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POCAR 237

INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

AGENCY FOR INTERNATIONAL DEVELOPMENT

WASHINGTON, D.C. 20523

PROJECT PAPER

JORDAN: Technical Services/Feasibility  
Studies (278-0266)

July 27, 1986

UNCLASSIFIED

**AGENCY FOR INTERNATIONAL DEVELOPMENT**  
**PROJECT DATA SHEET**

1. TRANSACTION CODE **A** A = Add  
 C = Change  
 D = Delete

Amendment Number \_\_\_\_\_

DOCUMENT CODE **3**

2. COUNTRY/ENTITY **JORDAN**

3. PROJECT NUMBER **278-0266**

4. BUREAU/OFFICE **BUREAU FOR ASIA & NEAR EAST (ANE)** **3**

5. PROJECT TITLE (maximum 40 characters) **TECHNICAL SERVICES/FEASIBILITY STUDIES**

6. PROJECT ASSISTANCE COMPLETION DATE (PACD)  
 MM DD YY  
**06 3 09 10**

7. ESTIMATED DATE OF OBLIGATION  
 (Under 'B.' below, enter 1, 2, 3, or 4)  
 A. Initial FY **86** B. Quarter **3** C. Final FY **88**

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

A. FUNDING SOURCE	FIRST FY			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total						
(Grant)	( 6,723 )	( )	( 6,723 )	( 7,000 )	( )	( 7,000 )
(Loan)	( )	( )	( )	( )	( )	( )
Other U.S.						
1.						
2.						
Host Country		2,500			2,500	2,500
Other Donor(s)						
<b>TOTALS</b>	<b>6,723</b>	<b>2,500</b>	<b>6,723</b>	<b>7,000</b>	<b>2,500</b>	<b>9,500</b>

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) ESF	991			-0-	-0-	7,000		7,000	
(2)									
(3)									
(4)									
<b>TOTALS</b>						<b>7,000</b>		<b>7,000</b>	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)  
**980 990**

11. SECONDARY PURPOSE CODES (maximum 6 codes of 3 positions each)

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)  
 A. Code \_\_\_\_\_  
 B. Amount \_\_\_\_\_

13. PROJECT PURPOSE (maximum 480 characters)

The project purpose is to improve the efficiency and effectiveness of public sector services and investments contemplated in Jordan's 1986-1990 Five Year Plan.

14. SCHEDULED EVALUATIONS

Interim MM YY MM YY Final MM YY

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

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

The methods of financing to be used in this project are in conformity with AID's policy statements on financial and administrative management and USAID's comprehensive general assessment.

*William Miller*  
 William Miller, USAID Controller

17. APPROVED BY  
 Signature: *Lewis P. Reade*  
 Lewis P. Reade  
 Title: Director, USAID/Jordan  
 Date Signed MM DD YY  
**06 27 86**

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

## INSTRUCTIONS

The approved Project Data Sheet summarizes basic data on the project and must provide reliable data for entry into the Country Program Data Bank (CPDB). As a general rule blocks 1 thru 16 are to be completed by the originating office or bureau. It is the responsibility of the reviewing bureau to assume that whenever the original Project Data Sheet is revised, the Project Data Sheet conforms to the revision.

Block 1 - Enter the appropriate letter code in the box, if a change, indicate the Amendment Number.

Block 2 - Enter the name of the Country, Regional or other Entity.

Block 3 - Enter the Project Number assigned by the field mission or an AID/W bureau.

Block 4 - Enter the sponsoring Bureau/Office Symbol and Code. (See Handbook 3, Appendix 5A, Table 1, Page 1 for guidance.)

Block 5 - Enter the Project Title (stay within brackets; limit to 40 characters).

Block 6 - Enter the Estimated Project Assistance Completion Date. (See AIDTO Circular A-24 dated 1/26/78, paragraph C, Page 2.)

Block 7A. - Enter the FY for the first obligation of AID funds for the project.

Block 7B. - Enter the quarter of FY for the first AID funds obligation.

Block 7C. - Enter the FY for the last AID funds obligations.

Block 8 - Enter the amounts from the 'Summary Cost Estimates' and 'Financial Table' of the Project Data Sheet.

NOTE: The L/C column must show the estimated U.S. dollars to be used for the financing of local costs by AID on the lines corresponding to AID.

Block 9 - Enter the amounts and details from the Project Data Sheet section reflecting the estimated rate of use of AID funds.

Block 9A. - Use the Alpha Code. (See Handbook 3, Appendix 5A, Table 2, Page 2 for guidance.)

Blocks 9B., C1. & C2. - See Handbook 3, Appendix 5B for guidance. The total of columns 1 and 2 of F must equal the AID appropriated funds total of 8G.

Blocks 10 and 11 - See Handbook 3, Appendix 5B for guidance.

Block 12 - Enter the codes and amounts attributable to each concern for Life of Project. (See Handbook 3, Appendix 5B, Attachment C for coding.)

Block 13 - Enter the Project Purpose as it appears in the approved PID Facesheet, or as modified during the project development and reflected in the Project Data Sheet.

Block 14 - Enter the evaluation(s) scheduled in this section.

Block 15 - Enter the information related to the procurement taken from the appropriate section of the Project Data Sheet.

Block 16 - This block is to be used with requests for the amendment of a project.

Block 17 - This block is to be signed and dated by the Authorizing Official of the originating office. The Project Data Sheet will not be reviewed if this Data Sheet is not signed and dated. Do not initial.

Block 18 - This date is to be provided by the office or bureau responsible for the processing of the document covered by this Data Sheet.

TECHNICAL SERVICES AND FEASIBILITY STUDIES V

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## A C R O N Y M S

A.I.D.	The U.S. Agency for International Development, Washington, D.C.
CDSS	Country Development Strategy Statement
GOJ	Government of Jordan
HC	Host Country
MOP	Ministry of Planning of Jordan
TSFS	Technical Services and Feasibility Studies Project
USAID	US Agency for International Development, Jordan

PROJECT AND ADVISORY COMMITTEE MEMBERS

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Bishara Dabbas  
David Schroder  
Aeid Swies

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Program Officer  
Controller  
Agriculture Officer  
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Commodity Import Program  
Engineering Office  
Health, Population & Nutrition  
Agriculture & Rural Development  
Controller  
Regional Legal Advisor  
Regional Economist  
Deputy Director

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PROJECT PAPER  
JORDAN 278-0266

TECHNICAL SERVICES AND FEASIBILITY STUDIES

THE PROJECT SUMMARY AND RECOMMENDATIONS

- A. Borrower/Grantee: The Government of the Hashemite Kingdom of Jordan (GOJ)
- B. Implementing Agency: The Ministry of Planning (MOP) in consultation with other participating GOJ institutions.
- C. Amount: The Project is authorized for \$7,000,000 in ESF grant funds of which \$6,723,000 will be obligated in FY 86. It is anticipated that the project will be amended in FY 87, following the satisfactory evaluation of TSFS III and IV. Accordingly, the project will be amended to incorporate evaluation recommendations and funding will be increased by \$8,000,000.
- D. Total Project Costs: The total cost is estimated to be \$9,500,000 including GOJ contribution of US Dollar equivalent of \$2,500,000 over life of project.
- E. Project Goal and Purpose:
- Goal: To strengthen the Government of Jordan's ability to implement its proposed development program.
- Purpose: To improve the effectiveness and efficiency of public sector services and investments contemplated in the five year Development Plan (1986-1990).
- F. Summary Project Description:

This project represents the fifth in a grant funded TSFS series, providing technical assistance, commodities, travel and training to assist the Hashemite Kingdom of Jordan to develop, implement and evaluate priority development activities contemplated within the 1986-1990 GOJ Five Year Plan. As in the past, the strongest element of TSFS V is expected to be technology transfer with significant impact on institution-building and policy reform.

TSFS activities focus on (a) assisting Jordan to define and analyze its physical and natural environment, (b) upgrading development management capabilities, (c) policy analysis and dialogue, and (d) refining the policy and infrastructure environment governing investment and productive enterprises. Although the assistance is to the GOJ, by improving the way the government does business, TSFS is expected to benefit the private sector as well (e.g., assistance to the GOJ to refine Jordan's policy environment and guide GOJ investments to trigger greater private sector economic participation, and to identify those enterprises presently under government control that more appropriately belong in the private sector).

TSFS V serves as an umbrella under which discrete activities are conducted on a "work order" basis. The flexibility of the "work order" mechanism allows the GOJ and USAID to respond promptly to urgent requests and to take advantage of unanticipated targets of opportunity as they arise during the life of the project. These activities are typically small, (less than \$250,000), of short duration (less than one year) and difficult to program because of their innovative nature or institutional sensitivity.

