

February 7, 1994

MEMORANDUM

TO: Vivikka Molldrem, ANE/D?
FROM: William T. Oliver, Director
SUBJECT: USAID/Jordan FY 1993 Country Program Review (CPR)

Following is USAID/Jordan's first annual Country Program Review.

It encompasses the first year (FY 1993) of our strategy, but its primary focus is on the period from June 1993, when the Program Performance Monitoring Plan was completed, to early February 1994; significant developments affecting the monitoring plan occurred during the first four months of FY 1994 and that is the reason for extending this report's coverage beyond FY 1993.

I. Objective Tree
See Attachment No. 1

II. Special Factors Affecting the USAID Program

The Phase 2 PRISM work in Jordan was accomplished during the period May 9-21 1993, and the report was completed in June (see Program Performance Monitoring Plan: USAID/Jordan). Among other activities, the PRISM team and Mission staff:

- Reviewed and made changes in strategic objectives (SO's), program outcomes (PO's), and sub-program outcomes (SPO's),
- Finalized indicators and identified data sources for indicators at the SO, PO, and SPO levels, and
- Established and reviewed critical assumptions that might affect the establishment of baseline figures and targets.

The PRISM Phase 2 report noted that the timing of the visit was fortuitous in that projects were in the formative stage in all three SO areas. However, the other side of this equation was that critical assumptions concerning the likely start up of these projects had to hold true to permit the timely development of baseline and target data.

Those critical assumptions have not held true, and impact all three of the Mission's strategic objectives. In operational terms, this means that baseline figures and targets are

unavailable for a number of the indicators. The specifics of the problems encountered and their impact on the Program Performance Assessment System (PPAS) are summarized below, by strategic objective.

Due to the impact on the PPAS, the Performance Monitoring Plan tables for each S.O., which were appended to the June 1993 report, have been updated and are attached herewith (Attachments 5-7).

- A. SO 1: Increased foreign exchange earnings from light industry, agribusiness, and tourism

The critical assumptions affecting this SO were obligation and implementation of the Support for Export Enterprise Development (SEED) Project and the new tourism initiative. Neither of these projects have been obligated and the design of each has changed substantially since the June 1993 report. (A Technical Support Project to help implement the sector policy reform program has been launched but it covers only those items on the policy reform agenda.) This has kept the USAID/Jordan from completing some baseline information and/or setting some targets for each of the following thirteen indicators:

- SO 1: Annual % increase in the dollar value of exports from agricultural products (SEED),
- SO 1: Annual % increase in the total dollar value of target group tourism (tourism initiative),
- PO 1.1: Annual % increase in dollar value of exports to non-traditional markets (SEED),
- PO 1.1: Annual % increase in the number of firms exporting light industrial products (SEED),
- PO 1.1: Annual increase in the number of foreign direct investments registered in non-traditional areas of production (SEED),
- SPO 1.1.1: Annual % increase in number of importers using Customs export incentives (SEED),
- SPO 1.1.1: Annual increase in % of importers using Customs export incentives (SEED),
- SPO 1.1.2: Annual increase in the number of participation in trade fairs organized by selected trade associations in non-traditional markets (SEED),
- SPO 1.1.3: Annual % increase in dollar value of

imports of capital goods by non-traditional industries (SEED),

- SPO 1.1.3: Annual increase in the number of registered firms with foreign, non-Arab capital (SEED),
- PO 1.2: Annual % increase in number of tourists from target group countries (tourism initiative).
- PO 1.2: Annual % increase in dollar expenditures per tourist from target group country (tourism initiative).
- SPO 1.2.1: Annual % increase in real expenditures on development of selected sites (tourism initiative).

The other fifteen indicators for this SO have complete baseline and target data.

B. SO 2: Improved quality and increased quantity of water available for use

At the time the Program Performance Monitoring Plan was completed (June 1993), it was assumed that the contractors for the Water Quality Improvement and Conservation Project would be on site by September. This did not prove to be the case. The contractors are scheduled to arrive in Jordan in February 1994, and will work on establishing targets for this SO at that time. Under the present schedule, all targets for SO 2 are to be determined by June 1994.

Currently, baseline data exist for nine of the twelve indicators for this SO, but none of the indicators have finalized targets. Baseline data for one of the missing indicators will be available in February (following the completion of a University of Jordan survey). Contractors will assist developing the baseline data for the two remaining indicators.

C. SO 3: Reduced Fertility

Critical assumptions for this SO were timely contracting on both the Management of Birth Spacing (MBS) Project and the Family Health Services (FHS) Project. Contracting took eight months longer than expected, resulting in neither baseline nor target data for the following five indicators:

- PO 3.1: Annual increase in couple years of protection, public distribution facilities (FHS),
- PO 3.1: Annual increase in couple years of protection, private sector facilities (MBS),
- SPO 3.1.1: Annual increase in % of men and women of

reproductive age (MWRA) knowing the correct use of the method each is using, public sector (FHS),

- SPO 3.1.1: Annual increase in % of MWRA knowing the correct use of the method each is using, NGO's (FHS),

- SPO 3.1.3: Annual increase in % of pharmacies selling three or more types of modern contraceptives (MBS).

Baseline and target data are available for the other nine indicators for this SO.

D. Summary of the status of USAID/Jordan PRISM indicators

USAID/Jordan has identified 54 separate indicators for the CPR (reduced from the 70 in the PPAS; while the June 1993 monitoring plan report stated that there were 59 indicators, some of them actually were two-step or two-part actions, each requiring its own data. Thus the total really was 70). The status of the present indicators, by SO, follows.

SO #	Total # Indicators	Neither Baseline nor Target Data	Baseline and Some Target Data	Baseline and Targets Completed
1	28	2	11	15
2	12	3	9	--
3	14	5	1	8
Total	54	10	21	23

III. Progress in Meeting Strategic Objectives and Program Outcomes

The USAID/J strategy spans the seven years from FY 1993 to FY 1999. As explained elsewhere in this CPR, there have been significant delays in starting the core activities upon which the strategy is based; FY 1993 was a gestation period for the strategy. FY 1994 will be the first year for which progress can be measured.

IV. Targets of Opportunity and Cross-Cutting Issues

A. Target of Opportunity - The Environment

The target of opportunity for the USAID/Jordan Mission is the environment. Water is Jordan's principal environmental

problem and is being addressed by Strategic Objective 2. However, the Mission also sees the potential for a significant environmental impact in the tourism component of Strategic Objective 1 (Program Outcome 1.2). Specifically, sub-program outcome 1.2.1 and 1.2.3 concern the preservation, presentation, and management of selected tourist sites in Jordan and the extent to which those sites possess and maintain certain tourist amenities. These SPO's are an opportunity to measure the degree to which environmental concerns are accounted for in the development of tourist sites in the future.

Indicators for this target of opportunity will be derived from three sources:

- The monitoring and evaluation plan for the Water Quality Improvement and Conservation Project,
- The monitoring and evaluation plan for the new tourism initiative, and
- Selected indicators for SO's 1 and 2 that concern the environment.

For this first CPR, the Mission is able to report only on indicators derived from the existing Program Performance Assessment System (PPAS). The Mission recognizes that, in general, indicators for targets of opportunity will be the product of project-level monitoring systems. However, the arrival of contractors for the water project will not occur until February 1994 and the Mission has experienced delays in the development of the new tourism initiative.

Concerning the water component of this target of opportunity, two of the planned outputs of the Water Quality Improvement and Conservation Project are high quality effluent from the As-Samra treatment facility and reduced industrial pollution discharge. Mission staff, contractor personnel, and counterparts from the Ministry of Water and Irrigation will develop specific indicators for monitoring these outputs in early 1994 after the arrival on site of contractor personnel.

Similarly, the environmental indicators for the new tourism initiative will be a product of pre-project implementation discussions among the Mission, contractors, and GOJ counterparts.

Indicators from the current PPAS relevant to the target of opportunity are:

- SPO 1.2.1: Annual increase in the number of selected sites that are adequately preserved, presented, and managed.

- SPO 1.2.3: Increased number of selected tourist sites providing and maintaining essential tourist amenities.
- SO 2: Annual percent increase in wastewater treated to standard.
- PO 2.1: Annual percent reduction in water loss.
- SPO 2.1.1: Improved water quality monitoring system.
- SPO 2.1.2: Annual increase in percentage of industries adopting clean technology measures.
- PO 2.2: Annual percent increase in quantity of water delivered to standard in Zarqa basin.
- SPO 2.2.1: Annual percent increase in wastewater treated to standard at As-Samra treatment facility.

B. Cross-Cutting Issues

1. Women in Development

While there is a recognized absence of quality data in Jordan that are gender disaggregated, it nonetheless is possible to make certain judgements concerning Women in Development (WID). With respect to SO 1, PO 1.1, the principal impact on WID is likely to be increased employment. Female labor force participation in Jordan is quite low, and if agribusiness and light industrial exports increase, it is expected that some of the employment benefits will accrue to females.

The gender effect of SO 1, PO 1.2 probably will be more pronounced. As stated in the economic analysis annex of the new tourism initiative, "Handicraft businesses, which will benefit from the expansion in tourism, should tend to employ women to a far greater extent than other sectors of the Jordanian economy...The ratio of women to total employment in other tourism support businesses is at least as high as in the economy as a whole."

The Water Quality Improvement and Conservation Project (SO 2) will earmark 10-15% of its training slots for women. Likewise, project implementation will acknowledge the important role of women in the agricultural sector and household sector.

The Mission recognizes the paramount role played by women in fertility reduction (SO 3). The USAID/Jordan has supported the development and implementation of a National Strategy on Women and the establishment of a Department of Women's Affairs in the office of the Prime Minister. In the future, the USAID/Jordan

likely will assist in establishing a computerized documentation and information system for this Department.

2. Governance and Democratic Pluralism

Achievement of the Mission's strategic objectives and program outcomes depends upon an expanded, more dynamic involvement of Jordanian popular institutions in the development process, at the local and regional levels as well as nationally. Performance targets in turn will be achievable and sustainable only to the extent that they are supported by a broad spectrum of ordinary Jordanians and their representative institutions.

With regard to SO 1, PO 1.1, improved financing, marketing and production systems require the participation of a wide range of business firms and related institutions, such as trade associations. The policy reforms that are needed to underpin these systems also involve a greater accountability and transparency by a public sector working in support of the private sector; while the executive branch has a major role in this area, the legislature must be involved, too, and it is with this purpose in mind that the Mission is providing an information and document management system for the Parliament - an initial, key step in strengthening the accountability of this institution even though it is not directly measurable by our performance monitoring plan.

SO 1, PO 1.2, increased tourism, is supportive of greater participation by small scale enterprises, local communities (many of them rural or semi-rural), and the indigenous PVOs and NGOs serving them; creation of jobs in these areas of high unemployment will be an important dividend.

Community participation, particularly at the municipal level, is pivotal to the success of SO 2, which hinges on public acceptance of policy reforms that will alter water use practices, and of endorsement of increased capital investment in the water sector. NGOs, farmers' organizations, community agencies, business associations, even individual households, as well as municipalities - all must be organized into a powerful advocate for positive change in this most critical of environmental concerns for Jordan.

The foundations of SO 3 lie at the community and neighborhood level. Capacity building of indigenous agencies is an essential part of the strategy, and will assume even more prominence in our work as family planning becomes an increasingly acceptable concept among ordinary Jordanians.

3. Managing and Monitoring Policy Reform

The success of S.O.1 and S.O.2 requires that a range of policy and regulatory reforms be introduced and implemented effectively by the GOJ, with the support of USAID.

The Sectoral Policy Reform (SPR) Program and the companion SPR Technical Project are the primary tools to achieve the trade and investment reforms that will unleash the private sector's ability to finance, produce and market internationally competitive goods (S.O.1, P.O. 1.1); these activities are being carried out in the early years of the strategy, with the expectation that they will result in a deepening of policy reforms in the strategy's later years, thus opening up further opportunities for Jordan within the context of economic growth and cooperation in the Middle East. Sub-P.Os. 1.1.2, 1.1.3 and 1.1.4 will not be sustainable by themselves, and P.O.1.1 will not be achievable, without the policy reforms included in Sub-P.O.1.1.1.

Public policy reform and implementation is an important aspect of S.O.2. For example, water pricing and cost recovery policies must be addressed if rational use and allocation of water for industrial, agricultural and municipal purposes is to be realized; improved water management systems (P.O.2.1) and increased capital investment (P.O.2.3) are unachievable without the enabling policy reforms. The adoption of the Water Management Plan by the GOJ has laid the groundwork for pursuing the necessary policy measures, and the Water Quality Improvement and Conservation Project will furnish the means to attain them. The Mission is leveraging its resources in the water sector by building partnerships with the other donors, especially the World Bank, which will give added impetus to policy reform. Active community participation (see the section on Governance and Democratic Pluralism) also will be a prerequisite to achieve and sustain water policy reforms.

S.O.3 does not have a policy focus at this time as there are no policy-related impediments to pursuing the strategy. The Mission will monitor any steps taken by the GOJ to formulate an official policy on fertility reduction.

V. Required Changes in the Strategy, in Targets, or in Indicators

The following represents the current status of **significant** indicator-level changes made to the June 1993 report. By significant, we mean changes such as deleting or combining indicators. We do not mean relatively minor changes, such as inserting a word, specifying whether the indicator is expected to increase or decrease annually, etc. Likewise, we do not reflect here the new or changed baseline/target data obtained in the meetings held in preparation of the CPR in January 1994. These data are contained in the CPR Table 1's.

The changes are based upon detailed review of SO, PO, and sub-PO indicators during the course of meetings with the Mission personnel responsible for SO's 1, 2, and 3. In all cases, the substance and rationale for the changes/deletions is included in the description. The "indicator #" below refers to the numbering system used in the June PPAAS report.

Although the list of indicator level changes is quite long, the Country Program Strategy itself remains intact with no substantive changes. The following changes were principally the product of modifications to Mission projects in the design stage. Further, with this being the beginning of the Mission's strategy period, we believe that modifying and deleting indicators at this stage is less problematic than in later years of the strategy.

PO 1.1

Indicator b: Increasing percentage of all exports accounted for by exports to non traditional markets

Change: Delete

Rationale: The GOJ is attempting to reenter traditional markets from which it has been excluded since 1990. If this indicator shows a decrease rather than an increase, it may indicate success in a GOJ policy on which USAID is neutral.

SPO 1.1.1

Indicator 2

Change: New wording is "Annual % increase in the number of importers using Customs export incentives (temporary entry and duty drawbacks)."

Rationale: Clarifies and broadens the scope of the indicator to show desired impact.

SPO 1.1.1

Indicator 4

Change: New wording is "Annual % increase in income tax exemptions on revenue generated from exports to non traditional markets." New wording for precise definition is "Increase in the % of revenue from exports to non traditional markets exempted from income taxes."

Rationale: This is more precise than the "yes/no" option originally thought

SPO 1.1.2

Indicators 2 and 3

Change: These two indicators are being combined into one indicator. The new wording is "Annual increase in number of trade associations providing timely marketing information on non-traditional markets and other trade related services." The project will identify the selected associations and will define 'timely information' and 'the range of trade related services'."

Rationale: This is more concisely stated as one indicator involving the actions of trade associations in providing market

information and services.

