags, flat goods (such as wallets or coin purses worn on the person), work gloves or leather wearing apparel? No
13. FAA Sec. 119(g)(4)-(6) & (10). Will the assistance: (a) support training and education efforts which improve the capacity of recipient countries to prevent loss of biological diversity; (b) be provided under a long-term agreement in which the recipient country agrees to protect ecosystems or other (a) Yes
(b) Yes, insofar as the Omani and U.S. Governments have agreed that natural resources conservation and management constitute a program object of the OAJC.

- wildlife habitats; (c) support efforts to identify and survey ecosystems in recipient countries worthy of protection; or (d) by any direct or indirect means significantly degrade national parks or similar protected areas or introduce exotic plants or animals into such areas?
- (c) Yes
(d) No
14. FAA Sec. 121(d). If a Sahel project, has a determination been made that the host government has an adequate system for accounting for and controlling receipt and expenditure of project funds (either dollars or local currency generated therefrom)?
- Not Sahel project.
(Not applicable.)
15. FY 1990 Appropriations Act, Title II, under heading "Agency for International Development." If assistance is to be made to a United States PVO (other than a cooperative development organization), does it obtain at least 20 percent of its total annual funding for international activities from sources other than the United States Government?
- Not applicable.
16. FY 1990 Appropriations Act Sec. 537. If assistance is being made available to a PVO, has that organization provided upon timely request any document, file, or record necessary to the auditing requirements of A.I.D., and is the PVO registered with A.I.D.?
- Not applicable.
17. FY 1990 Appropriations Act Sec. 514. If funds are being obligated under an appropriation account to which they were not appropriated, has the President consulted with and provided a written justification to the House and Senate Appropriations Committees and has such obligation been subject to regular notification procedures?
- Not so obligated.

18. State Authorization Sec. 139 (as interpreted by conference report). Has confirmation of the date of signing of the project agreement, including the amount involved, been cabled to State L/T and A.I.D. LEG within 60 days of the agreement's entry into force with respect to the United States, and has the full text of the agreement been pouched to those same offices? (See Handbook 3, Appendix 6G for agreements covered by this provision).
Obligation will be so recorded after incurred.
19. Trade Act Sec. 5164 (as interpreted by conference report), amending Metric Conversion Act of 1975 Sec. 2. Does the project use the metric system of measurement in its procurements, grants, and other business-related activities, except to the extent that such use is impractical or is likely to cause significant inefficiencies or loss of markets to United States firms? Are bulk purchases usually to be made in metric, and are components, subassemblies, and semi-fabricated materials to be specified in metric units when economically available and technically adequate?
Yes
20. FY 1990 Appropriations Act, Title II, under heading "Women in Development." Will assistance be designed so that the percentage of women participants will be demonstrably increased?
Yes
21. FY 1990 Appropriations Act Sec. 592(a). If assistance is furnished to a foreign government under arrangements which result in the generation of local currencies, has A.I.D. (a) required that local currencies be deposited in a separate account established by the recipient government, (b) entered into an agreement with that government providing the amount of local currencies to be generated and the terms and conditions under which the currencies so deposited may be utilized, and (c) established by agreement the responsibilities of A.I.D. and that government to monitor and account for deposits into and disbursements from the separate account?
Assistance provided will not result in the generation of local currencies. (Not applicable.)

Will such local currencies, or an equivalent amount of local currencies, be used only to carry out the purposes of the DA or ESF chapters of the FAA (depending on which chapter is the source of the assistance) or for the administrative requirements of the United States Government?

Not applicable.

Has A.I.D. taken all appropriate steps to ensure that the equivalent of local currencies disbursed from the separate account are used for the agreed purposes?

Not applicable.

If assistance is terminated to a country, will any unencumbered balances of funds remaining in a separate account be disposed of for purposes agreed to by the recipient government and the United States Government?

Not applicable.