USAID's official counterpart in Jordan is the Ministry of Planning. Activity requests and proposals originating in GOJ institutions are submitted to the Ministry of Planning (MOP) which then reviews the activity's technical merit and priority within the Five Year Development Plan. Those requests meeting MOP selection criteria are then forwarded to USAID for approval. The majority of project funds (up to 85% of the AID contribution) are programmed jointly by USAID and MOP through the exchange of implementation letters; in addition, not less than 7% and 8% of AID's contribution are set aside for programming at the sole discretion of USAID and MOP, respectively. These programming categories give USAID and MOP additional flexibility in meeting urgent and internal development management needs.

Grant funds will finance foreign exchange and selected local currency costs required to conduct pre-feasibility feasibility studies, and technical studies, project development, implementation and evaluation. As was the case with the previous TSFS Projects, no grant funds will be used to finance construction costs. The GOJ will finance construction which may be necessary for the installation of equipment. In addition, the GOJ will provide basic in-country logistical support for both U.S. and Jordanian consultants and experts. GOJ contributions normally consist of local currency payments and in-kind contributions such as wages for local labor, provision of office space and transportation of technicians during official working hours.

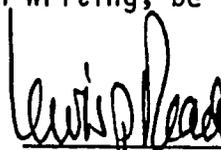
- G. Recommendations: USAID/Jordan has reviewed the TSFS V project finding the project to be technically, administratively, financially, and socially sound. Therefore, the project is recommended for FY 86 approval and obligation of funds.

PROJECT AUTHORIZATION

NAME OF COUNTRY : JORDAN  
NAME OF PROJECT : TECHNICAL SERVICES AND FEASIBILITY STUDIES V  
NUMBER OF PROJECT : 278-0266

1. Pursuant to Part II, Chapter 4 Section 531 of the Foreign Assistance Act of 1961, as amended, I hereby authorize a Grant to the Hashemite kingdom of Jordan (the "Cooperating Country") of not to exceed seven Million United States Dollars (\$7,000,000) over a four year period from date of authorization, subject to the availability of funds in accordance with A.I.D. allotment and OYB Procedures, to help in financing certain foreign exchange and local currency costs of goods and services required for the project as described in the following paragraph. The planned life of the Project is four years from date of initial obligation.
2. The Project consists of assisting the Cooperating Country in its development efforts through the provision of consultants on policy issues and technology transfer and also in assisting with the appraisal and execution of priority development projects, focused on institution building, in both the public and private sectors.
3. The Project Agreement which may be negotiated and executed by the officer to whom such authority is delegated in accordance with A.I.D. regulations and Delegations of Authority shall be subject to the following essential terms and covenants and major conditions; together with such other terms and conditions as A.I.D. may deem appropriate.
4. Source and Origin of Commodities, Nationality of Services

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

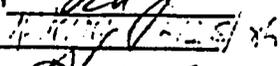


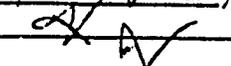
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Lewis P. Reade  
Director, USAID/Jordan  
Date: June 27, 1986

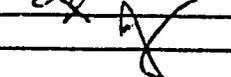
Drafted by: D. Robertson

Clearance:

DD : RAJohnson 

PRM: RBrown 

PDS : TRishoi 

CONT: WMiller 

I. PROJECT RATIONALE AND DESCRIPTION

A. Conformity with Recipient Country Strategy/Program.

The Hashemite Kingdom of Jordan's third Five Year Plan (1986-1990), sets goals for improving Jordan's managerial capabilities and increasing production and productivity. Priority objectives presented in the plan include promoting industry and agriculture, improving the trade balance, creating employment opportunities and better balancing sectoral and regional development.

The increased involvement of the private sector and support of free market forces are considered essential to Jordan's development program. In addition to providing basic public goods and services, the public sector is responsible for creating a policy and infrastructure environment conducive to private sector investment, and providing funds for those strategic outlays necessary to induce greater private sector investment. The Five Year Plan anticipates that 44% of proposed investments will be made by private and mixed enterprises.

Specific objectives in the Five Year Plan include the following:

- Increased output, particularly in agriculture and industry through management efficiency, reduced cost of production, effective use of research and development and upgrading of management practices;
- Improved marketing and distribution networks to encourage production for the domestic and export markets;
- Strengthened local consultancy capabilities in various branches of engineering, business administration, and project formulation and appraisal through on-the-job training and other programs designed to transfer technology;
- Exploitation of the tourist potential especially through tourism promotion, marketing and logistic support;
- Revision of the policy, legal and regulatory framework to encourage local and foreign investment and competition in Jordan;
- Improving the effectiveness and efficiency of fiscal and monetary policy so as to ensure that the private sector achieves the targets set forth in the Plan for the investment, output, employment and balance of payments.

Realization of these objectives are expected to:

- Create 97,300 new jobs
- Increase exports by 8.3% per annum
- Increase the aggregate share of commodity producing sectors in GDP from 36% in 1985 to to 39% in 1990
- Increase services exports by 5.5% per annum

- Increase tourism income by 2% per annum in real terms
- Keep inflation under 5% per annum

B. Relationship to AID Strategy Statement

USAID/Jordan's (USAID) strategy over the current Country Development Strategy Statement (CDSS) period is to assist Jordan in restructuring its economy empowering the private sector manufacturing and service industries to be the new engines of Jordan's income, employment, and export growth. Such a restructuring will, inter alia, require:

- a macroeconomic policy setting more conducive to private sector development,
- improved efficiency in public services and facilities used by business,
- limits on direct government intervention in productive sectors and devolution to the private sector of public enterprises and functions that can be more efficiently managed and operated by the private sector basis,
- better management of public resources and programs so as to reduce the government's call on foreign exchange, manpower, and material and capital resources that could be used in private sector development,
- improved knowledge of Jordan's physical and natural environment so as to improve the quality and surety of return from both private and public sector investments, and
- a willingness and capability to venture on new programs and projects in support of the needed restructuring in Jordan's economy.

This TSFS project, the fifth in a grant funded series, is a central element in helping the Government of Jordan (GOJ) and USAID to meet the above requirements for restructuring Jordan's economy. TSFS activities target assistance to address specific project and development management problems in a timely fashion with teams, experts, and commodities.

The TSFS mechanism permits USAID to take advantage of development opportunities in sectors in which there are no specific bilateral projects (e.g. Energy, Urban Development and Housing), pursue A.I.D. development priorities (e.g., policy dialogue, Private Voluntary Organization support, Women in Development), provide supplementary assistance to projects in CDSS priority sectors, and fund project development and evaluation activities.

In the past, TSFS activities have led to larger USAID project efforts or encouraged other donors to support institutions and use modalities not otherwise considered. For example studies and prefeasibility work conducted by TSFS later led to full-scale projects including: Irbid Water and Wastewater, Zarqa Ruseifa Water and Wastewater project and the Water Systems and Services Management Project. It is intended that the proposed project will continue to complement other donor activities. For example, the proposed Housing Guarantee program would complement efforts by other donors, including the World Bank, in the urban sector.

Providing US technical assistance to the GOJ in both the public and private sectors will help establish relationships which will continue long after official US assistance to Jordan has ceased. These relationships would continue to serve the interests of the US and are an important element in the proposed project. In addition, TSFS's success in providing effective and timely assistance has prompted USAID to develop a private sector equivalent, Private Enterprise Technical Resources Assistance (PETRA) to complement TSFS's public sector focus.

### Project Rationale

TSFS projects exhibit three basic features. First is flexibility. This is important in the context of Jordan where institutions are relatively strong but periodically encounter information, skill and technology gaps in the course of implementing development objectives. Consequently, assistance is often needed quite promptly to avoid serious delays in project implementation. These activities generally cost less than \$250,000 or are completed in less than 12 months (e.g., host country contracts with nurse training specialists to help establish a new public nursing college in northern Jordan by developing a curriculum, and training faculty).

Second, TSFS also allows USAID to support activities characterized as "mini projects" (greater than \$250,000 or longer than 12 months in duration with a mixture of training, technical assistance, commodities and other project components) that, using another funding mechanism, would prove too staff intensive despite their significant developmental impact. An example of this type of activity is the Jordan Seismic System. Using TSFS funds, USAID funded a Participating Agency Services Agreement (PASA) with the U.S. Geological Survey to establish a seismic observatory in the Natural Resources Authority. The success of that initial effort prompted USAID to support a second and third phase which will give Jordan the capability to operate and maintain a 32 station network. The data acquired from the six operational stations have improved Jordan's understanding of its geological and mineral environment and were a key factor in AMOCO's Oil Co.'s recent decision to drill for oil in Jordan.