SPO 1.1.3

Indicator 1b: Capital goods share of total imports increases annually

Change: Delete

Rationale: The "rising share of total imports" concept can be distorted by too many factors beyond the manageable interest of the Mission.

SPO 1.1.3

Indicator 2

Change: New wording is "Annual Increase in the number of registered firms with foreign, non Arab capital."

Rationale: The wording of the indicator needed to be made consistent with the way records are maintained by the Ministry of Industry and Trade. In Jordan, registration carries with it a financial commitment to carry through with the investment.

SPO 1.1.3

Indicator 3: Increase in technology licensing agreements for export purposes

Change: Delete

Rationale: This item cannot be collected at this time.

SPO 1.1.4

Indicator 3: Development of procedures for the establishment of mutual funds

Change: Delete

Rationale: This item has been removed from the Sector Policy Reform agenda.

SPO 1.1.4

Indicator 4: Companies law amended to provide for a higher permitted level of retained earnings

Change: Delete

Rationale: This item has been removed from the Sector Policy Reform agenda.

SPO 1.2.1

Indicators 2 and 3

Change: These two indicators are combined into one. The new wording of the indicator is "Increase in the number of selected sites adequately preserved, presented, and managed." The precise definition of adequacy and the selection criteria are to be determined.

Rationale: The distinctions between preservation, presentation, management, and maintenance were considered too fine to logically be represented in two indicators.

SPO 1.2.2

Indicator 2: Increased expenditures on tourist promotion

Change: Delete

Rationale: The Mission, upon further reflection and preliminary research into the ease of collecting this information, believes the indicator is an inadequate proxy for measuring the impact on marketing. It involves multiple sources of data, both public and private. Many of the private sources are unable to disaggregate their data by country or purpose. It cannot be collected without significant expenditures of Mission resources.

SPO 1.2.3

Indicator 1

Change: This indicator now is stated as "Increase in the number of selected tourist sites with essential amenities provided and maintained." The precise definition of essential amenities and the selection criteria are to be determined.

Rationale: The new wording further specifies the scope of this indicator.

SPO 1.2.3

Indicator 2: Increased number of sites with multi-language guide facilities

Change: Delete

Rationale: Indicator 1 for this SPO will include, as one of the criteria, the issue of guides.

SPO 1.2.3

Indicator 3: Increased number of targeted sites with improved access from Amman during high season

Change: Delete

Rationale: The monopoly of the Jordan Express Transport bus service is a very complex and sensitive political issue. The Mission has not yet decided how to press for this in the project.

SPO 2.1.2

Indicator 2: Improved wastewater treatment of selected industries, as measured by cubic meters of wastewater treated

Change: Delete

Rationale: Indicator #1 for this SPO (% of industries adopting clean technology measures) captures the planned intervention of the project, not indicator #2.

SPO 2.1.3

Indicator 1

Change: New wording for this indicator is "% increase in hectares under modern irrigation technologies in Zarga triangle."

Rationale: Drip irrigation is only one of several modern technologies that may be employed.

SPO 2.1.3

Indicator 2: % increase in production per unit of water consumed in Zarga triangle

Change: Delete

Rationale: Increases in agricultural production are a product of many factors beyond water consumption. The Mission's FY 1993-1999 Country Program Strategy is not directly targeted to increasing agricultural production in Jordan at this time, and this indicator therefore is not appropriate.

SPO 2.1.4

Indicator 2: Household water bill

Change: Delete

Rationale: This indicator was deleted at the suggestion of AID/W (State 207496), which questioned whether this indicator captured anything not obtained by the other indicator for this SPO.

SPO 2.2.2: Improved conveyance system--King Talal Reservoir to Zarga triangle

Change: This sub-program outcome, which had 2 indicators, is deleted

Rationale: The Mission's planned activity is the feasibility study and design of the conveyance system. USAID's role is therefore very limited.

SPO 2.3.1

Indicator 1

Change: The new wording for this indicator is "Increased dollar funding per year for water sector projects from the GOJ and other donors resulting from USAID-financed feasibility studies."

Rationale: Inserting the words "USAID-financed" appropriately highlights the importance of the policy and planning component of the Water Quality Improvement and Conservation Project.

PO 3.1

Indicator 3: Extended use failure rate

Indicator 4: Continuation rate (proxy)

Change: Delete

Rationale: The Mission believes that CPR, reported as overall CPR and modern-method CPR, is the most meaningful and appropriate indicator for this Program Outcome and that nothing is lost by eliminating indicators 3 and 4, which are unnecessary to measure progress toward attaining this PO.

Attachments:

1. Objective Tree
2. CPR Table 1, S.O.1
3. CPR Table 1, S.O.2
4. CPR Table 1, S.O.3
5. Updated Tables 1 & 2, S.O.1 of Performance Monitoring Plan
6. Updated Tables 1 & 2, S.O.2 of Performance Monitoring Plan
7. Updated Tables 1 & 2, S.O.3 of Performance Monitoring Plan

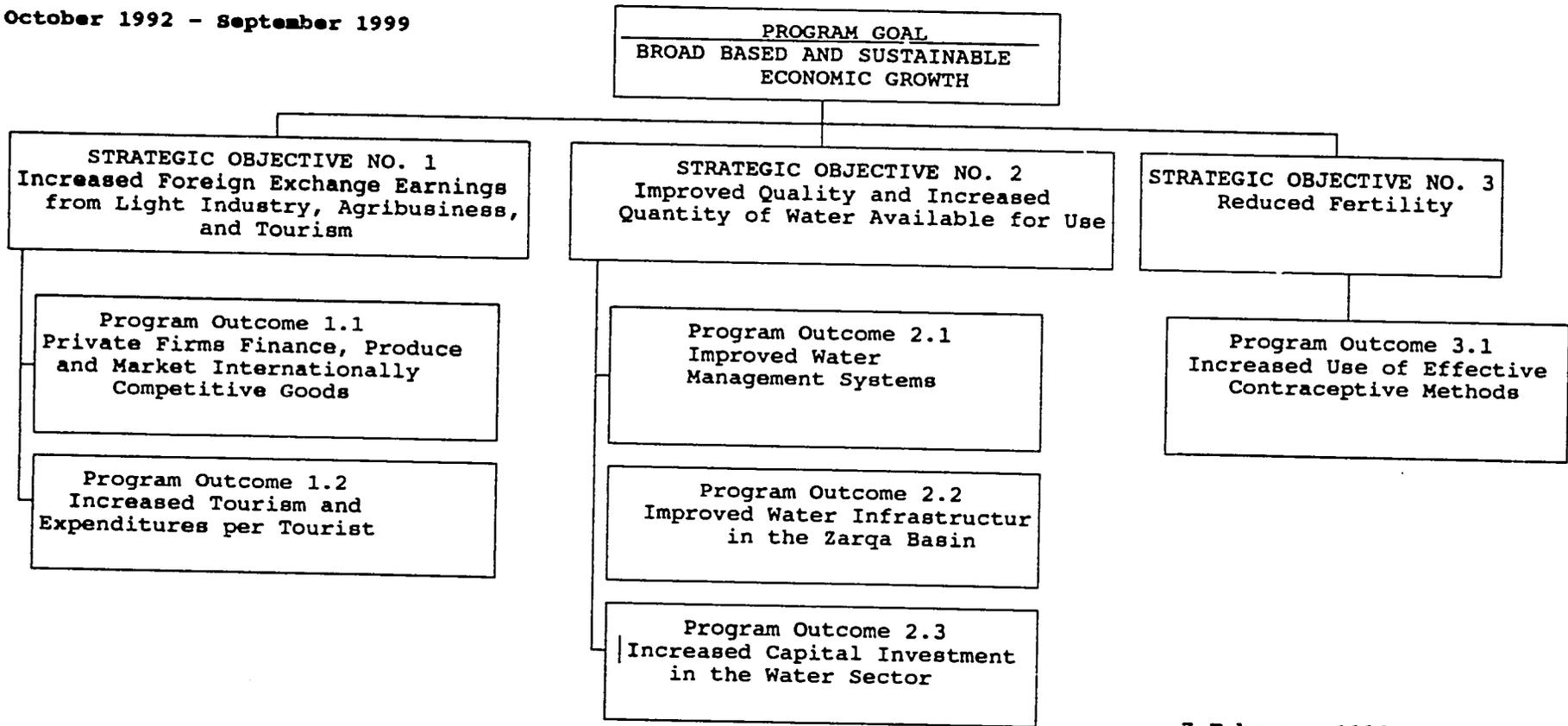
Drafted: JGibbs/RHansen

Clearance: A/DD: B^r Reese _____

Attachment #1

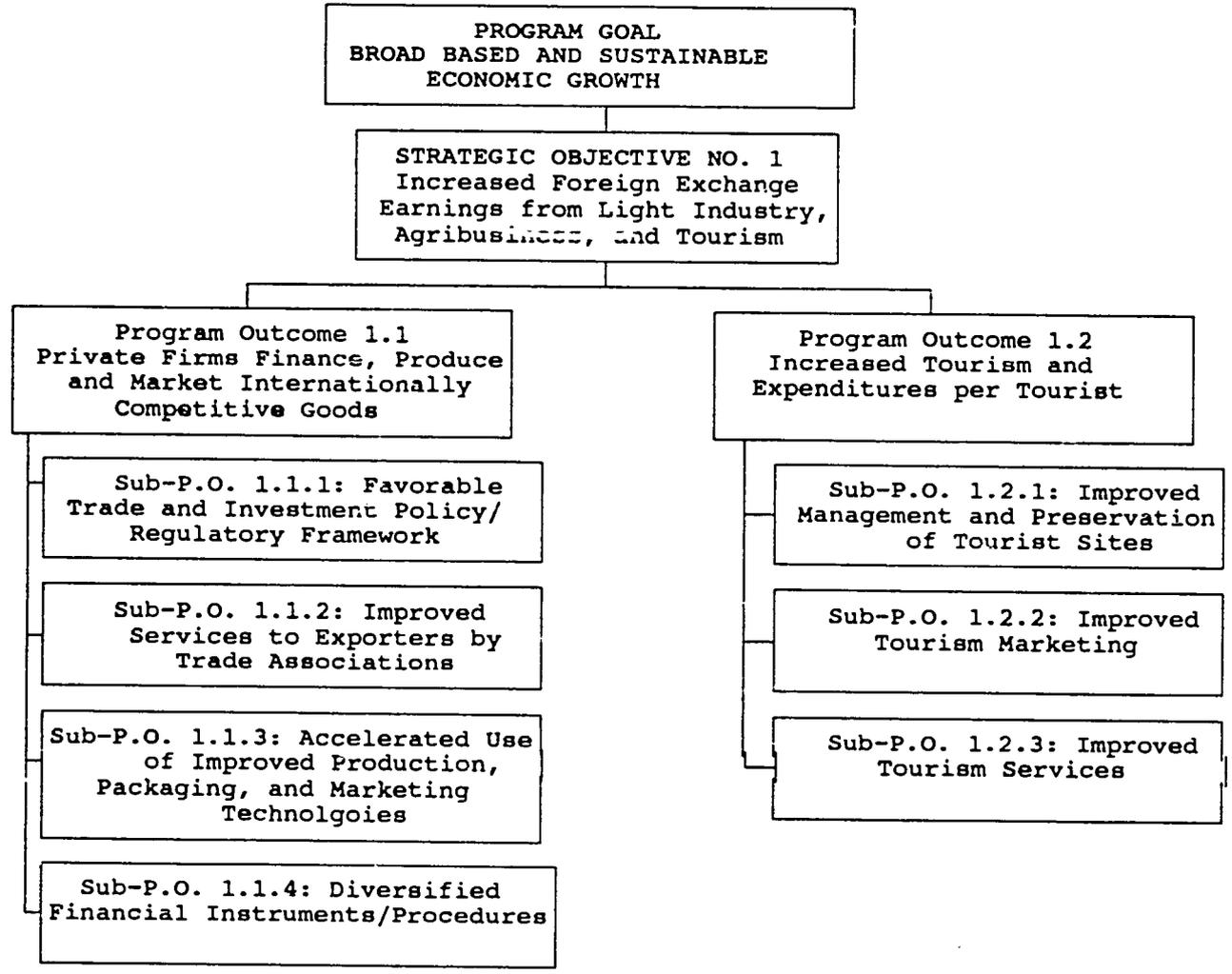
USAID/JORDAN STRATEGY

October 1992 - September 1999



7 February 1994

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PROGRAM GOAL
BROAD BASED AND SUSTAINABLE
ECONOMIC GROWTH

STRATEGIC OBJECTIVE NO. 2
Improved Quality and
Increased Quantity of Water
Available for Use

Program Outcome 2.1
Improved Water
Management Systems

Sub-P.O. 2.1.1: Improved Public
Management of Water Resources

Sub-P.O. 2.1.2: Improved
Industrial Water Management

Sub-P.O. 2.1.3: Improved
On-Farm Water Management

Sub-P.O. 2.1.4: Improved
Household Water Management

Program Outcome 2.2
Improved Water Infrastructure
in the Zarqa River Basin

Sub-P.O. 2.2.1: Improved
Wastewater Treatment Capacity

Program Outcome 2.3
Increased Capital Investment
in the Water Sector

Sub-P.O. 2.3.1: Feasibility Studies
and Designs Conducted and
Selected for Funding