2. Development Assistance Project Criteria (Loans Only)
- a. FAA Sec. 122(b). Information and conclusion on capacity of the country to repay the loan at a reasonable rate of interest. Not applicable.
 - b. FAA Sec. 620(d). If assistance is for any productive enterprise which will compete with U.S. enterprises, is there an agreement by the recipient country to prevent export to the U.S. of more than 20 percent of the enterprise's annual production during the life of the loan, or has the requirement to enter into such an agreement been waived by the President because of a national security interest? Not applicable.
 - c. FAA Sec. 122(b). Does the activity give reasonable promise of assisting long-range plans and programs designed to develop economic resources and increase productive capacities? Not applicable.
3. Economic Support Fund Project Criteria
- a. FAA Sec. 531(a). Will this assistance promote economic and political stability? To the maximum extent feasible, is this assistance consistent with the policy directions, purposes, and programs of Part I of the FAA? Yes, in that the OAJC supports economic diversification and sustainable development of natural resources.
 - b. FAA Sec. 531(e). Will this assistance be used for military or paramilitary purposes? No
 - c. FAA Sec. 609. If commodities are to be granted so that sale proceeds will accrue to the recipient country, have Special Account (counterpart) arrangements been made? Grant will not provide CIP type activities.

5C(3) - STANDARD ITEM CHECKLIST

Listed below are the statutory items which normally will be covered routinely in those provisions of an assistance agreement dealing with its implementation, or covered in the agreement by imposing limits on certain uses of funds.

These items are arranged under the general headings of (A) Procurement, (B) Construction, and (C) Other Restrictions.

A. PROCUREMENT

1. FAA Sec. 602(a). Are there arrangements to permit U.S. small business to participate equitably in the furnishing of commodities and services financed? Yes, AID direct contracting procedures.
2. FAA Sec. 604(a). Will all procurement be from the U.S. except as otherwise determined by the President or determined under delegation from him? Yes
3. FAA Sec. 604(d). If the cooperating country discriminates against marine insurance companies authorized to do business in the U.S., will commodities be insured in the United States against marine risk with such a company? Cooperating Country does not discriminate against such companies.
4. FAA Sec. 604(e). If non-U.S. procurement of agricultural commodity or product thereof is to be financed, is there provision against such procurement when the domestic price of such commodity is less than parity? (Exception where commodity financed could not reasonably be procured in U.S.) No such commodities are expected to be procured.

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5. FAA Sec. 604(g). Will construction or engineering services be procured from firms of advanced developing countries which are otherwise eligible under Code 941 and which have attained a competitive capability in international markets in one of these areas? (Exception for those countries which receive direct economic assistance under the FAA and permit United States firms to compete for construction or engineering services financed from assistance programs of these countries.) Only American and Omani firms are eligible under the terms of the Grant Agreement.
6. FAA Sec. 603. Is the shipping excluded from compliance with the requirement in section 901(b) of the Merchant Marine Act of 1936, as amended, that at least 50 percent of the gross tonnage of commodities (computed separately for dry bulk carriers, dry cargo liners, and tankers) financed shall be transported on privately owned U.S. flag commercial vessels to the extent such vessels are available at fair and reasonable rates? No.
7. FAA Sec. 621(a). If technical assistance is financed, will such assistance be furnished by private enterprise on a contract basis to the fullest extent practicable? Will the facilities and resources of other Federal agencies be utilized, when they are particularly suitable, not competitive with private enterprise, and made available without undue interference with domestic programs? Yes, most technical assistance will be provided by private firms or individuals. A small amount of specialized assistance may be provided by personnel from Federal Agencies under standing agreement with AID.
8. International Air Transportation Fair Competitive Practices Act, 1974. If air transportation of persons or property is financed on grant basis, will U.S. carriers be used to the extent such service is available? Yes.
9. FY 1990 Appropriations Act Sec. 504. If the U.S. Government is a party to a contract for procurement, does the contract contain a provision authorizing termination of such contract for the convenience of the United States? Yes.

10. FY 1990 Appropriations Act Sec. 524. If assistance is for consulting service through procurement contract pursuant to 5 U.S.C. 3109, are contract expenditures a matter of public record and available for public inspection (unless otherwise provided by law or Executive order)? Yes
11. Trade Act Sec. 5164 (as interpreted by conference report), amending Metric Conversion Act of 1975 Sec. 2. Does the project use the metric system of measurement in its procurements, grants, and other business-related activities, except to the extent that such use is impractical or is likely to cause significant inefficiencies or loss of markets to United States firms? Are bulk purchases usually to be made in metric, and are components, subassemblies, and semi-fabricated materials to be specified in metric units when economically available and technically adequate? Yes
12. FAA Secs. 612(b), 636(h); FY 1990 Appropriations Act Secs. 507, 509. Describe steps taken to assure that, to the maximum extent possible, foreign currencies owned by the U.S. are utilized in lieu of dollars to meet the cost of contractual and other services. U.S. does not own Omani Rials.
13. FAA Sec. 612(d). Does the U.S. own excess foreign currency of the country and, if so, what arrangements have been made for its release? U.S. does not own excess foreign currency in Oman.
14. FAA Sec. 601(e). Will the assistance utilize competitive selection procedures for the awarding of contracts, except where applicable procurement rules allow otherwise? Yes, in accordance with AID direct contracting.