Third, TSFS activities capitalize on Jordan's comparatively well-educated population and strong institutional environment. Given Jordan's degree of development, short-term technical assistance by internationally recognized experts is often needed and useful. For example, during implementation of the Jordan Valley Agricultural

Services Project (JVAS), a pest (the mealy bug) reached epidemic proportions. USAID brought a pest management specialist who introduced a natural parasite which arrested the uncontrolled propagation of the mealy bug. The JVAS project now includes an integrated pest management component and the Jordanians are breeding and releasing a variety of natural parasites.

D. Project Objectives

1. The project goal is to strengthen the Government of Jordan's ability to implement its development program.

2. The project purpose is to improve the efficiency and effectiveness of public sector services and investments contemplated in the Five Year Development Plan.

3. Outputs are studies, evaluations, technical assistance and pilot or demonstration projects directed toward upgrading administrative, technical and managerial capacity in government institutions, collecting national data, adapting technologies, and strengthening planning capabilities. Experience with the previous four TSFS projects show that studies and evaluations conducted result in reports and recommendations which led to the development and implementation of larger projects. Examples are: 1) Irbid Water and Sewage Project 278-0233; 2) Jordan Valley Agricultural Services Project 278-0241; 3) Income Tax Assistance Project 2789-0247; and 4) Zarqa Ruseifa Water and Wastewater Project (278-0234).

TSFS V differs from previous TSFS projects in that the Mission has more sharply defined functional objectives. TSFS V activities must contribute to at least one of the following:

- improve Jordan's knowledge of its physical and natural environment;
- refine the policy and infrastructure environment to broaden private sector participation in the economy (including studies of potential opportunities for privatization);
- upgrade development management capabilities to improve the quality and effective delivery of government goods and services;
- policy analysis and dialogue;
- development of projects (including feasibility studies, design and pilot activities) and evaluation.

In achieving these objectives, the Mission will give priority to those activities that are related to policy analysis and dialogue or are pilot, innovative or unique and are expected to provide a significant demonstration effect upon which larger activities are likely to develop.

Given the nature of the project, the Mission cannot predict the actual number of activities to be supported under TSFS V. Consequently, the project does not lend itself to the standard logframe concept since USAID can not define Objectively Verifiable Indicators (OVI) and Means Of Verification (MOV) for studies and services yet to be identified. However, by way of illustration, under TSFS I-III, 164 sub-activities were financed. Of these, 80 provided technical assistance, 59 financed studies/surveys and 25 funded miscellaneous services (primarily invitational travel for Jordanian policy makers to the US). Accomplishments and achievements vary widely.

New disbursement trends became apparent under TSFS IV. Although a smaller number of activities were funded under TSFS IV than under TSFS I-III, the dollar-size of the project was larger. A number of TSFS IV activities resembled mini-projects which augmented technical assistance with training and commodities. In addition, a significant number of activities provided technical assistance to support other donor projects. The rate of commitment of TSFS IV was faster than under the previous three projects: the PACD for TSFS IV (\$9.2 million) is June 30, 1987 and already 93% of the project is committed. Finally, the percent of funds expended in direct support of the private sector increased.

4. The assumptions for achieving the project purpose are:

a. Jordan's existing institutions desire and are willing to receive, accept and apply modern techniques that will increase their effectiveness in carrying out their development responsibilities.

b. The GOJ will continue to seek outside technical assistance in the form of consultants and experts to assist in the planning, development, appraisal and follow-up on a number of development activities.

c. Continued technical assistance will improve Jordan's development performance and thus increase its development gains.

E. The Project Elements

1. Project inputs.

A.I.D.'s contribution is expected to be Fifteen Million U.S. Dollars (\$15,000,000) in grant funds. Although the project will be authorized and obligated for \$7,000,000 in FY 86, it is planned that following the evaluation of TSFS III and TSFS IV that the project will be amended to increase funding by \$8 million to a total of \$15,000,000. As was the case under the previous TSFS Projects, the GOJ's in kind and cash contribution is expected to exceed 25 percent (\$5,000,000 Million U.S. Dollars equivalent) of the project costs. This amount will cover expenses related to transportation, office space, translation, supplies and materials, clerical services, other related expenses and salaries of counterpart personnel. These funds will finance U.S. and Jordanian consultants and experts, and commodities (computers, ancillary equipment, supplies, etc.) necessary to execute the approved studies, evaluations, technical assistance and pilot/demonstration projects.

## 2. Project Participants and Responsibilities.

A USAID project officer will be assigned to monitor the TSFS project, but individual activities will be implemented by their technical officers. From time-to-time, AID/Washington will be called upon to assist in identifying qualified consultants to carry out short- to medium-term assignments.

USAID's counterpart is the Ministry of Planning. The Ministry of Planning will review and evaluate requests originating in other GOJ institutions against the goals of the Five Year Development Plan and recommend that USAID fund activities it deems beneficial to Jordan's development efforts.

Under TSFS V, the Ministry of Planning will also administer 8% of project funds. The procedures for administering these funds will be detailed in a project implementation letter. It is anticipated that the MOP will prepare a list of proposed activities, total level of funding and funding projections for the forthcoming 90 days. After reviewing the list to ensure conformity with A.I.D. rules and regulations, USAID will make advances to the MOP based on their 90-day projections. The advance mechanism will be detailed in a project implementation letter following fulfillment of conditions precedent to disbursement.

## 3. Beneficiaries

Given the wide range of activities possible, it is difficult to identify and quantify project beneficiaries. Immediate beneficiaries will include, of course, the institutions requesting the consultants. Longer term beneficiaries would include the consumers of that institution's services and individuals receiving on-the-job training. For example, technical assistance provided to the Ministry of Tourism will improve services provided by the Ministry, improve basic services in areas designated for increased tourism development and will increase income and create more job opportunities for those who service tourists.

TSFS projects are the Mission's principal vehicle for addressing women in development concerns. Through discrete activities targeting women as beneficiaries, women-specific studies, and project evaluations which look at women as beneficiaries, TSFS activities help the GOJ examine more closely the economic impact of women in development.

## II. COST ESTIMATE AND FINANCIAL PLAN

### A. Cost Estimate

Total costs are expected to be \$15,000,000 US dollars contributed by USAID and \$5,000,000 in-kind and local cash costs contributed by GOJ. Initial authorization will be for \$7,000,000; following the impact evaluation of TSFS III and IV, TSFS V will be amended to increase funding by \$8,000,000. Of the \$15,000,000 USAID contribution, up to 85% will be set aside for Joint Programming, not less than 7% for USAID Programming and not less than 8% for GOJ Programming.

Due to the nature of the project, not all activities have or can be identified at this time. Hence, inputs (consultants, equipment, travel funds, etc.) cannot be quantified. A list of illustrative activities for TSFS V is attached in Appendix 5 and can be used as a guide. Again, since the project earmarks funds by activity, most of which are short-term (less than 12 months), inflation and contingency factors do not have a significant impact on the project.

## 2. Financial Plan

USAID plans to obligate \$6.723 million in FY 1986, \$4.277 million in FY 1987 and \$4 million in FY 1988. USAID anticipates that 50% of the project (\$7,500,000 US Dollars and \$2,500,000 US Dollar equivalent in local costs and in-kind contributions) will be expended by June 1988 and the remaining \$7,500,000 US Dollars and \$2,500,000 US Dollar equivalent in local costs will be expended by June 1990.

GOJ Programming Funds will be advanced quarterly based on a request by the MOP projecting its quarterly cash needs and giving updates on previously initiated activities' progress. Given the nature of the activities, it is not practical to make 30-day advances so USAID plans to use 90-day advances. Advances will be paid in U.S. Dollars or Jordanian Dinars as requested and shall be placed in a non-interest bearing account. The procedure will be described in greater detail in a Project Implementation Letter.

## III. IMPLEMENTATION PLAN

### A. Implementing Parties

#### 1. USAID

On the TSFS Project level, the Senior Review Committee reviews and approves requests from the MOP for TSFS Jointly Programmed and internal requests for USAID Programmed funding. The TSFS project officer is responsible for tracking earmarking documents, coordinating requests for activity funding, recommending activity de-earmarking and decommitment, and preparing semi-annual status reports on planned earmarkings and de-earmarkings; the Controller's Office issues quarterly pipeline reports for the TSFS project, with each activity individually identified. Technical officers are responsible for implementation of their individual activities.

Financing methods and procurement procedures are determined at the time an activity is approved. Host country contracting procedures are applied as set forth in AID Handbook 11, Chapter 3 when appropriate. Where host country contracting is not appropriate, USAID will utilize AID direct contracting with firms granted 8A and small business status by the Small Business Administration, work orders under Indefinite Quantity Contracts (IQCs), Participating Agency Services Agreements (PASA), etc. to procure the work on behalf of the GOJ. Past TSFS activities have shown good use of disadvantaged and minority contractors. We anticipate similar use under this project.