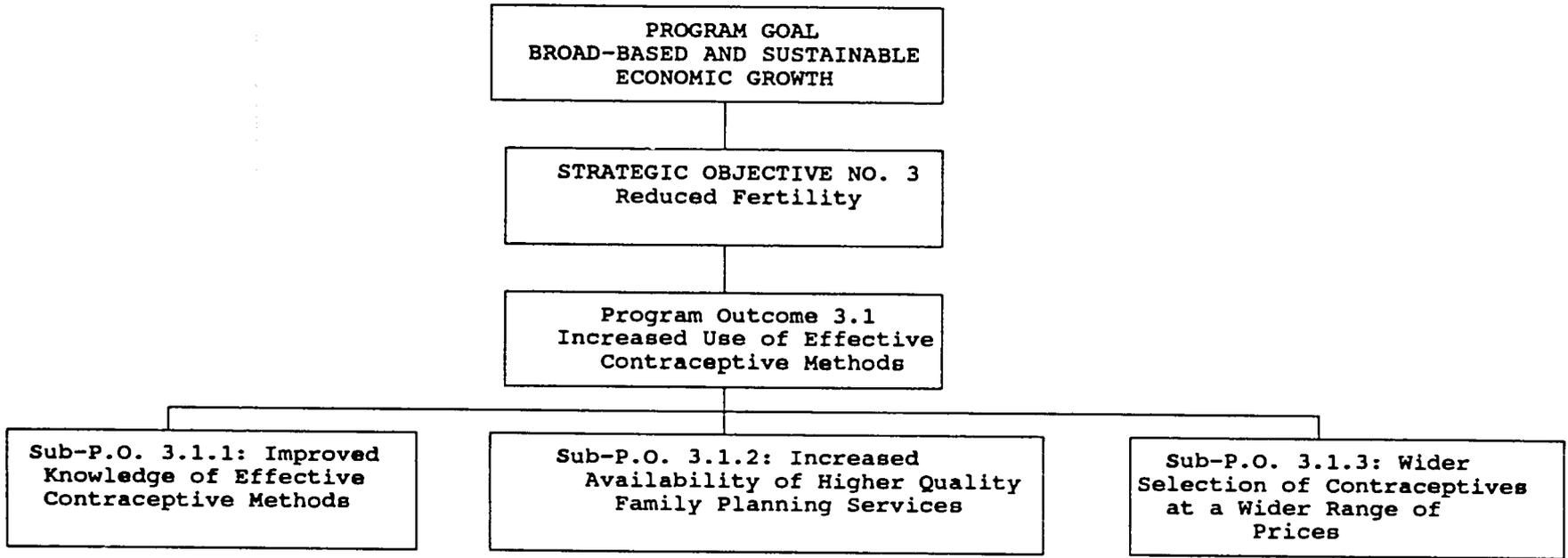


TABLE 2 : Baseline and Performance Targets

STRATEGIC OBJECTIVE, PROGRAM OUTCOMES/SPECIFIC RESULTS	PRECISE DEFINITION OF INDICATOR & UNIT OF MEASUREMENT	BASELINE YEAR & VALUE	PERFORMANCE TARGETS							CRITICAL ASSUMPTIONS
			1993	1994	1995	1996	1997	1998	1999	
<p>Strategic Objective No.1: Increased foreign exchange earnings from light industry, agribusiness and tourism</p> <p>Indicator 1: Annual percent increase in dollar value of exports from light industry.</p>	Annual percent increase in the U.S. dollar value of exports of light industry defined as all industrial exports except those of the mineral industries (potash, phosphates and fertilizer).	1992 = \$366.1 m		by 1X	by 2X	by 3X	by 3X	by 3X	by 3X	SEED Project will be obligated by 8/94
<p>Indicator 2: Annual percent increase in dollar value of exports from agricultural products.</p>	Annual percent increase in the U.S. dollar value of exports of agricultural products (excludes live animals and fodder).	1992 = \$103.8 m (Azar)								
<p>Indicator 3: Annual percent increase in the total dollar value of target group tourism.</p>	Target group is North America, Europeans, and those from certain countries of the Far East and Oceania.	1992 = \$72 m								Tourism sites improvement project will be obligated by 4/94.
<p>Program Outcome No. 1.1: Private firms finance, produce and market internationally competitive goods</p> <p>Indicator No. 1: Annual percent increase in dollar value of exports to non-traditional markets.</p>	Annual percent increase in the dollar value of exports to non-traditional markets defined as all markets except Arab gulf countries, as defined by Jordan Central Bank.	1992 = \$753 m (Al-Naif)								SEED Project will be obligated by 8/94

TABLE 2 : Baseline and Performance Targets

STRATEGIC OBJECTIVE, PROGRAM OUTCOMES/SPECIFIC RESULTS	PRECISE DEFINITION OF INDICATOR & UNITY OF MEASUREMENT	BASELINE YEAR & VALUE	PERFORMANCE TARGETS							CRITICAL ASSUMPTIONS
			1993	1994	1995	1996	1997	1998	1999	
Indicator No. 2: Annual increase in number of firms exporting light industrial products.	Annual increase in the number of firms producing light industrial products which export part of their output. Light industrial products defined as all industrial products except those of the mineral industries.	1992 = (Khatib)								
Indicator No. 3: Annual increase in number of firms exporting agricultural products to non-traditional countries.	Increase in no. of firms exporting agricultural products, including processed fruits and vegetables. Non traditional countries, defined as all but Arab Gulf Countries.	1992 = 43 firms (Azar)		to 45	to 47	to 49	to 51	to 53	to 55	
Indicator No. 4: Annual increase in number of foreign direct investments registered in non-traditional areas of production.	Increase in the number of new foreign direct investments registered in production areas other than the mineral industries (potash, phosphates and fertilizers)	1993 = 58 investments (Al-Naif)	58							
Subprogram Output No. 1.1.1: Favorable trade and investment policy/regulatory framework Indicator No. 1: Reduction in time needed for import consignments to clear customs.	Mode of distribution of days elapsed between importer's request for clearance and actual clearance. Sample of importers.	1992= 7-14 days (Khatib)			2 days					
Indicator No. 2: Annual percent increase in the number of importers using customs export incentives.	Export incentives are temporary entry and duty draw back.	1992= 400 importers			by 10X					

TABLE 2 : Baseline and Performance Targets

STRATEGIC OBJECTIVE, PROGRAM OUTCOMES/SPECIFIC RESULTS	PRECISE DEFINITION OF INDICATOR & UNIT OF MEASUREMENT	BASELINE YEAR & VALUE	PERFORMANCE TARGETS							CRITICAL ASSUMPTIONS	
			1993	1994	1995	1996	1997	1998	1999		
Indicator No. 3: Annual increase in percentage of importers using customs export incentives.	Percentage share of all eligible importers. Export incentives are temporary entry and duty draw back.	1992= 19X			by 11X						
Indicator No. 4: Elimination of import and export licensing	Yes/No: Elimination of licensing requirements.	1992 = No	No	Yes							
Indicator No. 5: Percent increase in income tax exemption on revenue generated from exports to non- traditional markets.	Increase in percent of revenue from exports to non-traditional markets that is exempted from Income taxes.	1992 = 40X		to 70X	to 100X						
Subprogram Outcome No. 1.1.2: Improved services to exporters by trade associations Indicator No. 1: Annual increase in the number of firms belonging to selected trade associations	Increase in the no. of firm memberships in selected trade associations accounting for the majority of all such memberships. Project to identify the selected associations	1992 = 80 (Fulgham)			84	90	99	114	136	SEED Project will be obligated by 8/94	
Indicator No. 2: Annual increase in the number of participations in trade fairs organized by selected trade associations in non- traditional markets.	Each participation by each firm to count for this purpose. (Trade Shows organized by JEDCO and GOJ excluded)	1992 = (Fulgham)									
Indicator No. 3: Annual increase in the number of trade associations providing timely information on non-traditional markets and other trade related services.	Project to identify the selected associations, and define the "timely information and related services" criteria.	1992 = 1 (Fulgham)		by 1	by 1	by 3	by 3	by 3	by 3		

TABLE 2 : Baseline and Performance Targets

STRATEGIC OBJECTIVE, PROGRAM OUTCOMES/SPECIFIC RESULTS	PRECISE DEFINITION OF INDICATOR & UNIT OF MEASUREMENT	BASELINE YEAR & VALUE	PERFORMANCE TARGETS							CRITICAL ASSUMPTIONS
			1993	1994	1995	1996	1997	1998	1999	
<p>Subprogram Outcome No. 1.1.3: Accelerated use of improved production, packaging and marketing technology</p> <p>Indicator No. 1: Annual percent increase in dollar value of imports of capital goods by non-traditional industries.</p>	<p>Capital goods are machinery and transport equipment, a line item in the "External Trade By Economic Function" section of GOJ trade accounts. Electrical and non-electrical machinery, and transportation equipment comprise the bulk of the category. Non-traditional industries are all industries except mineral industries.</p>	<p>1992= \$750 m (Yaghi)</p>								SEED Project will be obligated by 8/94
<p>Indicator No. 2: Annual increase in the number of registered firms with foreign, non-Arab capital.</p>	<p>Non-Arab means non-Gulf Countries, per the Central Bank.</p>	<p>1992 = (Al-Naif)</p>								SEED Project will be obligated by 8/94
<p>Subprogram Outcome No. 1.1.4: Diversified financial instruments/procedures</p> <p>Indicator No.1: Development of an Export Credit Guarantee Company (ECCG): Legislation</p>	<p>Yes/no. The process calls for two steps: passage of the enabling legislation for an ECCG, and capitalization which will signify the company's effectiveness.</p>	<p>1993 = No</p>	No	Yes						
<p>Indicator No.2: Development of an Export Credit Guarantee Company (ECCG): Capitalization</p>	<p>Yes/no.</p>	<p>1993 = No</p>	No	No	Yes					

TABLE 2 : Baseline and Performance Targets

STRATEGIC OBJECTIVE, PROGRAM OUTCOMES/SPECIFIC RESULTS	PRECISE DEFINITION OF INDICATOR & UNIT OF MEASUREMENT	BASELINE YEAR & VALUE	PERFORMANCE TARGETS							CRITICAL ASSUMPTIONS
			1993	1994	1995	1996	1997	1998	1999	
Indicator No. 3: Pricing of new shares by underwriters: Development of procedures	Yes/no. At present, pricing of new shares is done, ineffectively, by a committee under the Ministry of Industry and Trade. The process involves two steps: the development of procedures to enable pricing by the underwriters; and the actual putting into effect of the new procedures.	1993 = No	No	Yes						
Indicator No. 4: Pricing of new shares by underwriters: Implementation of new procedures	Yes/No. Implementation of new procedures.	1993 = No	No	No	Yes					
Program Outcome 1.2: Increase in Tourism and Expenditures per Tourist Indicator No. 1: Annual percent increase in number of tourists from target group countries.	Annual percent increase in the no. of target group tourists. Target group countries same as at SO level, that is North America, Europeans, and those from certain countries of the Far East and Oceania.	1992 = 85,000 persons 1993 = 110,000 persons		by 7.5%						Tourism Project obligated 4/94
Indicator no. 2: Annual percent increase in dollar expenditure per tourist from target group countries.	Annual percent increase in expenditures per target group tourist, as measured in dollar terms.	1993 = \$870 per tourist	\$870	by 1.5%						

TABLE 2 : Baseline and Performance Targets

STRATEGIC OBJECTIVE, PROGRAM OUTCOMES/SPECIFIC RESULTS	PRECISE DEFINITION OF INDICATOR & UNIT OF MEASUREMENT	BASELINE YEAR & VALUE	PERFORMANCE TARGETS							CRITICAL ASSUMPTIONS
			1993	1994	1995	1996	1997	1998	1999	
<p>Sub-Program Outcome 1.2.1: Improved Management and Preservation of Tourism Sites.</p> <p>Indicator No. 1: Annual percent increase in real expenditures on development of selected sites.</p>	<p>Annual percent increase in real JD expenditures on selected tourist sites (basically, those for which data can be obtained). Will include GOJ-initiated expenditures, as well as those attributable to the Project.</p>	<p>1992 = \$1.450 m (Lenzen)</p>		by 6%	by 6%	by 6%	by 6%			<p>Tourism sites improvement project obligated 4/94</p>
<p>Indicator No. 2: Annual increase in number of selected sites that are adequately preserved, presented, and managed.</p>	<p>Adequacy defined by rating sites on criteria to be determined by project. Selection criteria to be determined.</p>	<p>1993 = 0 sites (Lenzen)</p>			to 1	to 2	to 3	to 5	to 7	
<p>Subprogram Outcome 1.2.2: Improved tourism marketing</p> <p>Indicator No. 1: Increase in number of international tour operators bringing tours to Jordan from target group countries.</p>	<p>Increased no. of separate international tour operators bringing at least one tour per year to Jordan from target group countries.</p>	<p>1993 = 10 tour operators (Fulgham)</p>		to 15	to 20	to 25	to 30	to 35	to 40	<p>Tourism Marketing Initiative begins 3rd Q 1994</p>
<p>Indicator No. 3: Increase in number of marketing campaigns based on market research.</p>	<p>Increase in no. of tourism promotion campaigns based upon research of potential markets undertaken under the tourism marketing initiative</p>	<p>1992 = 0 campaigns (Fulgham)</p>		to 1	to 3	to 6	to 6	to 6	to 6	<p>Tourism Marketing Initiative begins 3rd Q 1994</p>

TABLE 2 : Baseline and Performance Targets

STRATEGIC OBJECTIVE, PROGRAM OUTCOMES/SPECIFIC RESULTS	PRECISE DEFINITION OF INDICATOR & UNIT OF MEASUREMENT	BASELINE YEAR & VALUE	PERFORMANCE TARGETS							CRITICAL ASSUMPTIONS
			1993	1994	1995	1996	1997	1998	1999	
<p>Subprogram Outcome 1.2.3: Improved tourism services</p> <p>Indicator No. 1: Increased number of tourist sites providing and maintaining essential tourist amenities.</p>	<p>Criteria to be determined by project.</p>	<p>1993 = 2 sites</p> <p>(Lenzen)</p>		to 3	to 4	to 5	to 6	to 7	to 8	<p>Tourism sites improvement project obligated 4/94</p>

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 1: Increased Foreign Exchange Earnings From Light Industry, Business, and Tourism.				
(2) Indicator # 1 : Annual percent increase in dollar value of exports from light industry.				
(3) Definition/Unit: All industrial exports except mineral industries (potash, phosphates, and fertilizers).	(5) Year	(8) Planned	(9) Actual	
(4) Source: Central Bank Monthly Bulletin of Statistics	(6) Baseline	1992	—	\$ 366.1 million
(10) Critical Assumptions that are no longer valid: (11) Comments: 1992 data are the most current available at this time.	(7) Targets	1993		
		1994	by 1%	
		1995	by 2%	
		1996	by 3%	
		1997	by 3%	
		1998	by 3%	
		1999	by 3%	
(2) Indicator # 2 : Annual percent increase in the dollar value of exports from agricultural products.				
(3) Definition/Unit: All agricultural products except live animals and fodder.	(5) Year	(8) Planned	(9) Actual	
(4) Source: Central Bank Monthly Bulletin of Statistics for baseline.	(6) Baseline	1992	—	\$ 103.8 million
(10) Critical Assumptions that are no longer valid: Timely obligation and implementation of SEED Project. See Section II. (11) Comments: 1992 data are the most current available at this time.	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		

Attached 2

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TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 1: Increased Foreign Exchange Earnings From Light Industry, Business, and Tourism.				
(2) Indicator # 3 : Annual percent increase in the total dollar value of target group tourism.				
(3) Definition/Unit: Target group is North Americans, Europeans, and those from certain countries of the Far East and Oceania.		(5) Year	(8) Planned	(9) Actual
(4) Source: Economic Analysis Annex of new tourism Initiative.		(6) Baseline	1992	—
(10) Critical Assumptions that are no longer valid: Timely obligation and implementation of new tourism Initiative. See Section II.		(7) Targets	1993	
			1994	
			1995	
			1996	
			1997	
			1998	
			1999	
(11) Comments: 1992 data are the most current available at this time.				
(2) Indicator # :				
(3) Definition/Unit:		(5) Year	(8) Planned	(9) Actual
(4) Source:		(6) Baseline	1993	—
(10) Critical Assumptions that are no longer valid:		(7) Targets	1993	
			1994	
			1995	
			1996	
			1997	
			1998	
			1999	
(11) Comments:				