B. CONSTRUCTION

1. FAA Sec. 601(d). If capital (e.g., construction) project, will U.S. engineering and professional services be used? N/A
2. FAA Sec. 611(c). If contracts for construction are to be financed, will they be let on a competitive basis to maximum extent practicable? N/A
3. FAA Sec. 620(k). If for construction of productive enterprise, will aggregate value of assistance to be furnished by the U.S. not exceed \$100 million (except for productive enterprises in Egypt that were described in the CP), or does assistance have the express approval of Congress? N/A

C. OTHER RESTRICTIONS

1. FAA Sec. 122(b). If development loan repayable in dollars, is interest rate at least 2 percent per annum during a grace period which is not to exceed ten years, and at least 3 percent per annum thereafter? N/A
2. FAA Sec. 301(d). If fund is established solely by U.S. contributions and administered by an international organization, does Comptroller General have audit rights? N/A
3. FAA Sec. 620(h). Do arrangements exist to insure that United States foreign aid is not used in a manner which, contrary to the best interests of the United States, promotes or assists the foreign aid projects or activities of the Communist-bloc countries? Yes.

4. Will arrangements preclude use of financing:
- a. FAA Sec. 104(f); FY 1990 Appropriations Act under heading "Population, DA," and Secs. 525, 535.
 - (1) To pay for performance of abortions as a method of family planning or to motivate or coerce persons to practice abortions; (2) to pay for performance of involuntary sterilization as method of family planning, or to coerce or provide financial incentive to any person to undergo sterilization; (3) to pay for any biomedical research which relates, in whole or part, to methods or the performance of abortions or involuntary sterilizations as a means of family planning; or (4) to lobby for abortion?
 - b. FAA Sec. 483. To make reimbursements, in the form of cash payments, to persons whose illicit drug crops are eradicated?
 - c. FAA Sec. 620(g). To compensate owners for expropriated or nationalized property, except to compensate foreign nationals in accordance with a land reform program certified by the President?
 - d. FAA Sec. 660. To provide training, advice, or any financial support for police, prisons, or other law enforcement forces, except for narcotics programs?
 - e. FAA Sec. 662. For CIA activities?
 - f. FAA Sec. 636(i). For purchase, sale, long-term lease, exchange or guaranty of the sale of motor vehicles manufactured outside U.S., unless a waiver is obtained?
 - g. FY 1990 Appropriations Act Sec. 503. To pay pensions, annuities, retirement pay, or adjusted service compensation for prior or current military personnel?
 - h. FY 1990 Appropriations Act Sec. 505. To pay U.N. assessments, arrearages or dues?

- i. FY 1990 Appropriations Act Sec. 506. Yes
To carry out provisions of FAA section 209(d) (transfer of FAA funds to multilateral organizations for lending)?
- j. FY 1990 Appropriations Act Sec. 510. Yes
To finance the export of nuclear equipment, fuel, or technology?
- k. FY 1990 Appropriations Act Sec. 511. Yes
For the purpose of aiding the efforts of the government of such country to repress the legitimate rights of the population of such country contrary to the Universal Declaration of Human Rights?
- l. FY 1990 Appropriations Act Sec. 516; State Authorization Sec. 109. Yes
To be used for publicity or propaganda purposes designed to support or defeat legislation pending before Congress, to influence in any way the outcome of a political election in the United States, or for any publicity or propaganda purposes not authorized by Congress?
5. FY 1990 Appropriations Act Sec. 574. Appropriate clauses will be included in contracts requiring marine insurance.
Will any A.I.D. contract and solicitation, and subcontract entered into under such contract, include a clause requiring that U.S. marine insurance companies have a fair opportunity to bid for marine insurance when such insurance is necessary or appropriate?
6. FY 1990 Appropriations Act Sec. 582. Assistance not being provided for such reasons.
Will any assistance be provided to any foreign government (including any instrumentality or agency thereof), foreign person, or United States person in exchange for that foreign government or person undertaking any action which is, if carried out by the United States Government, a United States official or employee, expressly prohibited by a provision of United States law?