## 2. Ministry of Planning

The MOP is responsible for reviewing and recommending activities for funding, selecting the appropriate programming mode (GOJ or Jointly Programmed), ensuring there is adequate support and that activities are implemented in a timely fashion.

For GOJ Programmed funds, the MOP is additionally responsible for preparing projections for quarterly advances (to be submitted to USAID 30 days in advance of date of payment), maintaining expenditure accounts and preparing quarterly reports for submission to USAID. Procurement actions must conform to A.I.D. procurement regulations and advances must be placed in a non-interest bearing account.

## 3. Implementing Institutions

Requests for Jointly Programmed Funds often originate in other GOJ institutions. Those institution prepare scopes of work, requests for proposals, advertisements, etc. and submit their proposals and requests for funding to the MOP for review. Upon MOP and USAID approval, these institutions bear the principal responsibility for the implementation of individual activities. These institutions are responsible for ensuring there is adequate support and that activities are implemented in a timely fashion.

## B. Programming Modes

### 1. Jointly Programmed Funds

USAID's counterpart in Jordan is the Ministry of Planning. Requests originating within other GOJ institutions are submitted first to the Ministry of Planning (MOP) which then reviews the activity's technical merit and its priority within the development plan. If approved by the MOP, the Minister forwards the proposed activity to USAID with a request that it be funded. Depending on the activity, the letter may be accompanied by a scope of work, advertisement, implementation plan, budget estimate inclusive of GOJ contributions and other appropriate details.

principle to help finance the activity, the implementing institution and USAID staff firm up the scope of work, budget and funding sources for the activity. Once agreement is reached, USAID responds with an Implementation Letter to MOP which identifies the project (TSFS III, IV, V), the activity, and establishes the mechanism for activity implementation. This Implementation Letter establishes the project element for Jointly Programmed funds.

2. GOJ Programmed. TSFS V introduces GOJ programming of TSFS funds. USAID will set aside not less than 8% of USAID's contribution for GOJ Use. This new category is introduced to allow the MOP greater flexibility in meeting some of its development management assistance responsibilities and to address urgent needs of other GOJ institutions. It is anticipated that GOJ Programmed funds will finance commodities (e.g., computers) and logistical support whereas studies will be financed by Jointly Programmed funds.

In the course of the last four TSFS projects, the MOP has proven its capability to review and recommend activities in a timely fashion. Based on this experience and our wish to turn more project implementation responsibility over to the MOP for public sector activities, we decided this was a good step toward GOJ independent allocation of project funds. Activities funded under GOJ Programmed Uses shall conform to the GOJ Five Year Plan and the USAID CDSS; procurements shall conform to A.I.D. procurement regulations.

The MOP and USAID will meet quarterly to review implementation of all TSFS activities with special emphasis on GOJ and USAID Programmed funds.

3. USAID Programmed. USAID Programmed funds (not less than 7% of USAID's contribution, a reduction from 10% in TSFS-IV) finance program-related activities which are not specifically or formally requested by the MOP. USAID funds are used to finance invitational travel, short-term technical assistance for project design and evaluation, and other activities that require urgent action. The technical officer develops a scope of work and budget and prepares an Action Memo requesting allocation of funds. The earmarking documents for USAID Programmed funds are Action Memos and/or cables approved by the Director or Deputy Director.

#### C. Implementation Schedule

The Grant is expected to be authorized and executed in June 1986. The Conditions Precedent to initial disbursement, based on past experience, may be satisfied within 30 days of execution of the Agreement, although 60 days has been permitted in the draft Grant Agreement and disbursement is expected to occur in the fourth quarter 1986, unless AID otherwise agrees in writing. The Project Assistance Completion Date (PACD) will be June 1990, with the Terminal Disbursement Date (TDD) nine months thereafter.

#### IV. MONITORING PLAN

TSFS projects are constantly monitored on the overall project level as well as on the individual activity level.

-- Activities proposed for TSFS V Jointly Programmed or USAID Programmed funds will be presented to the USAID Senior Review Committee (SRC) meeting for approval or disapproval.

-- Once approved by the SRC, activity implementation will be documented by Implementation Letters, cables and action memos each carrying its activity's number as assigned by the TSFS project officer.

-- The Controller's Office issues quarterly pipeline reports on activity commitments and disbursements. Based on these reports, the TSFS project officer prepares semi-annual status reports on TSFS projects which include planned activities, de-earmarkings and decommitments.

-- Technical officers monitor the implementation of individual activities through site visits, contractor's reports, discussions with host country counterparts and contractors, etc.

-- The MOP will be responsible for preparing quarterly expenditure reports for GOJ Programmed funds with a brief description of each activity.

-- Each quarter USAID and MOP will review TSFS progress and examine selection and monitoring systems.

#### V. PROJECT ANALYSES

##### 1. Economic Considerations

The diversity of project activities, many yet undetermined, makes it impossible to establish an internal rate of return, perform a demand/least cost analysis or in any other useful way determine social return to the project. Individual activities are examined for their social return, however.

##### 2. Financial

As indicated in the project paper, all project activities will fall under three broad funding categories, namely Jointly Programmed, USAID Programmed and GOJ Programmed. The financing mechanism to be used will be determined on a case by case basis in conformity with A.I.D. regulations. The methods of implementation and financing are described in Annex 10.

##### Planned Audit Coverage

In accordance with the provision of Policy Statement No. 6 as

outlined in State 263872 dated September 5, 1984, USAID has evaluated the potential risks, assessed USAID's vulnerability and considered the need for special audit coverage beyond that usually afforded by the GOJ and its implementing agencies, and we have concluded that plans for special audit coverage do not at this time appear to be warranted. Should an unanticipated critical need for an audit emerge during project implementation, funds reserved for USAID Programming will be applied, in the absence of same, we will use the guidelines recommended in State 263872 to request assistance. However, as we feel the probability that a special audit will be required is very low, we have decided that project funds should not be set aside for this purpose.

#### Social, Technical, Administrative Analyses

Administratively, this is the fifth TSFS project and the administrative structure already in place has proved effective. A possible increase in efficiency could be achieved if the Ministry of Planning, once an activity is approved, delegated implementation responsibilities more fully to the implementing agency.

Given the diversity of activities and our present inability to define them, the social analysis can be discussed only in the most general terms and the technical analysis is not applicable.

Since potential beneficiaries are identified in Section III.F.3, the following discusses project impact. The project is expected to favorably affect most economic and social strata. For example, technical assistance provided to the National Resources Authority for seismological investigations is yielding data central to earthquake preparedness and mineral exploration; assistance to Ministry of Agriculture in agricultural marketing will improve the quality, availability and condition of produce; assistance to the Marine Science Center in coastal resources management in the Gulf of Aqaba will allow environmentally sound economic exploitation (e.g., fishing, tourism, shipping) of this valuable resource.

Furthermore, the GOJ, with assistance from other donors, has proven its ability to sustain and expand activities initiated under previous TSFS projects. Thus the impact of TSFS activities can become much wider than originally anticipated.

#### VI. CONDITIONS AND COVENANTS

The Ministry of Planning must nominate a person responsible for monitoring TSFS activities.

In accordance with standard AID procedures, any action that culminates with the disbursement of funds under this grant will be conditioned on the receipt of a statement from the Ministry of Planning of the name(s) of the person(s) representing the GOJ, a specimen signature of each person so designated, and receipt of a legal opinion from the GOJ stating that the agreement has been duly authorized and/or ratified by, and executed on behalf of Jordan and that it constitutes a valid and legally binding obligation of Jordan.

Prior to USAID's issuance of any implementation letter allocating grant funds for the financing of a particular activity, the MOP will be required, when appropriate, to submit for USAID's review and approval: a request for the financing of the particular activity, including the objective and description of such activity, an implementation plan and budget estimate showing the contribution of the Government of Jordan for the particular activity, and a designation of the implementing Jordanian agency for the particular activity. These conditions are contained in the Grant Agreement.

## VII. EVALUATION ARRANGEMENTS

As a central feature of the TSFS project to overall program evaluation TSFS both funds project and sector evaluations and is evaluated itself. In the case of the latter, larger discrete activities (over \$250,000 or 12 months in duration) with sufficient complexity in terms of services, commodities and training provided may be individually evaluated. For example, the Arabic Literacy Series includes data gathering, collection and evaluation plans to conduct baseline surveys to determine viewer potential and surveys of reception, interim and final evaluations.