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 1/PROGRAM OUTCOME # 1.1 Private Firms Finance, Produce, and Market Internationally Competitive Goods				
(2) Indicator # 1 : Annual percent increase in dollar value of exports to non-traditional markets				
(3) Definition/Unit: Non-traditional markets, per the Central Bank are all markets except Arab Gulf Countries	(5) Year	(8) Planned	(9) Actual	
(4) Source: Central Bank Monthly Bulletin of Statistics.	(6) Baseline	1992	—	\$ 753 million
(10) Critical Assumptions that are no longer valid: Timely obligation and implementation of SEED Project. See Section II.	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments: 1992 data are the most current available at this time.				
(2) Indicator # 2 : Annual percent increase in the number of firms exporting light industrial products.				
(3) Definition/Unit: Light industrial products are all industrial products except those of the mineral industries.	(5) Year	(8) Planned	(9) Actual	
(4) Source: Chambers of Commerce and Industry and the Department of Statistics.	(6) Baseline	1992	—	
(10) Critical Assumptions that are no longer valid: Timely obligation and implementation of SEED Project. See Section II.	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 1/PROGRAM OUTCOME # 1.1 Private Firms Finance, Produce, and Market Internationally Competitive Goods				
(2) Indicator # 3 : Annual increase in the number of firms exporting agricultural products to non-traditional countries.				
(3) Definition/Unit: Agricultural products include, but are not limited to, processed fruits and vegetables.		(5) Year	(8) Planned	(9) Actual
(4) Source: Agricultural Marketing Organization.	(6) Baseline	1992	—	43
(10) Critical Assumptions that are no longer valid: (11) Comments: 1992 data are the most current available at this time. Traditional countries are Arab-Gulf countries. Restricting to firms exporting to non-traditional countries measures success in diversifying markets.	(7) Targets	1993		
		1994	to 45	
		1995	to 47	
		1996	to 49	
		1997	to 51	
		1998	to 53	
		1999	to 55	
(2) Indicator # 4 : Annual increase in the number of foreign direct investments registered in non-traditional areas of production.				
(3) Definition/Unit: Non-traditional areas are those other than the mineral industries.		(5) Year	(8) Planned	(9) Actual
(4) Source: Ministry of Industry and Trade.	(6) Baseline	1993	—	58
(10) Critical Assumptions that are no longer valid: Timely obligation and implementation of SEED Project. See Section II. (11) Comments: Registrations are best proxy available for increase in number of direct foreign investments.	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
	1999			

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 1/PROGRAM OUTCOME # 1.1/SUBPROGRAM OUTCOME 1.1.1 Favorable Trade and Investment Policy/Regulatory Framework				
(2) Indicator # 1 : Reduction in time needed for import consignments to clear customs.				
(3) Definition/Unit: Modes of distribution of days elapsed between importer's request for clearance and actual clearance.	(5) Year	(8) Planned	(9) Actual	
(4) Source: Customs Department records.	(6) Baseline	1993	—	7-14 days
(10) Critical Assumptions that are no longer valid:	(7) Targets	1993		
		1994		
		1995	to 2 days	
		1996		
		1997		
		1998		
		1999		
(11) Comments:				
(2) Indicator # 2 : Annual percent increase in the number of importers using customs export incentives.				
(3) Definition/Unit: Export Incentives are temporary entry and duty drawbacks.	(5) Year	(8) Planned	(9) Actual	
(4) Source: Customs Department.	(6) Baseline	1992	—	400
(10) Critical Assumptions that are no longer valid: Timely obligation and implementation of SEED Project. See Section II.	(7) Targets	1993		
		1994	by 0%	
		1995	by 10%	
		1996		
		1997		
		1998		
		1999		
(11) Comments: 1992 data are the most current available at this time.				

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 1/PROGRAM OUTCOME # 1.1/SUBPROGRAM OUTCOME 1.1.1 Favorable Trade and Investment Policy/Regulatory Framework				
(2) Indicator # 3 : Annual Increase in percent of Importers using customs export incentives.				
(3) Definition/Unit: Customs export incentives include temporary entry and duty drawback schemes.		(5) Year	(8) Planned	(9) Actual
(4) Source: Customs Department.	(6) Baseline	1992	—	19%
(10) Critical Assumptions that are no longer valid: Timely obligation and implementation of SEED Project. See Section II.	(7) Targets	1993		
		1994	by 0	
		1995	by 11%	
		1996		
		1997		
		1998		
		1999		
(11) Comments: 1992 data are the most current available at this time. Wording of indicator modified, see Section V. Previous indicator divided Importers that use an alternative financing guarantee for temporary entry by total number of Importers under temporary entry. Revised indicator is broader measure.				
(2) Indicator # 4 : Elimination of import and export licensing requirements.				
(3) Definition/Unit: Yes/No.		(5) Year	(8) Planned	(9) Actual
(4) Source: Customs Department.	(6) Baseline	1992	—	No
(10) Critical Assumptions that are no longer valid:	(7) Targets	1993		
		1994	Yes	
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 1/PROGRAM OUTCOME # 1.1/SUBPROGRAM OUTCOME 1.1.1 Favorable Trade and Investment Policy/Regulatory Framework				
(2) Indicator # 5 : Percent Increase in Income tax exemption on revenue generated from exports to non-traditional markets.				
(3) Definition/Unit: Increase in percent of revenue from exports to non-traditional markets that is exempted from income taxes.		(5) Year	(8) Planned	(9) Actual
(4) Source: Income Tax Department, Ministry of Finance.		(6) Baseline	1992	—
(10) Critical Assumptions that are no longer valid: (11) Comments: Wording of indicator modified. See Section V.		(7) Targets	1993	
			1994	to 70%
			1995	to 100%
			1996	
			1997	
			1998	
			1999	
		(2) Indicator # :		
(3) Definition/Unit:		(5) Year	(8) Planned	(9) Actual
(4) Source:		(6) Baseline	1993	—
(10) Critical Assumptions that are no longer valid: (11) Comments:		(7) Targets	1993	
			1994	
			1995	
			1996	
			1997	
			1998	
			1999	

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 1/PROGRAM OUTCOME # 1.1/SUBPROGRAM OUTCOME 1.1.2 Improved Services to Exporters by Trade Associations				
(1) Indicator # 1 : Annual increase in the number of firms belonging to selected trade associations.				
(3) Definition/Unit: Selected organizations are those accounting for the majority of all such memberships.		(5) Year	(8) Planned	(9) Actual
(4) Source: Survey of selected trade organizations.	(6) Baseline	1993	—	80
(10) Critical Assumptions that are no longer valid: (11) Comments: The trade organizations to be selected will be defined in the SEED project design.	(7) Targets	1993		
		1994	—	
		1995	to 84	
		1996	to 90	
		1997	to 99	
		1998	to 114	
		1999	to 136	
(2) Indicator # 2 : Annual increase in the number of participations in trade fairs organized by selected trade associations in non-traditional markets.				
(3) Definition/Unit: Each participation by each firm to count for this purpose.		(5) Year	(8) Planned	(9) Actual
(4) Source: Trade Associations.	(6) Baseline	1993	—	
(10) Critical Assumptions that are no longer valid: Timely obligation and implementation of SEED Project. See Section II. (11) Comments: Trade shows organized by JEDCO and other GOJ entities are not included.	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 1/PROGRAM OUTCOME # 1.1/SUBPROGRAM OUTCOME 1.1.2 Improved Services to Exporters by Trade Associations				
(2) Indicator # 3 : Annual increase in the number of trade associations providing timely information on non-traditional markets and other trade related services.				
(3) Definition/Unit: To be determined by project.		(5) Year	(8) Planned	(9) Actual
(4) Source: Survey of trade associations.	(6) Baseline	1993	—	1
(10) Critical Assumptions that are no longer valid:	(7) Targets	1993		
		1994	by 1	
		1995	by 1	
		1996	by 3	
		1997	by 3	
		1998	by 3	
		1999	by 3	
(11) Comments: Modified wording of Indicator. Combined Indicators. See Section V. Amman World Trade Center is only Association at present providing market information and other trade related services.				
(2) Indicator # :				
(3) Definition/Unit:		(5) Year	(8) Planned	(9) Actual
(4) Source:	(6) Baseline	1993	—	
(10) Critical Assumptions that are no longer valid:	(7) Targets	1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 1/PROGRAM OUTCOME # 1.1/SUBPROGRAM OUTCOME 1.1.3 Accelerated Use of Improved Production, Packaging, and Marketing Technology				
(2) Indicator # 1 : Annual percent increase in dollar value of Imports of capital goods by non-traditional industries.				
(3) Definition/Unit: Capital goods are machinery and transport equipment. Non-traditional industries are all industries except mineral industries.		(5) Year	(8) Planned	(9) Actual
(4) Source: Central Bank Monthly Bulletin of Statistics.	(6) Baseline	1992	—	\$750 million
(10) Critical Assumptions that are no longer valid: Timely obligation and implementation of SEED Project. See Section II.	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments: 1992 data are the most current available at this time.				
(2) Indicator # 2 : Annual increase in the number of registered firms with foreign, non-Arab capital.				
(3) Definition/Unit: Non-Arab means non-Gulf Countries, per the Central Bank.		(5) Year	(8) Planned	(9) Actual
(4) Source: Ministry of Industry and Trade.	(6) Baseline	1993	—	7
(10) Critical Assumptions that are no longer valid: Timely obligation and implementation of SEED Project. See Section II.	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments: Wording of Indicator modified. See Section V.				

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 1/PROGRAM OUTCOME # 1.1/SUBPROGRAM OUTCOME 1.1.4 Diversified Financial Instruments/Procedures				
(2) Indicator # 1 : Development of Export Credit Guarantee Company (ECGC) – Legislation.				
(3) Definition/Unit: Yes/No, enabling legislation for ECGC.		(5) Year	(8) Planned	(9) Actual
(4) Source: Official Gazette.	(6) Baseline	1993	—	No
(10) Critical Assumptions that are no longer valid: (11) Comments:	(7) Targets	1993		
		1994	Yes	
		1995		
		1996		
		1997		
		1998		
		1999		
(2) Indicator # 2 : Development of an ECGC – Capitalization.				
(3) Definition/Unit: Yes/No, capitalization of ECGC.		(5) Year	(8) Planned	(9) Actual
(4) Source: Official Gazette.	(6) Baseline	1993	—	No
(10) Critical Assumptions that are no longer valid: (11) Comments:	(7) Targets	1993		
		1994		
		1995	Yes	
		1996		
		1997		
		1998		
		1999		

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 1/PROGRAM OUTCOME # 1.2: Increase in tourism and expenditures per tourist.				
(2) Indicator # 1 : Annual percent increase in number of tourists from target group countries.				
(3) Definition/Unit: Target group countries same as at SO level.		(5) Year	(8) Planned	(9) Actual
(4) Source: Economic Analysis Annex of new tourism Initiative.	(6) Baseline	1993	—	110,000
(10) Critical Assumptions that are no longer valid: Timely obligation and implementation of new tourism Initiative. See Section II. (11) Comments:	(7) Targets	1993		
		1994	by 7.5%	
		1995		
		1996		
		1997		
		1998		
		1999		
(2) Indicator # 2 : Annual percent increase in dollar expenditure per tourist from target group countries.				
(3) Definition/Unit: Target group countries same as at SO level.		(5) Year	(8) Planned	(9) Actual
(4) Source: Economic Analysis Annex of new tourism Initiative.	(6) Baseline	1993	—	\$ 870
(10) Critical Assumptions that are no longer valid: Timely obligation and implementation of new tourism Initiative. See Section II. (11) Comments:	(7) Targets	1994	by 1.5%	
		1995		
		1996		
		1997		
		1998		
		1999		

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 1/PROGRAM OUTCOME # 1.2/SUBPROGRAM OUTCOME 1.2.1 Improved Management and Preservation of Tourism Sites				
(2) Indicator # 1 : Annual percent increase in real expenditures on development of selected sites.				
(3) Definition/Unit: Dollars; will include GOJ and other sources of funding. Selection criteria to be determined.		(5) Year	(8) Planned	(9) Actual
(4) Source: To be determined during project design.	(6) Baseline	1993	—	\$1,450,000
(10) Critical Assumptions that are no longer valid: Timely obligation and implementation of new tourism initiative. See Section II.	(7) Targets	1993		
		1994	by 6%	
		1995	by 6%	
		1996	by 6%	
		1997	by 6%	
		1998		
		1999		
(11) Comments: Value is the reported capital expenditures for the Ministry of Tourism, including the Department of Antiquities				
(2) Indicator # 2 : Annual increase of number of selected sites that are adequately preserved, presented, and managed.				
(3) Definition/Unit: Adequacy defined by rating sites on criteria to be determined by project. Selection criteria to be determined.		(5) Year	(8) Planned	(9) Actual
(4) Source: To be determined during project design.	(6) Baseline	1993	—	0
(10) Critical Assumptions that are no longer valid:	(7) Targets	1993		
		1994		
		1995	to 1	
		1996	to 2	
		1997	to 3	
		1998	to 5	
		1999	to 7	
(11) Comments: Wording of Indicator modified. Two Indicators combined, See Section V.				

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 1/PROGRAM OUTCOME # 1.2/SUBPROGRAM OUTCOME 1.2.2 Improved Tourism Marketing				
(2) Indicator # 1 : Increase in number of international tour operators bringing tours to Jordan from target group countries.				
(3) Definition/Unit: Separate tour operators bringing at least one tour from target group countries.		(5) Year	(8) Planned	(9) Actual
(4) Source: Jordan Tourist Board.	(6) Baseline	1993	—	10
(10) Critical Assumptions that are no longer valid: (11) Comments:	(7) Targets	1993		
		1994	to 15	
		1995	to 20	
		1996	to 25	
		1997	to 30	
		1998	to 35	
		1999	to 40	
(2) Indicator # 2 : Increase in number of marketing campaigns based on market research.				
(3) Definition/Unit: Promotion campaigns based on research of potential markets.		(5) Year	(8) Planned	(9) Actual
(4) Source: To be determined during project design.	(6) Baseline	1993	—	0
(10) Critical Assumptions that are no longer valid: (11) Comments: Tourism marketing initiatives are likely to start 3rd quarter 1994 under one or more funding sources.	(7) Targets	1993		
		1994	to 1	
		1995	to 3	
		1996	to 6	
		1997	to 6	
		1998	to 6	
		1999	to 6	

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 1/PROGRAM OUTCOME # 1.2/SUBPROGRAM OUTCOME 1.2.3 Improved Tourism Services				
(2) Indicator # 1 : Increased number of tourist sites providing and maintaining essential tourist amenities.				
(3) Definition/Unit: Criteria to be determined by project.		(5) Year	(8) Planned	(9) Actual
(4) Source: To be determined during project design.	(6) Baseline	1993	—	2
(10) Critical Assumptions that are no longer valid:	(7) Targets	1993		
		1994	to 3	
		1995	to 4	
		1996	to 5	
		1997	to 6	
		1998	to 7	
		1999	to 8	
(11) Comments: Wording of Indicator modified. Two Indicators combined. See Section V. Essential that sites be maintained. PVO involvement to be determined in tourism project design and implementation.				
(2) Indicator # :				
(3) Definition/Unit:		(5) Year	(8) Planned	(9) Actual
(4) Source:	(6) Baseline	1993	—	
(10) Critical Assumptions that are no longer valid:	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				

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COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # <u>2</u> : Improved quality and increased quantity of water available for use.				
(2) Indicator # <u>1</u> : Increase in water available for use				
(3) Definition/Unit: Cubic meters per annum provided by MWI		(5) Year	(8) Planned	(9) Actual
(4) Source: Ministry of Water and Irrigation (MWI)	(6) Baseline	1991	—	435 million m ³
(10) Critical Assumptions: All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments: Baseline year for many of the indicators for this SO is 1991 because it represents the normal rather than the exception (the rainfall amount in 1992 occurs only once every 70 years).				
(2) Indicator # <u>2</u> : Annual percent increase in wastewater treated to standard				
(3) Definition/Unit: Cubic meters treated to standard, per annum		(5) Year	(8) Planned	(9) Actual
(4) Source: MWI	(6) Baseline	1991	—	37.255 million m ³
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				

COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # <u>2</u> / PROGRAM OUTCOME # <u>2.1</u> : Improved water management systems					
(2) Indicator # <u>1</u> : Annual % reduction in water loss					
(3) Definition/Unit: Cubic meters of water lost for any reason, per annum			(5) Year	(8) Planned	(9) Actual
(4) Source: MWI		(6) Baseline	1991	—	228 million m ³
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.		(7) Targets	1993		
			1994		
			1995		
			1996		
			1997		
			1998		
			1999		
(11) Comments:					
(2) Indicator # <u> </u> :					
(3) Definition/Unit:			(5) Year	(8) Planned	(9) Actual
(4) Source:		(6) Baseline	1993	—	
(10) Critical Assumptions that are no longer valid:		(7) Targets	1994		
			1995		
			1996		
			1997		
			1998		
			1999		
(11) Comments:					

COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # <u>2</u> / PROGRAM OUTCOME # <u>2.1</u> / SUBPROGRAM OUTCOME <u>2.1.1</u> : Improved public management of Water Resources				
(2) Indicator # <u>1</u> : Annual % Increase in cost recovery				
(3) Definition/Unit: Revenues collected as % of O&M cost		(5) Year	(8) Planned	(9) Actual
(4) Source: Water Authority of Jordan (WAJ)	(6) Baseline	1992	—	42.8%
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				
(2) Indicator # <u>2</u> : Improved water quality monitoring system				
(3) Definition/Unit: Number of tests conducted by WAJ on water quality, per annum		(5) Year	(8) Planned	(9) Actual
(4) Source: WAJ	(6) Baseline	1992	—	103,550
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				

COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # <u>2</u> / PROGRAM OUTCOME # <u>2.1</u> / SUBPROGRAM OUTCOME <u>2.1.2</u> : Improved Industrial Water Mgmt.				
(2) Indicator # <u>1</u> : Annual increase in % of industries adopting clean technology measures				
(3) Definition/Unit: Number of industries adopting clean technologies, as % of all industries		(5) Year	(8) Planned	(9) Actual
(4) Source: Amman Chamber of Industry	(6) Baseline	1993	--	
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.	(7) Targets	1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				
(2) Indicator # <u> </u> :				
(3) Definition/Unit:		(5) Year	(8) Planned	(9) Actual
(4) Source:	(6) Baseline	1993	--	
(10) Critical Assumptions that are no longer valid:	(7) Targets	1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				

COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 2 / PROGRAM OUTCOME # 2.1 / SUBPROGRAM OUTCOME 2.1.3 : Improved on-farm water mgmt.				
(2) Indicator # 1 : % Increase in hectares under modern irrigation technologies in Zarqa Triangle				
(3) Definition/Unit: # hectares under modern irrigation technologies divided by total land under irrigation		(5) Year	(8) Planned	(9) Actual
(4) Source: Water & Environment Research Center, University of Jordan		(6) Baseline	1993	—
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.		(7) Targets	1994	
			1995	
			1996	
			1997	
			1998	
			1999	
(11) Comments: Baseline data to be available February, 1994 upon completion of U. of Jordan survey. Wording of indicator modified. See Section V.				
(2) Indicator # ___ :				
(3) Definition/Unit:		(5) Year	(8) Planned	(9) Actual
(4) Source:		(6) Baseline	1993	—
(10) Critical Assumptions that are no longer valid:		(7) Targets	1994	
			1995	
			1996	
			1997	
			1998	
			1999	
(11) Comments:				

COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # <u>2</u> / PROGRAM OUTCOME # <u>2.1</u> / SUBPROGRAM OUTCOME <u>2.1.4</u> : Improved household water mgmt.				
(2) Indicator # <u>1</u> : Annual increase in metered water per household per month				
(3) Definition/Unit: Cubic meters of water per household, per month		(5) Year	(8) Planned	(9) Actual
(4) Source: MWI, quarterly water bills	(6) Baseline	1991	—	14.4 m ³
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				
(2) Indicator # <u> </u> :				
(3) Definition/Unit:		(5) Year	(8) Planned	(9) Actual
(4) Source:	(6) Baseline	1993	—	
(10) Critical Assumptions that are no longer valid:	(7) Targets	1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				

COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # <u>2</u> / PROGRAM OUTCOME # <u>2.2</u> : Improved water infrastructure in the Zarqa River basin				
(2) Indicator # <u>1</u> : Annual % increase in quantity of water delivered to standard in Zarqa basin				
(3) Definition/Unit: Cubic meters per annum		(5) Year	(8) Planned	(9) Actual
(4) Source: MWI	(6) Baseline	1993	--	
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.	(7) Targets	1994		
		1995		
		1996		
		1997		
		1998		
(11) Comments:		1999		
(2) Indicator # <u> </u> :				
(3) Definition/Unit:		(5) Year	(8) Planned	(9) Actual
(4) Source:	(6) Baseline	1993	--	
(10) Critical Assumptions that are no longer valid:	(7) Targets	1994		
		1995		
		1996		
		1997		
		1998		
(11) Comments:		1999		

COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # <u>2</u> / PROGRAM OUTCOME # <u>2.2</u> / SUBPROGRAM OUTCOME <u>2.2.1</u> : Improved wastewater treatment cap.				
(2) Indicator # <u>1</u> : Annual % Increase in wastewater treated to standard at As-Samra treatment facility				
(3) Definition/Unit: Cubic meters per annum		(5) Year	(8) Planned	(9) Actual
(4) Source: MWI	(6) Baseline	1991	--	30.098 million m ³
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				
(2) Indicator # <u> </u> :				
(3) Definition/Unit:		(5) Year	(8) Planned	(9) Actual
(4) Source:	(6) Baseline	1993	--	
(10) Critical Assumptions that are no longer valid:	(7) Targets	1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				

COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # <u>2</u> / PROGRAM OUTCOME # <u>2.3</u> : Increased capital investment in the water sector				
(2) Indicator # <u>1</u> : Annual increased investment in the water sector by all sources of funding				
(3) Definition/Unit: Dollar funding for water sector projects		(5) Year	(8) Planned	(9) Actual
(4) Source: Ministry of Planning (MOP) & MWI	(6) Baseline	1991	--	\$14.4 million
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				
(2) Indicator # <u> </u> :				
(3) Definition/Unit:		(5) Year	(8) Planned	(9) Actual
(4) Source:	(6) Baseline	1993	--	
(10) Critical Assumptions that are no longer valid:	(7) Targets	1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				

COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # <u>2</u> / PROGRAM OUTCOME # <u>2.3</u> /SUBPROGRAM OUTCOME <u>2.3.1</u> : Feasib. studies/designs conducted & selected for funding				
(2) Indicator # <u>1</u> : Annual increase in dollar funding from all sources for water projects resulting from USAID-financed feasibility studies				
(3) Definition/Unit: \$funding, per year for projects resulting from USAID-financed feasibility studies		(5) Year	(8) Planned	(9) Actual
(4) Source: MOP and MWI	(6) Baseline	1993	--	\$0
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.	(7) Targets	1994		
		1995		
		1996		
		1997		
		1998		
(11) Comments: Wording of Indicator modified. See Section V.		1999		
(2) Indicator # ___ :				
(3) Definition/Unit:		(5) Year	(8) Planned	(9) Actual
(4) Source:	(6) Baseline	1993	--	
(10) Critical Assumptions that are no longer valid:	(7) Targets	1994		
		1995		
		1996		
		1997		
		1998		
(11) Comments:		1999		

Attachment 4

COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 3: Reduced Fertility				
(2) Indicator # 1: Annual decrease in total fertility rate				
(3) Definition/Unit: Standard definition		(5) Year	(8) Planned	(9) Actual
(4) Source: Department of Statistics (DOS)		(6) Baseline	1990	5.6
(10) Critical Assumptions that are no longer valid:		(7) Targets	1993	
			1994	
			1995	
			1996	
			1997	
			1998	3.6
			1999	
(11) Comments: 1990 DHS Survey. Data to come from population census in 1994, DHS in 1996, and household surveys in other years.				
(2) Indicator # :				
(3) Definition/Unit:		(5) Year	(8) Planned	(9) Actual
(4) Source:		(6) Baseline	1993	
(10) Critical Assumptions that are no longer valid:		(7) Targets	1993	
			1994	
			1995	
			1996	
			1997	
			1998	
			1999	
(11) Comments:				

COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 3/PROGRAM OUTCOME #3.1 increased use of effective contraceptive methods				
(2) Indicator #1: Annual increase in overall contraceptive prevalence rate (CPR)				
(3) Definition/Unit: Standard definition		(5) Year	(8) Planned	(9) Actual
(4) Source: Department of Statistics (DOS)	(6) Baseline	1990		35
(10) Critical Assumptions that are no longer valid:	(7) Targets	1993		
		1994	40	
		1995	41.5	
		1996	44	
		1997	46	
		1998	48	
		1999	49	
(11) Comments: DHS for 1990 and for 1996. Household surveys for 1995, 1996, 1997 and 1998. Population census in 1994.				
(2) Indicator # 2: Annual increase in CPR for modern methods				
(3) Definition/Unit: Standard definition		(5) Year	(8) Planned	(9) Actual
(4) Source: DOS	(6) Baseline	1993		27
(10) Critical Assumptions that are no longer valid:	(7) Targets	1993		
		1994	31	
		1995	32	
		1996	34	
		1997	36	
		1998	38	
		1999	40	
(11) Comments: DHS for 1990 and for 1996. Household surveys for 1995, 1996, 1997 and 1998. Population census in 1994.				

COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 3/PROGRAM OUTCOME #3.1: Increased use of effective contraceptive methods			
(2) Indicator # 3: Annual increase in couple years of protection, public sector distribution facilities			
(3) Definition/Unit: Standard definition, public sector composed of clinics, hospitals, and comprehensive health centers	(5) Year	(8) Planned	(9) Actual
(4) Source: Ministry of Health Service Statistics	(6) Baseline	1993	
(10) Critical Assumptions that are no longer valid: FHS project contracting. See section II.	(7) Targets	1993	
		1994	
		1995	
		1996	
		1997	
		1998	
		1999	
(11) Comments: Proxy indicator, to be used only if annual CPR cannot be collected			
(2) Indicator # 4: Annual increase in couple years of protection, private sector facilities			
(3) Definition/Unit: Standard definition, private sector composed of NGO's and pharmacies	(5) Year	(8) Planned	(9) Actual
(4) Source: IMS through SOMARC	(6) Baseline	1993	
(10) Critical Assumptions that are no longer valid: MBS project contracting. See section II.	(7) Targets	1993	
		1994	
		1995	
		1996	
		1997	
		1998	
		1999	
(11) Comments: Proxy indicator, to be used only if annual CPR cannot be collected			

COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 3/PROGRAM OUTCOME #3.1/Subprogram outcome 3.1.1: Improved knowledge of effective contraceptive methods				
(2) Indicator #1: Annual Increase in % of MWRA knowing the correct use of the method each is using, public sector				
(3) Definition/Unit: Standard definition, public sector composed of clinics, hospitals and comprehensive health centers.	(5) Year	(8) Planned	(9) Actual	
(4) Source: Facility exit surveys	(6) Baseline	1993	_____	
(10) Critical Assumptions that are no longer valid: FHS project contracting. See section II.	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments: Targets will be set when baseline data obtained in September 1994.				
(2) Indicator # 2: Annual Increase in % of MWRA knowing the correct use of the method each is using, NGO's				
(3) Definition/Unit: Standard definition.	(5) Year	(8) Planned	(9) Actual	
(4) Source: Facility exit surveys	(6) Baseline	1993	_____	
(10) Critical Assumptions that are no longer valid: FHS project contracting. See section II	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments: Targets will be set when baseline data obtained in September 1994				

COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 3/PROGRAM OUTCOME #3.1/Subprogram outcome 3.1.2: Increased availability of higher-quality FP services				
(2) Indicator # 1: Annual increase in number of public facilities offering FP services (3 or more modern methods) all 12 months				
(3) Definition/Unit: Public facilities are MOH clinics, hospitals, and comprehensive health care centers		(5) Year	(8) Planned	(9) Actual
(4) Source: MOH Service Statistics		(6) Baseline	1992	30%
(10) Critical Assumptions that are no longer valid:		(7) Targets	1993	
(11) Comments:			1994	33%
			1995	43%
			1996	53%
			1997	63%
			1998	73%
			1999	83%
(2) Indicator # 2: Annual increase in % of MOH facilities offering FP services meeting 80% or more of established service delivery quality criteria				
(3) Definition/Unit: Quality criteria to be determined		(5) Year	(8) Planned	(9) Actual
(4) Source: Annual surveys		(6) Baseline	1992	0%
(10) Critical Assumptions that are no longer valid:		(7) Targets	1993	
(11) Comments:			1994	0%
			1995	20%
			1996	35%
			1997	45%
			1998	60%
			1999	76%

COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 3/PROGRAM OUTCOME #3.1/Subprogram outcome 3.1.2: Increased availability of higher-quality FP services				
(2) Indicator # 3: Annual Increase in % of NGO facilities offering FP services meeting 80% or more of established service delivery quality criteria				
(3) Definition/Unit: Quality criteria to be determined		(5) Year	(8) Planned	(9) Actual
(4) Source: Annual surveys	(6) Baseline	1992	---	0
(10) Critical Assumptions that are no longer valid:	(7) Targets	1993		
		1994	33%	
		1995	50%	
		1996	67%	
		1997	75%	
		1998	83%	
		1999	90%	
(11) Comments:				
(2) Indicator # :				
(3) Definition/Unit:		(5) Year	(8) Planned	(9) Actual
(4) Source:	(6) Baseline	1993	---	
(10) Critical Assumptions that are no longer valid:	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				

COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 3/PROGRAM OUTCOME #3.1/Subprogram outcome 3.1.3: Wider selection of contraceptive methods at a wider range of prices.				
(2) Indicator #1: Annual Increase in Percentage of pharmacies selling three or more types of modern contraceptives				
(3) Definition/Unit: Denominator is all private sector pharmacies		(5) Year	(8) Planned	(9) Actual
(4) Source: Retail audits	(6) Baseline	1994		
(10) Critical Assumptions that are no longer valid:	(7) Targets	1993		
MBS Project contracting. See section II (11) Comments: Baseline and targets will be set in June 1994.		1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(2) Indicator # 2: Annual Increase in range of prices (lowest to highest) for IUD's				
(3) Definition/Unit: Dollar range of prices for which IUD's are sold by pharmacies		(5) Year	(8) Planned	(9) Actual
(4) Source: Retail audits	(6) Baseline	1992		\$9.75-23.50
(10) Critical Assumptions that are no longer valid:	(7) Targets	1993		
(11) Comments: Baseline from 1992 MBS market survey		1994	\$7-23.50	
		1995	\$6-23.50	
		1996	\$4-23.50	
		1997	\$4-23.50	
		1998	\$4-23.50	
		1999	\$4-23.50	

COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # 3/PROGRAM OUTCOME #3.1/Subprogram outcome 3.1.3: Wider selection of contraceptive methods at a wider range of prices				
(2) Indicator # 3: Annual increase in % of pharmacies selling progestin pills				
(3) Definition/Unit: Denominator includes all private sector pharmacies. Point in time is the time of the audit.		(5) Year	(8) Planned	(9) Actual
(4) Source: Retail audits	(6) Baseline	1993		0%
(10) Critical Assumptions that are no longer valid:	(7) Targets	1993		
		1994	5%	
		1995	25%	
		1996	35%	
		1997	45%	
		1998	60%	
		1999	65%	
(11) Comments:				
(2) Indicator # 4: Annual increase in % of pharmacies selling CU-T 380 A				
(3) Definition/Unit: Denominator includes all private sector pharmacies. Point in time is the time of the audit.		(5) Year	(8) Planned	(9) Actual
(4) Source: Retail audits	(6) Baseline	1993		0%
(10) Critical Assumptions that are no longer valid:	(7) Targets	1993		
		1994	10%	
		1995	30%	
		1996	50%	
		1997	70%	
		1998	70%	
		1999	70%	
(11) Comments:				

TABLE 1 PERFORMANCE MONITORING PLAN FOR S.O.1

Strategic Objective 1: Increased foreign exchange earnings from light industry, agribusiness and tourism

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RE-SPONS-IBLE PERSON/ OFFICE
1) Annual percent increase in dollar value of exports from light industry	Annual percent increase in the U.S. dollar value for exports of light industry defined as all industrial exports except those of the mineral industries (potash, phosphates and fertilizer).	From Central Bank Monthly Bulletin of Statistics; available with 4 to 5 month lag. Export data, available in JD terms, can be converted to dollar terms through use of the exchange rate data available in the same Monthly Bulletins.	Dollars used for basic measurement in order to minimize the effect of inflation on the data. The selection of categories to be measured in (1) and (2) accords as closely as possible with data availabilities, and areas in which the SEED Project will have an effect.	Annually	Cost: SEED Project	Khatib, TIP; Balasun, PRO
2) Annual percent increase in dollar value of exports from agricultural products	Annual percentage increase in the U.S. dollar value for exports. Agricultural products defined to exclude live animals and fodder.	(See Above)	Agricultural products are used as proxy for agribusiness products, data for which are not available.	Annually	Agricultural Marketing Project	Asar, WEA; Yaghi, TIP
3) Annual percent increase in dollar value of tourism	Annual percentage increase in the U.S. dollar value of target group tourism income. Target group is North Americans, Europeans, and those from certain countries of the Far East and Oceania.	To be developed under the tourism initiatives in sites and marketing. (See Indicators no. 1 and 2 for P.O. Outcome 1.2.).	Target group tourists are specified since it is primarily their interests on which the new tourism initiatives are focussed.	Annually	Cost: tourism initiative	Balasun, PRO; Delp, TIP
Comments/Notes: Critical Assumptions: (1) Trends in world trade remain positive; (2) Political situation in Jordan and neighboring countries remains favorable. Tourism Project will be obligated 4/94 and SEED project will be obligated 8/94						

TABLE 1.a PERFORMANCE MONITORING PLAN FOR P.O. 1.1

Strategic Objective 1: Increased foreign exchange earnings from light industry, agribusiness and tourism

Program Outcome 1.1: Private firms finance, produce and market internationally competitive goods

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPON-SIBLE PERSON/ OFFICE
1) Annual percent increase in exports to non-traditional markets	Non-traditional markets defined as all markets except Arab Gulf countries, as defined by Jordan Central Bank Annual percent increase in the dollar value of exports going to non-traditional markets.	Central Bank Monthly Bulletin of Statistics; available with a 4 to 5 month lag. Export data, available in JD terms, can be converted to dollar terms through use of the exchange rate data available in the same Monthly Bulletins.	Traditional Arab markets are relatively easy for Jordan to access. Entry into non-traditional markets requires improvements in competitive ability.	Annually	Cost: SEED	Al-Naif, TIP; Halasun, PRO
2) Annual percent increase in number of firms exporting light industrial products	Annual percent increase in the number of firms producing light industrial products which export part of their output. Light industrial products defined as all industrial products except those of the mineral industries.	Chamber of Commerce, Chamber of Industry, and Dept. of Statistics	Entry of manufacturers into exporting should indicate improving competitive abilities.	Annually	Cost: SEED Project	Khatib, TIP; Halasun, PRO
3) Annual increase in number of firms exporting agricultural products to non-traditional countries	Increase in no. of firms exporting agricultural products, including processed fruits and vegetables. Traditional countries are Arab-Gulf countries.	Agricultural Marketing Organization (AMO)	More firms exporting agricultural products (processed fruits and vegetables) indicates improving competitive abilities in agribusiness. Restricting to firms exporting to non-traditional countries measures success in diversifying markets. Agricultural products used as proxy for agribusiness products, data for which are not separately available. Small no. of firms currently exporting makes a "percent of firms" concept relatively meaningless.	Annually	Cost: SEED Project	Azar, WEA; Yaghi, TIP

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPON-SIBLE PERSON/ OFFICE
4) Annual increase in the number of foreign direct investments registered in non-traditional areas of production.	Annual increase in the number of new foreign direct investments in production areas other than the mineral industries (potash, phosphates and fertilizers)	Ministry of Industry and Trade. Project will assist in developing the data from Ministry records	Willingness of foreigners to invest in non-traditional areas would suggest an increasingly competitive Jordanian economy. No. of direct investments registered by the Ministry is used as a proxy for the value of direct investments, data for which are not available.	Annually	Cost: SEED Project	Al-Naif, TIP
<p>Comments/Notes:</p> <p>(1) Non-traditional exports to non-traditional markets would be a better indicator, but such data are available only with a very long time lag.</p> <p>(2) and (3) Access of Project personnel to the data source will be a CP of the Project. A critical assumption is that protocol trade, which is included in the definition of exports but which constitutes only a small share of exports, will continue to diminish.</p>						

TABLE 1.b PERFORMANCE MONITORING PLAN FOR SUBPROGRAM OUTCOME 1.1.1

Strategic Objective 1: Increased foreign exchange earnings from light industry, agribusiness and tourism
 Program Outcome 1.1: Private firms finance, produce and market internationally competitive goods
 Subprogram Outcome 1.1.1: Favorable trade and investment policy/regulatory framework

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPON-SIBLE PERSON/ OFFICE
1) Reduction in time needed for import consignments to clear customs	Mode of the sample distribution of days elapsed between importer's request for clearance of shipment and actual clearance.	Survey of selected importers. Eventually (if needed), this information should be available from the automated data to be produced by Customs itself.	This is a classic indicator of customs efficiency, and an important item of cost to importers.	At nine month intervals, keyed to SPR Program tranches.	Cost: SPR-TS Project	Khatib, TIP
2) Annual percent increase in the number of importers using customs export incentives	Export incentives are temporary entry and duty drawbacks.	Customs	Previously this indicator divided importers that use an alternative financing guarantee for temporary entry by total number of importers under temporary entry. Revised indicator is broader measure.	Annually	Cost: SPR - TS Project	Khatib, TIP
3) Annual increase in percent of importers using customs export incentives.	Annual increase in percent of importers using customs export incentives out of all eligible importers. Export incentives are temporary entry and duty drawbacks.	Customs	(See Indicator 2).	Annually	Cost: SPR - TS Project	Khatib, TIP
4) Elimination of import and export licensing requirements	Yes/No: Elimination of import and export licensing requirements	Customs	Elimination of licensing requirements would improve competitive ability by reducing the time required to effect trade transactions.	At nine month intervals, keyed to SPR Program tranches.	Cost: SPR - TS Project	Khatib, TIP

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPON-SIBLE PERSON/ OFFICE
5) Percent increase in income tax exemption on revenue generated from exports to non-traditional markets.	Increase in percent of revenue from exports to non-traditional markets that is exempted from income taxes.	Income Tax Dept. of the Ministry of Finance	Increased exemption from (and eventual elimination of) the Import tax requirement would provide an important incentive to exporters to non-traditional markets	At nine month intervals, keyed to SPR Program tranches.	Cost: SPR - TS Project	Khatib, TIP
<p>Comments/Notes: (1) Time required at present is 7 to 14 days. Reduction to two days within nine months is a CP of the Project. If unsuccessful in meeting the CP, Customs would be given another nine months under the same stipulation. (4) Elimination of licensing requirements and (5) increased exemption for income taxes within nine months will be CP's of the Project. If unsuccessful in meeting the CP, the GOJ (Customs and Income Tax Dept.) would be given another nine months under the same stipulations.</p>						

TABLE 1c PERFORMANCE MONITORING PLAN FOR SUBPROGRAM OUTCOME 1.1.2

Strategic Objective 1: Increased foreign exchange earnings from light industry, agribusiness and tourism

Program Outcome 1.1: Private firms produce and market internationally competitive goods

Subprogram Outcome 1.1.2: Improved services to exporters by trade associations

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/OFFICE
1) Annual increase in the number of firms belonging to selected trade associations	Annual increase in the number of firms belonging to selected trade associations. Selected organizations are those accounting for the majority of all such memberships.	Selected trade associations; Survey of selected associations.	If associations increase member firms, this is an indicator that associations are providing better services. The associations will be selected in SEED Project design.	Annually	Cost: SEED Project	Fulham, TIP
2) Annual increase in the number of participations in trade fairs organized by selected trade associations in non-traditional markets	Annual increase in the number of participations in trade fairs organized by selected trade associations in non-traditional markets. All appearances at different trade fairs by a single firm to count for this purpose.	Selected trade associations	Increased appearances at international trade fairs are likely to reflect better provision of services by trade associations. Trade shows organized by JEDCO and GOJ entities are not included.	Annually, based on semi-annual collection of information	Cost: SEED Project	Fulham, TIP
3) Increased no. of trade associations providing timely information on non-traditional markets and other trade related services	Two-step process: a) Initially, establish the capability of a few selected trade associations to provide marketing information on non-traditional markets on demand; b) Eventually, increase the no. of associations with such capability. Project to identify the selected associations, and define the "timely information" requirement.	Selected trade associations; survey	Provision of this information and services should be a major benefit to exporters. Project to identify the selected associations and define "range of trade-related services" for this purpose. Such services might include advice on shipping, customs regulations, trade regulations for particular markets.	Project to determine the time needed to meet the first-stage requirement. Annual assessments for the remainder of the LOP.	Cost: SEED Project	Fulham, TIP
Comments/Notes:						

TABLE 1.d PERFORMANCE MONITORING PLAN FOR SUBPROGRAM OUTCOME 1.1.3

Strategic Objective 1: Increased foreign exchange earnings from light industry, agribusiness and tourism

Program Outcome 1.1: Private firms produce and market internationally competitive goods

Subprogram Outcome 1.1.3: Accelerated use of improved production, packaging and marketing technology

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPON- SIBLE PERSON/ OFFICE
1) Annual percent increase in dollar value of imports of capital goods by non-traditional industries.	Capital goods are machinery and transport equipment, a line item in the "External Trade By Economic Function" section of GOJ trade accounts. Electrical and non-electrical machinery, and transportation equipment comprise the bulk of the category. Non-traditional industries are all industries except mineral industries. Imports of the mineral industries will be excluded.	Central Bank of Jordan Monthly Bulletin of Statistics for total capital goods imports; the potash and phosphate companies for data on the mineral industries, to be deducted from the total. Data in JD terms can be converted to dollars at exchange rates available in the Monthly Bulletin.	Imports of capital goods can be assumed to go directly to the expansion or upgrading of production processes. An increasing dollar value of such imports is a direct indicator of improving competitive ability.	Annually	Cost: SEED Project	Yaghi, TIP; Halasun, PRO
2) Annual increase in the number of registered firms with foreign, non-Arab capital	Non-Arab means non-Gulf Countries, per the Central Bank.	Ministry of Industry and Trade.	Foreign capital participation, especially from firms in the industrial world, are almost certain to involve transfer of improved technologies. This indicator is a proxy for joint ventures involving technology and know-how transfer.	Annually	Cost: SEED Project	Al-Waif, TIP
Comments/Notes: Earlier attempts by the Mission to go directly to firms and inquire about technology upgrades and acquisition have met with poor response, due largely to political situation in the region. Hence, the reliance on available data and indirect, proxy indicators.						

TABLE 1.e PERFORMANCE MONITORING PLAN FOR SUBPROGRAM OUTCOME 1.1.4

Strategic Objective 1: Increased foreign exchange earnings from light industry, agribusiness and tourism
 Program Outcome 1.1: Private firms produce and market internationally competitive goods
 Subprogram Outcome 1.1.4: Diversified financial instruments/procedures

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Development of an Export Credit Guarantee Company (ECGC); Passage of enabling legislation	The policy reform calls for two steps, hence two indicators: passage of the enabling legislation for an ECGC, and capitalization which will signify the company's effectiveness.	Official Gazette	Export guarantees will encourage exports by providing a procedure to insure against credit risks	Project to determine the timing of the two steps.	Cost: SPR - TS Project	Al-Naif, TIP
2) Development of an Export Credit Guarantee Company (ECGC); Capitalization	(see above)	Official Gazette	(See above)	(See above)	Cost: SPR - TS Project	Al-Naif, TIP
3) Pricing of new shares by underwriters; a) Development of procedures	Yes/no. At present, pricing of new shares is done, ineffectively, by a committee under the Ministry of Industry and Trade. The reform involves two steps, hence two indicators: the development of procedures to enable pricing by the underwriters; and the actual putting into effect of the new procedures.	Ministry of Industry and Trade and Amman Financial Market	Unrealistic pricing of shares under the present system has been a factor for instability in the market, tending to discourage new issues. Underwriters can be expected to price closer to the market, thereby providing a more reliable source of financing for Jordanian firms.	Project to determine the timing of the two steps.	Cost: SPR - TS Project	Al-Naif, TIP
4) Pricing of new shares by underwriters; Actual change in procedures	Implementation of new procedures for pricing of new shares by underwriters.	Amman Financial Market	(see above)	Project to determine the timing of second step.	Cost: SPR - TS Project	Al-Naif, TIP

TABLE 1/ PERFORMANCE MONITORING PLAN FOR P.O. 12

Strategic Objective 1: Increased foreign exchange earnings from light industry, agribusiness and tourism

Program Outcome 1.2: Increase in tourism and expenditures per tourist

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPON-SIBLE PERSON/ OFFICE
1) Annual percent increase in number of tourists from targeted countries.	Annual percent increase in the number of target group tourists. Target group is North Americans, Europeans, and those from certain countries of the Far East and Oceania.	Initially, MOTA data covering packaged tours only. Eventually, other methods will be developed, such as revised exit card data, or sample surveys at key attractions (Petra).	Since the Mission's focus is on tourist attractions of relatively little traditional interest to visitors not from target group countries, only these tourists are measured. The need for a special effort to collect this important information arises from the fact that Jordan's balance of payments statistics do not distinguish between tourist and business expenditures, and do not disaggregate by target and non-target group tourists.	Collect annually, tabulate quarterly	Cost: tourism initiative	Dep. TIP
2) Increased expenditures per tourist from target group countries.	Annual percent increase in expenditures per target group tourist, as measured in dollar terms.	Initially, based on data to be provided by the principal hotels (thereby covering only expenditures in hotels), presumably stated in JD terms. Eventually, data will be based on exit surveys to be developed by the JTB. These data will be stated in foreign currency terms. Exchange rates for converting JD and foreign currency values to dollar terms are available in the CBJ Monthly Bulletin of Statistics.	See (1) above for the focus on target group tourists. Hotel data will be based on their records covering length of stay per tourist and cost per night. Sample exit surveys will be conducted to determine, among other things, the cost per tourist, on a range estimate basis, of all in-country expenditures. Conversion of all values to dollar terms will provide a uniform unit of measure relatively free of inflationary influence.	Quarterly for at least the first year, then review seasonal patterns to determine whether quarterly or annually thereafter.	Cost: tourism marketing initiative	Dep. TIP; Halesum, PRO
Comments/Notes: Critical Assumptions: Increased no. of tourists assumes continued positive trends in world tourism and political stability within the region. Assumes a tourism sites and services improvement project will be obligated by 4/94; tourism marketing initiatives funded from one or more sources in 3rd Q 1994.						