In the case of sector assessments where there have been a number of discrete bilateral projects, TSFS will fund sector impact evaluations. For example, in FY 1986 the Mission plans a water sector assessment which covers water/wastewater infrastructure projects and complementary activities funded by TSFS; in FY 1987, the Mission plans to examine computer hardware and services funded under TSFS and other projects to evaluate automated data use in development planning and management. The first example of evaluation is geared toward "lessons learned" in discrete areas; where as the second serves as a means to redirect TSFS assistance to better address USAID and GOJ priorities as they evolve.

The Mission plans to conduct a TSFS V project specific evaluation which looks at system modalities and cross-cutting issues. The TSFS V evaluation will build upon the TSFS III and IV evaluation planned for early FY 87. Based on the recommendations made by the evaluators and evaluations of projects in other countries which are similar to USAID's TSFS project, the second tranche of \$8.0 million will be added to TSFS V through a project amendment. The scope of work for the evaluation is contained in a cable exchange (Amman 5440, State 18894) in Annex 11. The evaluation effort will be conducted in several phases. The first phase includes AID/W briefings followed by second phase travel to Jordan for three/four weeks of interviews with USAID and GOJ staff. The third phase will consist of selection of a representative sample of sub-projects for fourth phase in-depth analysis. The evaluation will seek to identify problems in sub-project/activity design and implementation. The fifth phase consists of a final report recommending alternative procedures and areas for management review. The TSFS V evaluation will include a close examination of the new GOJ programming category and may examine selected TSFS V activities in relation to the functional categories (e.g., environmental, development management, private sector support) set forth in the PID and PP. The TSFS V evaluation is currently planned for FY 89 when activities are well underway and new mechanisms have established a track record. This evaluation may follow a similar methodology to the TSFS III-IV evaluation described above.

A N N E X 1

LIST OF ACTIVITIES FINANCED UNDER  
TECHNICAL SERVICES & FEASIBILITY STUDIES I  
PROJECT # 278-0181

<u>ACTIVITY</u>	<u>ACTUAL EXPENDITURE</u>
Mr. Savage/Consultancy to JVA	17,609.06
Rural Master Plan	321,508.05
Black & Veatch Intl. (Aqaba Grain Storage)	38,910.47
East Ghor Drainage expert for JVC	125,713.76
Contract between JVC & National Savings & Loan League (NSLL)	146,022.39
Assistance to NRA by USGS	168,854.16
Rural Electrification Expert to prepare Rural Electrification Plan	20,359.74
Health Planning Team to prepare comprehensive National Health plan	111,710.99
New Follow-up Information System (5-year plan)	9,839.69
Sprinkler Irrigation Training Specialist	7,310.64
Agricultural Finance & Credit Expert Services	10,301.87
Horticultural Expert Services	5,968.87
Phase I Urban Planning Services	27,660.00
JVA Surveying Assistance	144,767.09
Telecommunications Management Consultant	275,971.00
Rural Electrifications	8,768.61
Sprinkler Irrigation Training Expert	29,057.17
Phase II Urban Planning Services	525,306.00
Restoration Specialist for Amman & Aqaba Cold Storage	11,448.00
Archaeological Investigation for APC town site	6,535.95

x  
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<u>ACTIVITY</u>	<u>ACTUAL EXPENDITURE</u>
Development Expert to Assist MOL	8,944.87
Driver/Traffic Safety Education Advisor	2,074.00
Consultant Team for Integration of Agricultural Planning & Services in JV	37,101.67
Consultant Team for Health Manpower Inventory	125.00.00
Environmental Assessment for the Amman Water & Sewerage Project and for Aqaba Swerage	71,911.38
Agricultural Finance Specialist	12,884.07
Magarin Dam Environmental Assessment Team	340,000.00
IRS Assistance Studies	69,165.17
Highway Maintenance Technical Assistance	181,272.97
Small Building Construction	23,252.66
Basic Human Needs Study	17,111.45
Pipe Production Factor in Jordan	19,150.55
Technical Assistance in Accountancy	18,901.48
Technical Assistance in Social Analysis	26,178.17
Re-Appraisal of Agricultural Aspects of JV Stage II	13,355.68
Technical Assistance Services to Department of Civil Aviation	163,406.50
IRS Assistance to GOJ Income Tax Department	37,337.12
Study of the Irbid Water & Sewage Project	669,584.00
Vocational Education Consultant	8,131.13
Social Soundness Analysis of the VO III Project	7,559.33
Bill Smith/FNVA, Christian & Human Services to the Housing bank	18,411.42
Local Printing Costs of RSS Science & Technology Conference Proceedings	24,601.77

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<u>ACTIVITY</u>	<u>ACTUAL EXPENDITURE</u>
Invitational Travel - Observation of US Educational Administrative System	5,754.66
Assistance to the JVA for a tomato production improvement	53,993.36
Expert Services to assist the Civil Services Commission in the Development of Training Program	2,800.00
Advisor to Assist the Department of Budget in the development of short training programs	3,566.65
Assistance to JVA and Housing Bank in finalizing mortgage lending program procedures for the VD I and II projects	5,000.00
Archaeological Studies (ACOR)	5,600.00
Training Services for the Department of Budget	18,764.00
Dr. Bajani for design/implementation & evaluation activities	37,849.87
WIC Design & Equipment Consultants	10,378.88
Study of the Yarmouk to Amman Water Supply Project	96,113.76
Tech. Assistance for Income Tax Department by three IRS experts	58,692.10
Financial Advisor for AWSA	79,429.00
Consulting Services in Marketing Policy for fruits & vegetables	44,193.98
Financial Analysis Services-Mortgage Lending Program	11,000.000
Expert-Assist MUE in preparing teacher upgrading plan	9,242.83
USGS expert to advise NRA on geothermal exploration work in Zarqa Ma'in and Zarqa areas	5,800.00
Assist in the preparation of PP for Groundwater Project & Scope of work for Azraq & Zarqa basin Study	12,934.23
Tech. assistance to study King Talal Reservoir	11,038.69
Tech. assistance for Department of Antiquities to write a 5-year plan	21,000.00
Consultants for Agro-Meteorology & weather Radar	10,556.63

ACTIVITY

ACTUAL EXPENDITURE

Tech. assistance for JVA to develop an Econometric Model of activities in Jordan Valley	17,295.00
Review of Designs of North Jordan Domestic Water Project	44,369.00
USGS experts to assist NRA in preparing a work plan and budget for National Microseismic program	12,000.00
Zarqa Ruseifa Water & Sewage Study	200,000.00
Feasibility Study for Raising the Height of King Talal Dam	601,300.00

ANNEX 2

List of Activities Financed Under  
Technical Services and Feasibility Studies II  
Project 278-0224

<u>ACTIVITY</u>	<u>US\$ ALLOCATION</u>
North Jordan Domestic Supply, Second Segment.	718,278
Jordan Valley Authority - Sanitary Engineer.	1,034
Zarqa-Ruseifa Water & Wastewater Study.	1,302,226
Identification, Distribution & Ecology of Snail Fauna of Jordan.	187,741
Greater Amman Wastewater Study.	279,132
Reconnaissance Study for Second Dam on Zarqa River.	79,226
Assistance to Income Tax Department (IRS).	31,000
Technical Review & Improvement of School Building Design.	57,350
Study - Health Status of Jordan Population.	80,800
Technical Advisor to AWSA.	204,960
APHA - Assistance to Ministry of Health.	60,300
Assistance to Income Tax Department (IRS).	12,661
Invitational Travel to the U.S.	509
Four Southern Cities - Water & Wastewater Study.	397,774
Baseline Health Survey.	27,877
T.A. Ministry of Health.	5,095
T.A. Ministry of Finance/Customs Dept.	1,913
Study - King Talal Dam.	255,131
Financial Advisory - AWSA.	83,000
Assistance to NPC in Development of Management Training Seminars.	16,337
Study of Irbid Water and Sewage Project.	818,906

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<u>ACTIVITY</u>	<u>US\$ ALLOCATION</u>
Soil Mineralogy Research.	6,197
JV Agric. Services - Project Design.	64,080
Apple II Computer, Training & Equipment.	8,580
Ain Ghazal Wastewater Treatment Plan.	3,780
East Ghor Drainage Services Contract.	29,491
S-Southern Cities - Water & Wastewater Study.	226,487
T.A. Geothermal Investigations.	17,100
Purchase of Computer Disk Drive for DOS.	7,500
Third International Dental Congress - Amman.	2,800
Consultant Services for Computer Utilization.	6,500
Monitoring of Surface & Groundwater.	15,752
Health Management Seminar.	15,000
Health Insurance Program.	22,433
Assistance to Council for Higher Education.	10,076
Fertility and Family Health Survey, 1983.	56,535
Rural Community Development - Study Phase I.	92,300
Jordan Financial Market.	12,500
Water & Sewer Lines in the Same Trench.	34,000
Sheep Specialist.	6,000
Development of Management Institute Project.	65,000
Assessment of Future Needs in Accident Prevention and Emergency Treatment - Invitational Travel.	440
Flood Flood Consultancy Services.	17,000
T.A. Ministry of Public Works.	32,000
Emergency Medical Services - T.A.	17,200

ACTIVITY

US\$ ALLOCATION

Mealybug Specialist.	11,250
Evaluation of JVA Operation & Maintenance Irrigation Network in the Jordan Valley.	12,000
Invitational Travel - Dental Association Speaker.	2,500
Mealybug Specialist.	11,000
Management Development - Consultants.	60,000
IP Development - Urylano Project.	30,000

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ANNEX 3  
LIST OF ACTIVITIES FINANCED UNDER  
TECHNICAL SERVICES AND FEASIBILITY STUDIES III  
PROJECT NO. 278-0258

<u>PROJECT</u>	<u>PROJECT ELEMENT BUDGET</u>
1. GREATER AMMAN STAGE II	154,303.67
2. JORDAN SEISMIC SYSTEM	559,310.00
3. NRA SEISMIC ADVISOR	75,000.00
4. FINANCIAL ADVISOR-AWSA	115,902.96
5. FAA TECHNICAL ASS. TO JCAA	500,000.00
6. SANITARY ENGINEER-AWSA	175,465.00
7. TA TO THE MUNICIPALITY OF AMMAN	800,000.00
8. INTERNATIONAL EXEC. SERVICE CORPS (IESC)	100,000.00
9. RURAL DEVELOPMENT II	1,095,000.00
10. HIGHLAND AG. DEV. PROJECT	35,083.49
11. CONTRACT-GREAT SALT LAKE/ POTASH PROJ.	256,125.00
12. SUPPLY ADVISOR	19,950.00
13. EDP ANALYST	3,800.98
14. REMOTE SENSING CENTER DESIGN	12,000.00
15. SYS. ANALYST/PROG.(PASA)-BUCEN	50,500.00
16. RESEARCH-CEREAL VARIETIES (ICARDA)	45,000.00
17. DATA ENTRY/PROG.-M.O.P.	8,000.00
18. CONSULTATION-TAKA IZUMI	4,500.00
19. SCHISTOSOMIASIS MANUAL	15,000.00
20. NRA COMPUTER ADVISOR	10,612.00

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ANNEX 4  
LIST OF ACTIVITIES FINANCED UNDER  
TECHNICAL SERVICES AND FEASIBILITY STUDIES IV  
PROJECT NO. 278-0260

<u>PROJECT</u>	<u>PROJECT ELEMENT BUDGET</u>
1. TECHNICAL ASSISTANCE MPW	129,520.61
2. NURSING INSTRUCTION	103,368.00
3. INFRASTRUCTURE ADVISOR-MOP	177,000.00
4. PUBLIC SECTOR TRGN. NEEDS ASSESSMENTS	99,000.00
5. HEALTH MGT & SERVICES PROJ	106,066.50
6. TOURISM DEVELOPMENT STUDY	200,000.00
7. INDUSTRIAL DEV. PROJECT	250,000.00
8. RSS ENERGY STUDY	68,000.00
9. PREFEASIBILITY STUDY OF DESERT AREAS	275,000.00
10. JORDAN SEISMIC SYSTEM	138,670.00
11. NRA SEISMIC ADVISOR	75,300.00
12. NURSING INSTRUCTION	256,005.00
13. SMALL SCALE ENTERPRISE SPECIALIST	100,00.00
14. ARABIC LITERACY SERIES (CTW)	1,500,000.00
15. ENERGY CONSERVATION ADVISOR	200,000.00
16. LOAD RESEARCH AND MANAGEMENT STUDY	500,000.00
17. WAJ ADMINISTRATIVE CAPACITY UPGRADING	135,000.00
18. NURSE TRAINING	49,000.00
19. NATIONAL HOUSING STRATEGY CONTRACT	595,867.00
20. SUPPLY ADVISOR	66,600.00
21. HIG PROG. IMP.-JORDAN HOUSING BANK	250,000.00

ANNEX 5

TECHNICAL SERVICES AND FEASIBILITY STUDIES V  
PROJECT NO. 278-0266

ILLUSTRATIVE ACTIVITIES

Energy Conservation/Pricing	700,000
Service Sector Study	90,000
Mutual Benefit Fund	200,000
Agricultural Marketing	200,000
Water Sector Assessment	100,000
NRA computer hardware/software	300,000
Marine Science Center	200,000
Assistance to Ministry of Planning	300,000
Potash Plant extension	1,500,000
Remote Sensing	670,000
Rural Enterprise Development	50,000
Industrial Development	100,000
Arabic TV Literacy	900,000
Tourism Study	300,000
Assistance to Customs	100,000
Jordan Valley Impact Evaluation	100,000
Evaluation of AID-Financed Computers	100,000
Irbid I Evaluation	50,000
Design of Rural Enterprise Development	50,000
WSSM Evaluation	100,000
Family Planning Assoc. Clinic	100,000

9. TECHNICAL SERVICES AND FEASIBILITY STUDIES V  
278-2266 (REFTEL (E))

ANNEX

A. ISSUE: REVIEW OF PREVIOUS TSFS PROJECTS- DOES THE MISSION'S PREVIOUS EXTENSIVE HISTORY OF UTILIZING THE TSFS PROJECT MECHANISM JUSTIFY THE DEVELOPMENT OF A FIFTH GENERATION TSFS PROJECT WHOSE LIFE OF PROJECT FUNDING LEVEL HAS SUBSTANTIALLY INCREASED OVER THE LEVEL APPROVED DURING THE FY 85 REVIEW OF THE JORDAN ACTION PLAN?

B. DISCUSSION: DURING THE FY 85 AID/W REVIEW OF THE JORDAN ACTION PLAN THE MISSION WAS REQUESTED TO SHARE

WITH AID/W THE RESULTS OF A REVIEW OF SELECTED TSFS IV SUB-ACTIVITIES WHOSE COST EXCEEDED THE 200 THOUSAND DOLLAR LEVEL. THIS REVIEW WAS NOT LINKED TO THE DEVELOPMENT OF A TSFS V PROJECT. HOWEVER, IT WAS SEEN AS A MEANS OF PROVIDING INFORMATION WHICH WOULD BE USED IN THE DEVELOPMENT OF A 5 MILLION DOLLAR TSFS V PROJECT FOR OBLIGATION LATE IN FY 86. THE PROPOSED TSFS V PROJECT IS AT THE 15 MILLION DOLLAR LEVEL; HOWEVER, THE MISSION PROPOSES TO ESTABLISH A NARROWER RANGE OF CRITERIA TO USE IN APPROVING FUTURE SUB-ACTIVITIES.

C. DECISION: THE PROJECT DESIGN EFFORT SHOULD INCORPORATE THE FINDINGS OF THE SUB-ACTIVITIES REVIEWED TO DATE AND THE NARROWER RANGE OF CRITERIA SUGGESTED.

D. ISSUE: IMPACT EVALUATION- SHOULD AN IMPACT EVALUATION OF THE QUOTE TSFS-TYPE UNQUOTE PROJECT BE UNDERTAKEN PRIOR TO THE OBLIGATION OF THE PROPOSED TSFS V PROJECT?

E. DISCUSSION: IT WAS POINTED OUT THAT THE OBLIGATION OF THE PROPOSED FIFTH GENERATION TSFS PROJECT AT A 15 MILLION DOLLAR LEVEL WILL RESULT IN A TOTAL ESTIMATED EXPENDITURE OF APPROXIMATELY 41 MILLION DOLLARS UNDER THIS PARTICULAR PROJECT MECHANISM. A S.C.W. FOR AN IMPACT EVALUATION WAS PROVIDED TO AID/W.

F. DECISION: THE IMPACT EVALUATION OF THE QUOTE TSFS-TYPE UNQUOTE PROJECT MECHANISM IS NOT REQUIRED PRIOR TO THE DEVELOPMENT OF THE PID FOR THE TSFS V PROJECT. HOWEVER, AID/W, AT THE MISSION'S INVITATION, WILL PROVIDE INPUTS TO THE DRAFT S.C.W. ASAP SO AS TO ALLOW THE MISSION TO INCORPORATE THE FINAL S.C.W. INTO THE PID FOR THE TSFS V PROJECT. THE ANTICIPATED RESULT IS THAT THE IMPACT EVALUATION WILL BE CONDUCTED CONCURRENTLY WITH THE DESIGN OF THE FINAL PID FOR THE PROJECT SO AS TO FACILITATE A SEARING OF ANY RELEVANT RESULTING PROJECT IMPLEMENTATION RECOMMENDATIONS.