TABLE 1.g PERFORMANCE MONITORING PLAN FOR SUBPROGRAM OUTCOME 1.2.1

Strategic Objective 1: Increased foreign exchange earnings from light industry, agribusiness and tourism

Program Outcome 1.2: Increase in tourism and expenditures per tourist

Subprogram Outcome 1.2.1: Improved management and preservation of tourist sites

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPON-SIBLE PERSON/ OFFICE
1) Annual percent increase in real expenditures on development of selected sites.	Annual percent increase in real JD expenditures on selected tourist sites (basically, those for which data can be obtained). Will include GOJ-initiated expenditures, as well as those attributable to the Project. Baseline is the reported capital expenditures for the Ministry of Tourism, including the Department of Antiquities	Data sources to be determined in course of Project design. Possibilities include GOJ and local authority budget data, other donor data, and information developed at specific sites. An appropriate price index for use in deflating nominal JD expenditure data can be derived from price index data in the Central Bank Monthly Bulletin of Statistics (PRO to assist).	Expenditures on site development are believed to be the best available, perhaps only, objective indicator of improved management and preservation of tourist sites. Expenditure data should be stated in real terms to eliminate the effect of inflation.	Annually	Cost: Tourism sites and services improvement project	Lensen, WEA; Halasun, PRO
2) Annual increase of number of selected sites that are adequately preserved, presented, and managed.	No. of sites targeted for improvement by the Project that are adequately preserved, presented, and managed. The criteria for "adequate" management and preservation to be defined in project design. Among the likely criteria are access to site, site protection and security, the presence of a full-time site manager, etc.	To be determined in project design.	This indicator addresses the need to attract more tourists to existing tourist sites. There being no objective measure of adequate management and preservation, this is believed to be the best possible subjective indicator.	Quarterly	Cost: Tourism sites and services improvement project	Lensen, WEA
Comments/Notes: Adequacy defined by rating sites on criteria to be determined by project. Selection criteria to be determined.						

TABLE 1h PERFORMANCE MONITORING PLAN FOR SUBPROGRAM OUTCOME 1.2.2

Strategic Objective 1: Increased foreign exchange earnings from light industry, agribusiness and tourism

Program Outcome 1.2: Increased tourism and expenditures per tourist

Subprogram Outcome 1.2.2: Improved tourism marketing

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPON-SIBLE PERSON/ OFFICE
1) Increased number of international tour operators bringing tours to Jordan from target group countries.	Increased number of separate international tour operators bringing at least one tour per year to Jordan from target group countries.	MOTA and JTB	Increasing no. of international tour operators bringing tours to Jordan will reflect increasingly effective marketing efforts by JTB and tourism marketing initiative.	Annually	Cost: tourism marketing initiative	Fulghas, TIP
2) Increased number of marketing campaigns based on market research	Increase in number of tourism promotion campaigns based upon research of potential markets undertaken through the tourism marketing initiative. Mission to define the parameters for this purpose.	JTB and MOTA	Tourism campaigns based on market research are likely to be relatively effective. This, therefore, is an indicator of the improving quality of marketing efforts.	Annually	Cost: tourism marketing initiative	Fulghas, TIP
Comments/Notes: Tourism marketing initiatives are likely to be commencing 3rd quarter 1984 under one or more funding sources.						

TABLE 1.1 PERFORMANCE MONITORING PLAN FOR SUBPROGRAM OUTCOME 1.2.3

Strategic Objective 1: Increased foreign exchange earnings from light industry, agribusiness, and tourism

Program Outcome 1.2: Increased tourism and expenditures per tourist

Subprogram Outcome 1.2.3: Improved tourism services

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPON-SIBLE PERSON/ OFFICE
1) Increased number of tourist sites providing and maintaining essential tourist amenities.	Increased number of tourist sites that provide essential tourist amenities, and that are maintained. The criteria for this purpose will be determined during project design, and may include a rest house with rest rooms, first aid, phone, refreshments, guide services, etc.	To be determined in project design	Availability of tourist amenities is believed essential to improved tourist satisfaction.	Quarterly	Cost: Tourism sites and services improvement project	Lensen, WEA
Comments/Notes: New tourism sites and services improvement project to be obligated by April 1994.						

COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # <u>2</u> : Improved quality and increased quantity of water available for use.					
(2) Indicator # <u>1</u> : Increase in water available for use					
(3) Definition/Unit: Cubic meters per annum provided by MWI			(5) Year	(8) Planned	(9) Actual
(4) Source: Ministry of Water and Irrigation (MWI)		(6) Baseline	1991	—	435 million m ³
(10) Critical Assumptions: All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.		(7) Targets	1993		
			1994		
			1995		
			1996		
			1997		
			1998		
			1999		
(11) Comments: Baseline year for many of the indicators for this SO is 1991 because it represents the normal rather than the exception (the rainfall amount in 1992 occurs only once every 70 years).					
(2) Indicator # <u>2</u> : Annual percent increase in wastewater treated to standard					
(3) Definition/Unit: Cubic meters treated to standard, per annum			(5) Year	(8) Planned	(9) Actual
(4) Source: MWI		(6) Baseline	1991	—	37.255 million m ³
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.		(7) Targets	1993		
			1994		
			1995		
			1996		
			1997		
			1998		
			1999		
(11) Comments:					

COUNTRY PROGRAM REVIEW (CPR)

TABLE I: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # <u>2</u> / PROGRAM OUTCOME # <u>2.1</u> : Improved water management systems				
(2) Indicator # <u>1</u> : Annual % reduction in water loss				
(3) Definition/Unit: Cubic meters of water lost for any reason, per annum				
(4) Source: MWI	(5) Year	(8) Planned	(9) Actual	
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.	(6) Baseline	1991	—	228 million m ³
	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
(11) Comments:	1999			
(2) Indicator # ___ :				
(3) Definition/Unit:				
(4) Source:	(5) Year	(8) Planned	(9) Actual	
(10) Critical Assumptions that are no longer valid:	(6) Baseline	1993	—	
	(7) Targets	1994		
		1995		
		1996		
		1997		
		1998		
		(11) Comments:	1999	

COUNTRY PROGRAM REVIEW(CPR)

TABLE1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # <u>2</u> / PROGRAM OUTCOME # <u>2.1</u> / SUBPROGRAM OUTCOME <u>2.1.1</u> ; Improved public management of Water Resources					
(2) Indicator # <u>1</u> : Annual % Increase in cost recovery					
(3) Definition/Unit: Revenues collected as % of O&M cost					
(4) Source: Water Authority of Jordan (WAJ)		(5) Year	(8) Planned	(9) Actual	
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.		(6) Baseline	1992	—	42.8%
		(7) Targets	1993		
			1994		
			1995		
			1996		
			1997		
			1998		
			1999		
(11) Comments:					
(2) Indicator # <u>2</u> : Improved water quality monitoring system					
(3) Definition/Unit: Number of tests conducted by WAJ on water quality, per annum					
(4) Source: WAJ		(5) Year	(8) Planned	(9) Actual	
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.		(6) Baseline	1992	—	103,550
		(7) Targets	1993		
			1994		
			1995		
			1996		
			1997		
			1998		
			1999		
(11) Comments:					

COUNTRY PROGRAM REVIEW(CPR)

TABLE I: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # <u>2</u> / PROGRAM OUTCOME # <u>2.1</u> / SUBPROGRAM OUTCOME <u>2.1.2</u> : Improved Industrial Water Mgmt.				
(2) Indicator # <u>1</u> : Annual increase in % of industries adopting clean technology measures				
(3) Definition/Unit: Number of industries adopting clean technologies, as % of all industries		(5) Year	(8) Planned	(9) Actual
(4) Source: Amman Chamber of Industry		(6) Baseline	1993	—
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.		(7) Targets	1994	
			1995	
			1996	
			1997	
			1998	
			1999	
(11) Comments:				
(2) Indicator # ___ :				
(3) Definition/Unit:		(5) Year	(8) Planned	(9) Actual
(4) Source:		(6) Baseline	1993	—
(10) Critical Assumptions that are no longer valid:		(7) Targets	1994	
			1995	
			1996	
			1997	
			1998	
			1999	
(11) Comments:				

COUNTRY PROGRAM REVIEW (CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # <u>2</u> / PROGRAM OUTCOME # <u>2.1</u> / SUBPROGRAM OUTCOME <u>2.1.3</u> : Improved on-farm water mgmt.				
(2) Indicator # <u>1</u> : % Increase in hectares under modern irrigation technologies in Zarqa Triangle				
(3) Definition/Unit: # hectares under modern irrigation technologies divided by total land under irrigation		(5) Year	(8) Planned	(9) Actual
(4) Source: Water & Environment Research Center, University of Jordan		(6) Baseline	1993	---
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.		(7) Targets	1994	
			1995	
			1996	
			1997	
			1998	
			1999	
(11) Comments: Baseline data to be available February, 1994 upon completion of U. of Jordan survey. Wording of indicator modified. See Section V.				
(2) Indicator # ___ :				
(3) Definition/Unit:		(5) Year	(8) Planned	(9) Actual
(4) Source:		(6) Baseline	1993	---
(10) Critical Assumptions that are no longer valid:		(7) Targets	1994	
			1995	
			1996	
			1997	
			1998	
			1999	
(11) Comments:				

COUNTRY PROGRAM REVIEW(CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # <u>2</u> / PROGRAM OUTCOME # <u>2.1</u> / SUBPROGRAM OUTCOME <u>2.1.4</u> : Improved household water mgmt.				
(2) Indicator # <u>1</u> : Annual increase in metered water per household per month				
(3) Definition/Unit: Cubic meters of water per household, per month		(5) Year	(8) Planned	(9) Actual
(4) Source: MWI, quarterly water bills	(6) Baseline	1991	—	14.4 m ³
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				
(2) Indicator # ___:				
(3) Definition/Unit:		(5) Year	(8) Planned	(9) Actual
(4) Source:	(6) Baseline	1993	—	
(10) Critical Assumptions that are no longer valid:	(7) Targets	1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				

COUNTRY PROGRAM REVIEW (CPR)

TABLE I: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # <u>2</u> / PROGRAM OUTCOME # <u>2.2</u> : Improved water infrastructure in the Zarqa River basin				
(2) Indicator # <u>1</u> : Annual % increase in quantity of water delivered to standard in Zarqa basin				
(3) Definition/Unit: Cubic meters per annum				
(4) Source: MWI				
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.	(6) Baseline	(5) Year	(8) Planned	(9) Actual
	(7) Targets	1993	---	
		1994		
		1995		
		1996		
		1997		
		1998		
1999				
(11) Comments:				
(2) Indicator # ____:				
(3) Definition/Unit:				
(4) Source:				
(10) Critical Assumptions that are no longer valid:	(6) Baseline	(5) Year	(8) Planned	(9) Actual
	(7) Targets	1993	---	
		1994		
		1995		
		1996		
		1997		
		1998		
1999				
(11) Comments:				

COUNTRY PROGRAM REVIEW(CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # <u>2</u> / PROGRAM OUTCOME # <u>2.2</u> / SUBPROGRAM OUTCOME <u>2.2.1</u> : Improved wastewater treatment cap.				
(2) Indicator # <u>1</u> : Annual % increase in wastewater treated to standard at As-Samra treatment facility				
(3) Definition/Unit: Cubic meters per annum		(5) Year	(8) Planned	(9) Actual
(4) Source: MWI	(6) Baseline	1991	---	30.098 million m ³
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				
(2) Indicator # <u> </u> :				
(3) Definition/Unit:		(5) Year	(8) Planned	(9) Actual
(4) Source:	(6) Baseline	1993	---	
(10) Critical Assumptions that are no longer valid:	(7) Targets	1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				

COUNTRY PROGRAM REVIEW(CPR)

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # <u>2</u> / PROGRAM OUTCOME # <u>2.3</u> : Increased capital investment in the water sector				
(2) Indicator # <u>1</u> : Annual increased investment in the water sector by all sources of funding				
(3) Definition/Unit: Dollar funding for water sector projects		(5) Year	(8) Planned	(9) Actual
(4) Source: Ministry of Planning (MOP) & MWI	(6) Baseline	1991	—	\$14.4 million
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.	(7) Targets	1993		
		1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				
(2) Indicator # ___:				
(3) Definition/Unit:		(5) Year	(8) Planned	(9) Actual
(4) Source:	(6) Baseline	1993	—	
(10) Critical Assumptions that are no longer valid:	(7) Targets	1994		
		1995		
		1996		
		1997		
		1998		
		1999		
(11) Comments:				

COUNTRY PROGRAM REVIEW (CPR)

TABLE I: STRATEGIC OBJECTIVE PERFORMANCE

USAID/JORDAN

(1) STRATEGIC OBJECTIVE # <u>2</u> / PROGRAM OUTCOME # <u>2.3</u> / SUBPROGRAM OUTCOME <u>2.3.1</u> : Feasib. studies/designs conducted & selected for funding				
(2) Indicator # <u>1</u> : Annual increase in dollar funding from all sources for water projects resulting from USAID-financed feasibility studies				
(3) Definition/Unit: \$funding, per year for projects resulting from USAID-financed feasibility studies		(5) Year	(8) Planned	(9) Actual
(4) Source: MOP and MWI		(6) Baseline	1993	—
(10) Critical Assumptions : All targets for this strategic objective will be established by June 1994, after the arrival in Jordan of the contractors for the Water Quality Improvement and Conservation Project. See Section II.		(7) Targets	1994	
			1995	
			1996	
			1997	
			1998	
			1999	
(11) Comments: Wording of indicator modified. See Section V.				
(2) Indicator # _____ :				
(3) Definition/Unit:		(5) Year	(8) Planned	(9) Actual
(4) Source:		(6) Baseline	1993	—
(10) Critical Assumptions that are no longer valid:		(7) Targets	1994	
			1995	
			1996	
			1997	
			1998	
			1999	
(11) Comments:				