G. ISSUE: PID APPROVAL- DOES THE NPI (REFTEL E) PROVIDE SUFFICIENT INFORMATION TO JUSTIFY THE DELEGATION OF AUTHORITY TO USAID/J FOR THE APPROVAL OF THE PID FOR THIS NEW 15 MILLION DOLLAR INITIATIVE?

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E. DISCUSSION: ALTHOUGH THE NPD FOR THE TSIS 'Y PROJECT WAS APPROVED DURING THE FY '85 REVIEW OF THE JOELAN ACTION PLAN FOR DELEGATION IN FY '86, THE MISSION, IN REFUEL (E), REQUESTED THE DELEGATION OF AUTHORITY TO APPROVE A FID WHICH SUBSTANTIALLY INCREASES THE LIFE OF PROJECT FUNDING WHILE MAKING SOME FUNDAMENTAL CHANGES IN HOW THE FUNDS ARE TO BE ALLOCATED AND IN THE SELECTION CRITERIA FOR INDIVIDUAL SUB-PROJECT ACTIVITIES.

I. DECISION: THE MISSION REQUEST FOR DELEGATION OF FID APPROVAL AUTHORITY IS GRANTED WITH THE UNDERSTANDING THAT THE PROJECT WILL BE DEVELOPED ALONG THE LINES INDICATED IN REFUEL (E) AND THE FUNDING LEVEL OF THE PROPOSED PROJECT IS SET AT DOLLARS 7 MILLION.

ANNEX 7  
COUNTRY CHECKLIST

Listed below are statutory criteria applicable generally to FAA funds, and criteria applicable to individual fund sources: Development Assistance and Economic Support Fund.

GENERAL CRITERIA FOR COUNTRY ELIGIBILITY

1. FAA Sec. 481; FY 1983 Appropriation Act Sec. 133. Has it been determined that the government of the recipient country has failed to take adequate steps to prevent narcotic drugs and other controlled substances (as defined by the Comprehensive Drug Abuse Prevention and Control Act of 1970) produced or processed, in whole or in part, in such country, or transported through such country, from being sold illegally within the jurisdiction of such country to U.S. Government personnel or their dependents, or from entering the U.S. unlawfully?

No

FAA Sec. 620(c). If assistance is to a government, is the government liable as debtor or unconditional guarantor on any debt to a U.S. citizen for goods or services furnished or ordered where (a) such citizen has exhausted available legal remedies and (b) the debt is not waived or contested by such government?

No

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7. FAA Sec. 620(l). Has the country failed to enter into an agreement with OPIC?

No.

8. FAA Sec. 620(o); Fishermen's Protective Act of 1967, as amended, Sec. 5. (a) Has the country seized, or imposed any penalty or sanction against, any U.S. fishing activities in international waters?

There is no known instance of such acts.

(b) If so, has any deduction required by the Fishermen's Protective Act been made?

9. FAA Sec. 620(q); FY 1982 Appropriation Act Sec. 517. (a) Has the government of the recipient country been in default for more than six months on interest or principal of any AID loan to the country? (b) Has the country been in default for more than one year on interest or principal on any U.S. loan under a program for which the appropriation bill appropriates funds?

10. FAA Sec. 620(s). - If contemplated assistance is development loan or from Economic Support Fund, has the Administrator taken into account the amount of foreign exchange or other resources which the country has spent on military equipment? (Reference may be made to the annual "Taking into

Consideration" memo:  
"Yes, taken into account  
by the Administrator at  
time of approval of  
Agency OYB." This  
approval by the  
Administrator of the  
Operational Year Budget  
can be the basis for an  
affirmative answer during  
the fiscal year unless  
significant changes in  
circumstances occur.)

11. FAA Sec. 620(t). Has the  
country severed  
diplomatic relations with  
the United States? If  
so, have they been  
resumed and have new  
bilateral assistance  
agreements been  
negotiated and entered  
into since such  
resumption?

No

12. FAA Sec. 620(u). What is  
the payment status of the  
country's U.N.  
obligations? If the  
country is in arrears,  
were such arrearages  
taken into account by the  
AID Administrator in  
determining the current  
AID Operational Year  
Budget? (Reference may  
be made to the Taking  
into Consideration memo.)

Jordan has paid all of its  
outstanding UN obligations.

13. FAA Sec. 620A; FY 1982  
Appropriation Act Sec.  
520. Has the country  
aided or abetted, by  
granting sanctuary from  
prosecution to, any  
individual or group which  
has committed an act of  
international terrorism?  
Has the country aided or

No

No

abetted, by granting sanctuary from prosecution to, any individual or group which has committed a war crime?

14. FAA Sec. 666. Does the country object, on the basis of race, religion, national origin or sex, to the presence of any officer or employee of the U.S. who is present in such country to carry out economic development programs under the FAA?

15. FAA Sec. 669, 670. Has the country, after August 3, 1977, delivered or received nuclear enrichment or reprocessing equipment, materials, or technology, without specified arrangements or safeguards? Has it transferred a nuclear explosive device to a non-nuclear weapon state, or if such a state, either received or detonated a nuclear explosive device, after August 3, 1977? (FAA Sec. 620E permits a special waiver of Sec. 669 for Pakistan.)

No

No

16. ISDCA of 1981 Sec. 720. Was the country represented at the Meeting of Ministers of Foreign Affairs and Heads of Delegations of the Non-Aligned Countries to the 35th General Session of the General Assembly of the U.N. of Sept. 25 and 26, 1981, and failed

See taking into consideration memorandum.

to disassociate itself from the communique issued? If so, has the President taken it into account? (Reference may be made to the Taking into Consideration memo.)

17. ISDCA of 1981 Sec. 721.  
See special requirements for assistance to Haiti.

N/A

B. FUNDING SOURCE CRITERIA FOR COUNTRY ELIGIBILITY

1. Development Assistance Country Criteria.

a. FAA Sec. 116. Has the Department of State determined that this government has engaged in a consistent pattern of gross violations of internationally recognized human rights? If so, can it be demonstrated that contemplated assistance will directly benefit the needy?

No.

2. Economic Support Fund Country Criteria

a. FAA Sec. 502B. Has it been determined that the country has engaged in a consistent pattern of gross violations of internationally recognized human rights? If so, has the country made such significant improvements in its human rights record that furnishing such assistance is in the national interest?

No

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b. ISDCA of 1981, Sec. 725(b). If ESF is to be furnished to Argentina, has the President certified that (1) the Govt. of Argentina has made significant progress in human rights; and (2) that the provision of such assistance is in the national interests of the U.S.?

N/A

c. ISDCA of 1981, Sec. 725(b). If ESF assistance is to be furnished to Chile, has the President certified that (1) the Govt. of Chile has made significant progress in human rights; (2) it is in the national interest of the U.S.; and (3) the Govt. of Chile is not aiding international terrorism and has taken steps to bring to justice those indicted in connection with the murder of Orlando Letelier?

N/A

STATUTORY CHECKLIST

5C (2) PROJECT CHECKLIST

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

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

A. GENERAL CRITERIA FOR PROJECT

1. FY 1982 Appropriation Act Sec. 523; FAA Sec. 634A; Sec. 653(b)

(a) Describe how authorizing and appropriations committees of Senate and House have been or will be notified concerning the project; (b) is assistance within (Operational Year Budget) country or international organization allocation reported to Congress (or not more than \$1 million over that amount)?

(a) Congressional Notification procedures have been satisfied. Ref: of State

(b) Yes

2. FRA Sec. 611 (a)(1). Prior to obligation in excess of \$100,00 will there be (a) engineering, financial or other plans necessary to carry out the assistance and (b) a reasonably firm estimate of the cost to the U.S. of the assistance?