Attachment 7

TABLE 1 PERFORMANCE MONITORING PLAN FOR SO3

REV. 2/1/94

S.O.3

Table 1

Strategic Objective 3: Reduced Fertility

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Annual decrease in total Fertility Rate (TFR)	The average number of children that would be born alive to a woman during her lifetime if she were to pass through all her childbearing years conforming to the age-specific fertility rates of a given year.	Demographic and Health Surveys 1990 (baseline) and 1996; data are best available, sample frame is very large, Census Data, 1994. It may be possible to acquire TFR via Household Surveys in 1995, 1997 and 1998 but this will depend on sample size. TFR will not change that rapidly so annual data are not required. It would be useful to have data for 1998.	Census data expected to be comparable with DHS- DHS had large sample	baseline in 1990; Census in 1994; DHS in 1996	Cost: \$500,000 for DHS 1996; This is already planned (it will be fourth in regular DHS series in Jordan) Sample Household Survey system in Jordan (useful for other SOs) Source: Regional- Shared cost with mission	R.P.: Balakrishnan
<p>Comments/Notes: Re: Performance target (3.6 in 1998) seems correct historically. It was 7.4 in 1976 and 6.6 in 1983. Can accelerate some. Abdulla Zubi to assist with calculations.</p>						

Table 1.a PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 3.1
Strategic Objective 3: Reduced Fertility
Program Outcome 3.1: Increased Use of Effective Contraceptive Methods

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
<p>1) Annual increase in contraceptive Prevalence Rate, overall</p> <p>2) Annual increase in CPR for Modern methods</p>	<p>Percent of married women of child-bearing age (15-49) currently using contraceptives, overall rate and modern rate</p>	<p>DHS - 1990 DHS - 1996 Household Surveys - 1995, 1997, 1998, 1999</p> <p>All three sources are expected to be comparable. HH survey will be set up to be comparable with the DHS. DHS will be comparable with the next census in part because of its very large sample size.</p>	<p>Standard measure for increased use of family planning services</p>	<p>Baseline in 1990 - DHS; 1996 DHS; HH survey 1995, 1997, 1998; Census 1994</p>	<p>Cost: Census: GOJ; DHS already budgeted; HHS: \$1.2 M recurring and non-recurring to establish Sample Household Survey system in Jordan Source: Regional Pop Project + Bucen PASA</p>	<p>R.P.: Balakrishnan</p>
<p>3) Proxy: Annual increase in couple years of protection, public sector distribution facilities (to be used only if annual CPR cannot be collected)</p>	<p>Measured in couple years, converting products distributed to CYP: sterilization = 10 CYP; 1 Norplant = 3.5 CYP; 1 IUD = 3.5 CYP; 13 cycles of pills = 1 CYP; 100 condoms = 1 CYP:</p> <p>Public sector hospitals/clinics (universe of 350 clinics + 25 hospitals + 25 comprehensive health centers)</p>	<p>MOH Service Statistics - JFPPA</p>	<p>This is a proxy for CPR. If CYP is increasing, more women should be practicing family planning and/or they are selecting longer-term methods. Wholesaler sales will miss some losses at retail level but mission plans to conduct retail audits to check on quality of wholesaler data. SPO 3.1.3 requires annual audits of sample of pharmacies.</p>	<p>Annually, by calendar year</p>	<p>Cost: No additional cost except for staff time to calculate</p> <p>Source: MBS project</p>	<p>R.P.: Balakrishnan</p>

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
4. Proxy: Annual increase in couple years of protection, private sector distribution facilities (to be used only if annual CPR cannot be collected)	<p>Measured in couple years, converting products distributed to CYP: sterilization = 10 CYP; 1 Norplant = 3.5 CYP; 1 IUD = 3.5 CYP; 13 cycles of pills = 1 CYP; 100 condoms = 1 CYP:</p> <p>Private sector i) NGOs, and ii) Pharmacies - wholesale sales data (Check standard definition in DHS)</p>	IMS through SOMARC	This is a proxy for CPR. If CYP is increasing, more women should be practicing family planning and/or they are selecting longer-term methods. Wholesaler sales will miss some losses at retail level but mission plans to conduct retail audits to check on quality of wholesaler data. SPO 3.1.3 requires annual audits of sample of pharmacies.	Annually, by calendar year	<p>Cost: No additional cost except for staff time to calculate</p> <p>SOMARC provides IMS data on sales to pharmacy wholesalers free</p> <p>Source: MBS project</p>	R.P.: Balakrishnan

Table 1.a PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 3.1
Strategic Objective 3: Reduced Fertility
Sub-program Outcome 3.1.1: Improved Knowledge of Effective Contraceptive Methods

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Annual increase in % of all married women of reproductive age (MWRA) knowing the correct use of the method each is using; public sector.	% MWRA who know the correct use of the method each is using. Public sector = clinics, hospitals, and comprehensive health centers.	Public facility Exit surveys	This indicator provides a direct comment on whether service delivery personnel are doing an adequate job of explaining contraceptive use and side effects to clients. It may tend to over-count women knowing correct use, since the women interviewed may have just had the method explained to them prior to the exit interview.	Annual, time of year to be determined	Facility exit surveys will have a cost, but these have already been included in USAID projects.	R.P.: Balakrishnan
2) Annual increase in % of all (MWRA) knowing the correct use of the method each is using; NGOs.	% MWRA who know the correct use of the method each is using. NGOs.	NGO facility Exit surveys	This indicator provides a direct comment on whether service delivery personnel are doing an adequate job of explaining contraceptive use and side effects to clients. It may tend to over-count women knowing correct use, since the women interviewed may have just had the method explained to them prior to the exit interview.	Annual, time of year to be determined	Facility exit surveys will have a cost, but these have already been included in USAID projects.	R.P.: Balakrishnan
Comments/Notes:						

Table 1.a PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 3.1

Strategic Objective 1: Reduced Fertility

Sub-Program Outcome 3.1.2: Increased Availability of Higher Quality Family Planning Services

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Annual increase in the number of public facilities offering FP services (3 or more modern methods) all 12 months of the year	Public facilities include MOH clinics, hospitals and comprehensive health care centers. These facilities must offer 3 or more modern methods all 12 months of the year	MOH Service statistics, reliable for this purpose	The year-over-year increase shows the greater availability of services	Annual	Cost: \$0	R.P.s.: Dajani, Qteit
2) Annual increase in the percentage of public facilities offering FP services meeting 80% or more of established service delivery quality criteria.	Public facilities include MOH clinics, hospitals and comprehensive health care centers Quality criteria to be determined by USAID in conjunction with MOH.	MOH - Quality Improvement Department - Annual survey (measures increasing quality)		Annual	Cost: TBD Source: FHS	R.P.s.: Dajani, Qteit
3) Annual increase in the percentage of NGO facilities offering FP services meeting 80% or more of established service delivery quality criteria.	NGO facilities include JFPPA clinics - 8 now plus 4 to be established. Quality criteria to be determined by USAID in conjunction with Pathfinder.	Pathfinder - Annual Survey	The year-over-year increase shows the greater availability of services	Annual	Cost: TBD Source: FHS	R.P.s.: Dajani, Qteit
<p>Comments/Notes: No incentive for the private sector to cooperate</p> <p>The 1989 MBS Physicians Survey and Retail Market Survey showed that physician's training and misinformation on how methods work is important; religion/husband & family are not major factors</p>						

Table 1.2 PERFORMANCE MONITORING PLAN FOR PROGRAM OUTCOME 3.1

Strategic Objective 1: Reduced Fertility

Sub-Program Outcome 3.1.3: Wider selection of contraceptive methods at a wider range of prices

PERFORMANCE INDICATOR	PRECISE DEFINITION OF INDICATOR AND UNIT OF MEASUREMENT	DATA SOURCE/SET DATA QUALITY	EVAL. METHOD/ APPROACH	TIMING AND FREQUENCY OF DATA COLLECTION	FUTURE COSTS OF COLLECTING INFORMATION AND SOURCE OF FUNDS	RESPONSIBLE PERSON/ OFFICE
1) Annual increase in Percentage of pharmacies selling three or more modern contraceptives	The denominator includes all private sector pharmacies. As long as the contraceptives are modern, it does not matter which three types the pharmacies are selling	Baseline - MBS market survey 1994; data quality were very good and data will be comparable with future retail audits Retail audits (annual)		annual	Cost: Planned, no additional cost Source: MBS	Qteit
2) Annual increase in range of prices (lowest to highest) for IUDs	Range of prices (lowest to highest) for which IUDs are sold by pharmacies, JD converted to dollars	Baseline - MBS market survey 1992 Retail audits (annual)		annual	Cost: Planned, no additional cost. Source: MBS	Qteit
3) Annual increase in Percentage of pharmacies selling progestin pills	The denominator includes all private sector pharmacies. Those found selling this contraceptive at the point in time of the retail audit will be included in the percentage.	Baseline - 1993 Retail audits (annual)		annual	Cost: Planned, no additional cost. Source: MBS	Qteit
4) Annual increase in Percentage of pharmacies selling CU-T 380-A	The denominator includes all private sector pharmacies. Those found selling this contraceptive at the point in time of the retail audit will be included in the percentage.	Baseline - 1993 Retail audits (annual)		annual	Cost: Planned, no additional cost Source: MBS	Qteit
Comments/Notes:						

TABLE 2

Baseline and Performance Targets

STRATEGIC OBJECTIVE, PROGRAM OUTCOMES/SPECIFIC RESULTS	PRECISE DEFINITION OF INDICATOR & UNIT OF MEASUREMENT	BASELINE YEAR & VALUE	PERFORMANCE TARGETS							CRITICAL ASSUMPTIONS
			1993	1994	1995	1996	1997	1998	1999	
Strategic Objective No. 3: Reduced Fertility Indicators: 1. Annual decrease in total fertility rate	The average number of children that would be born alive to a woman during her lifetime if she were to pass through all her childbearing years conforming to the age-specific fertility rates of a given year.	1990: 5.6	--	()	--	()	--	3.6	()	Dick Cornelius/DHS to confirm, and set 1994 1996 and 1999 targets. R.P.: Balakrishnan

STRATEGIC OBJECTIVE, PROGRAM OUTCOMES/SPECIFIC RESULTS	PRECISE DEFINITION OF INDICATOR & UNIT OF MEASUREMENT	BASELINE YEAR & VALUE	PERFORMANCE TARGETS							CRITICAL ASSUMPTIONS
			1993	1994	1995	1996	1997	1998	1999	
<p>Program Outcome No. 3.1: Increased Use of Effective Contraceptive Methods</p> <p>Indicators:</p> <p>1. Annual increase in Contraceptive Prevalence Rate, overall</p> <p>2. Annual increase in CPR - modern methods</p> <p>3. Proxy: Annual increase in couple years of protection, public sector distribution facilities (to be used only if annual CPR cannot be collected)</p> <p>4. Proxy: Annual increase in couple years of protection, private sector distribution facilities (to be used only if annual CPR cannot be collected)</p>	<p>Percent of married women of child-bearing age (15-49) currently using contraceptives, by Indicator #1: overall rate, and Indicator #2: modern method rate, minus prolonged breastfeeding</p> <p>Measured in couple year, converting products distributed to CYP: sterilization = 10 CYP; 1 Norplant = 3.5 CYP; 1 IUD = 3.5 CYP; 13 cycles of pills = 1 CYP; 100 condoms = 1 CYP:</p> <p>Public sector hospitals/clinics (universe of 350 clinics + 25 hospitals + 25 comprehensive health centers)</p> <p>Measured in couple year, converting products distributed to CYP: sterilization = 10 CYP; 1 Norplant = 3.5 CYP; 1 IUD = 3.5 CYP; 13 cycles of pills = 1 CYP; 100 condoms = 1 CYP:</p> <p>Private sector: i. NGOs ii. Pharmacies</p>	<p>Baseline 1990:</p> <p>35</p> <p>27</p> <p>1993</p> <p>1993</p>	<p>—</p> <p>---</p>	<p>40</p> <p>31</p>	<p>41.5</p> <p>32</p>	<p>44</p> <p>34</p>	<p>46</p> <p>36</p>	<p>48</p> <p>38</p>	<p>49</p> <p>40</p>	<p>R.P.: Balakrishnan</p> <p>R.P.: Balakrishnan</p> <p>R.P.: Balakrishnan</p> <p>R.P.: Balakrishnan</p>

STRATEGIC OBJECTIVE, PROGRAM OUTCOMES/SPECIFIC RESULTS	PRECISE DEFINITION OF INDICATOR & UNIT OF MEASUREMENT	BASELINE YEAR & VALUE	PERFORMANCE TARGETS							CRITICAL ASSUMPTIONS
			1993	1994	1995	1996	1997	1998	1999	
<p>Sub-Program Outcome No. 3.1.1: Improved Knowledge of Effective Contraceptive methods</p> <p>Indicators:</p> <p>1. Annual increase in % of all married women of reproductive age (MWRA) knowing the correct use of the method each is using; public sector.</p> <p>2. Annual increase in % of all MWRA knowing the correct use of the method each is using; NGOs</p>	<p>% MWRA who know the correct use of the method each is using. Public sector: clinics, hospitals, and comprehensive health centers.</p> <p>% MWRA who know the correct use of the method each is using. NGOs.</p>	<p>Baseline - 1993</p> <p>Baseline - 1993</p>	<p>--</p> <p>--</p>	<p>--</p> <p>--</p>	<p>()</p> <p>()</p>	<p>R.P.: Balakrishnan</p> <p>R.P.: Balakrishnan</p>				

STRATEGIC OBJECTIVE, PROGRAM OUTCOMES/SPECIFIC RESULTS	PRECISE DEFINITION OF INDICATOR & UNIT OF MEASUREMENT	BASELINE YEAR & VALUE	PERFORMANCE TARGETS							CRITICAL ASSUMPTIONS	
			1993	1994	1995	1996	1997	1998	1999		
<p>Sub-Program Outcome 3.1.3: Wider selection of contraceptives at a wider range of prices</p> <p>Indicators:</p> <p>1. Annual increase in percentage of pharmacies selling three or more modern contraceptives.</p> <p>2. Annual increase in range of prices (lowest to highest) for IUDs</p> <p>3. Annual increase in percentage of pharmacies selling progesterin pills</p> <p>4. Annual increase in percentage of pharmacies selling CU-T 380-A</p>	<p>The denominator includes all private sector pharmacies. As long as the contraceptives are modern, it does not matter which three types the pharmacies are selling</p> <p>Range of prices (lowest to highest) for which IUDs and pills are sold by pharmacies, JD converted to dollars</p> <p>The denominator includes all private sector pharmacies. Those found selling this contraceptive at the point in time of the retail audit will be included in the percentage.</p> <p>The denominator includes all private sector pharmacies. Those found selling this contraceptive at the point in time of the retail audit will be included in the percentage.</p>	<p>1. Baseline 1994 (value TBD 6/94)</p> <p>2. Baseline 1992: 9.75 low & 23.50 High</p> <p>3. Baseline 1993: 0%</p> <p>4. Baseline 1993: 0%</p>	---	---	TBD	TBD	TBD	TBD	TBD	TBD	R.P.: Qteit
			---	7 - 23.50	6 - 23.50	4 - 23.50	4 - 23.50	4-23.50	4-23.50	4-23.50	R.P.: Qteit
			---	5%	25%	35%	45%	60%	65%	65%	R.P.: Qteit
				10%	20%	30%	70%	70%	70%	70%	R.P.: Qteit