(a) Yes

(b) Yes

3. FAA Sec. 611(a)(2). If further legislative action is required within recipient country, what is basis for reasonable expectation that such action will be completed in time to permit orderly accomplishment of purpose of the assistance? No further legislative action is required.
4. FAA Sec. 611(b); FY 1982 Appropriation Act Sec 501. If for water or water-related land resource construction, has project met the standards and criteria as set forth in the Principles and Standards for Planning Water and Related Land Resources, dated October 25, 1973? (See AID Handbook 3 for new guidelines.) NA
5. FAA Sec. 611 (e). If project is capital assistance (e.g., construction), and all U.S. assistance for it will exceed \$1 million, has Mission Director certified and Regional Assistant Administrator taken into consideration the country's capability effectively to maintain and utilize the project? NA
6. FAA Sec. 209. Is project susceptible to execution as part of regional or multilateral project? If so, why is project not so executed? Information and conclusion whether assistance will encourage regional development programs. Project is not susceptible and there is no present indication that it will contribute to regional development program.
7. FAA Sec 601(a). Information and conclusions whether project will encourage efforts of the country to: (a) increase the flow of international trade; (b) foster private initiative and competition; and (c) encourage development and use of This project will assist the GOJ in identification, development and execution of priority development projects dealing with several of the listed objectives, especially (a) (b) and (e).

cooperatives, and credit unions, and savings and loan associations; (d) discourage monopolistic practices; (e) improve technical efficiency of industry, agriculture and commerce; and (f) strengthen free labor unions.

8. FAA Sec. 601(b). Information and conclusions on how project will encourage U.S. private trade and investment abroad and encourage private U.S. participation in foreign assistance programs (including use of private trade channels, and the services of U.S. private enterprise).

U.S. private enterprise will be eligible to compete for TSFS IV funded contracts and, presumably, for any follow-on activity.

9. FAA Sec. 612(b), 636(h); FY 1982 Appropriation Act Sec. 7. Describe steps taken to assure that, to the maximum extent possible, the country is contributing local currencies to meet the cost of contractual and other services, and foreign currencies owned by the U.S. are utilized in lieu of dollars.

The Government of Jordan (GOJ) will contribute not less than 25% of project costs from its own resources. The USG owns no excess Jordanian currency.

10. FAA Sec. 612(d). Does the U.S. own excess foreign currency of the country and, if so, what arrangements have been made for its release?

Jordan is not an excess currency country.

11. FAA Sec. 601(e). Will the project utilize competitive selection procedures for the awarding of contracts, except where applicable procurement rules allow otherwise?

Yes.

12. FY 1982 Appropriation Act Sec. 521. If assistance is for the production of any commodity for export, is the commodity likely to be in surplus on world markets at the time the resulting

None of the assistance is for the production of any commodity for export.

productive capacity becomes operative, and is such assistance likely to cause substantial injury to U.S. producers of the same, similar or competing commodity?

13. FAA 118(c) and (d). Does the project comply with the environmental procedures set forth in AID Regulation 16? Does the project or program take into consideration the problem of the destruction of tropical forests?

The project will have no significant impact on the environment. The project qualifies for categorical exclusion under AID Regulation 16.

14. FAA 121(d). If a Sahel Project, has a determination been made that the host government has an adequate system for accounting for and controlling receipt and expenditure of project funds (dollars or local currency generated therefrom)?

NA

B. FUNDING CRITERIA FOR PROJECT

1. Development Assistance Project Criteria

NA

2. Development Assistance Project Criteria (Loans only)

NA

3. Economic Support Fund Project Criteria

a. FAA Sec. 531(a). Will this assistance promote economic or political stability? To the extent possible, does it reflect the policy directions of FAA Section 102?

Yes

Yes

b. FAA Sec. 531(c). Will assistance under this chapter be used for military, or paramilitary activities?

No

c. FAA Sec. 534. Will ESP funds be used to finance the construction of, the operation or maintenance

No

of, or the supplying of fuel for, a nuclear facility? If so, has the President certified that such use of funds is indispensable to nonproliferation objectives?

- d. FAA Sec. 609. If commodities are to be granted so that sale proceeds will accrue to the recipient country, have Special Account (counterpart) arrangements been made? NA
- e. Continuing Resolution; Sec. 133 Has the President certified that the country is not taking adequate steps to prevent drug traffic? No

5C(3) - STANDARD ITEM CHECKLIST

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

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

A. Procurement

- 1. FAA Sec. 602. Are there arrangements to permit U.S. small business to participate equitably in the furnishing of commodities and services financed? Yes
- 2. FAA Sec. 604(a). Will all procurement be from the U.S. except as otherwise determined by the President or under delegation from him? Yes
- 3. FAA Sec. 604(a). If the cooperating country discriminates NA

against marine insurance companies authorized to do business in the U.S., will commodities be insured in the United States against marine risk with such a company?

4. FAA Sec. 604(e); ISDCA of 1980 Sec. 705(a). If offshore procurement of agricultural commodity or product is to be financed, is there provision against such procurement when the domestic price of such commodity is less than parity? (Exception where commodity financed could not reasonably be procured in U.S.). NA
5. FAA Sec. 604(g). Will construction or engineering services be procured from firms of countries otherwise eligible under Code 941, but which have attained a competitive capability in international markets in one or these areas? NA
6. FAA Sec. 605. Is the shipping ~~excluded from~~ compliance with requirement in section 901(b) of the Merchant Marine Act of 1936, as amended, that at least 50 per centum of the gross tonnage of commodities (computed separately for dry bulk carriers, dry cargo liners, and tankers) financed shall be transported on privately owned U.S. flag commercial vessels to the extent that such vessels are available at fair and reasonable rates? No
7. FAA Sec. 621. If technical assistance is financed, will such assistance be furnished by private enterprise on a contract basis to the fullest extent practicable? If the facilities of other federal agencies will be utilized, are they particularly Yes

suitable, not competitive with private enterprise, and made available without undue interference with domestic programs?

8. International Air Transport. Fair Competitive Practices Act, 1974. If air transportation of persons or property is financed on grant basis, will U.S. carriers be used to the extent such service is available? Yes

9. FY - 1982 Appropriation Act Sec. 504. If the U.S. Government is a party to a contract for procurement, does the contract contain a provision authorizing termination of such contract for the convenience of the United States. NA

B. Construction NA - Entire Section

1. FAA Sec. 601(d). If capital (e.g., construction) project, will U.S. engineering and professional services to be used?

2. FAA Sec. 611(c). If contracts for construction are to be financed, will they be let on a competitive basis to maximum extent practicable?

3. FAA Sec. 620(k). If for construction of productive enterprise, will aggregate value of assistance to be furnished by the U.S. not exceed \$100 million (except for productive enterprises in Egypt that were described in the CP)?

C. Other Restrictions

1. FAA Sec. 172(b). If development loan, is interest rate at least .2% per annum during grace period NA

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and at least 3% per annum thereafter?

2. FAA Sec. 301(d). If fund is established solely by U.S. contributions and administered by an international organization, does Comptroller General have audit rights? NA
3. FAA Sec. 620(h). Do arrangements exist to insure that United States foreign aid is not used in a manner which, contrary to the best interests of the United States, promotes or assists the foreign aid projects or activities of the Communist-bloc countries? Yes
4. Will arrangements preclude use of financing:
- a. FAA Sec. 104(f); FY 1982 Appropriation Act Sec. 525: (1) To pay for performance of abortions as a method of family planning or to motivate or coerce persons to practice abortions; (2) to pay for performance of involuntary sterilizations as a method of family planning, or to coerce or provide financing incentive to any person to undergo sterilization; (3) to pay for any biomedical research which relates, in whole or part, to actions or the performance of abortions or involuntary sterilizations as a means of family planning; (4) to lobby for abortion? (1) Yes (2) Yes (3) Yes
- b. FAA Sec. 620(g). To compensate owners for expropriated nationalized property? Yes
- c. FAA Sec. 660. To provide training or advice or provide any Yes

financial support for police, prisons, or other law enforcement forces, except for narcotics programs?

- d. FAA Sec. 662. For CIA activities? Yes
- e. FAA Sec. 636(i). For purchase, sale, long-term lease, exchange or guaranty of the sale of motor vehicles manufactured outside U.S., unless a waiver is obtained? Yes
- f. FY 1982 Appropriation Act, Sec. 503. To pay pensions, annuities, retirement pay, or adjusted service compensation for military personnel? Yes
- g. FY 1982 Appropriation Act, Sec. 505. To pay U.N. assessments, arrearages or dues? Yes
- h. FY 1982 Appropriation Act, Sec. 506. To carry out provisions of FAA Section 209(d) (Transfer of FAA funds to multilateral organizations for lending)? Yes
- i. FY 1982 Appropriation Act, Sec. 510. To finance the export of nuclear equipment, fuel, or technology or to train foreign nationals in nuclear fields? Yes
- j. FY 1982 Appropriation Act, Sec. 511. To aid the efforts of the government of such country to repress the legitimate rights of the population of such country contrary to the Universal Declaration of Human Rights? No
- k. FY 1982 Appropriation Act, Sec. 515. To be used for publicity or propaganda purposes within U.S. not authorized by Congress? Not to be so used
- l. FY 1983 CONTINUING RESOLUTION. Various restrictions concerning assistance to Syria, El Salvador, Guatemala, Haiti, PLO, SWAPO. All NA

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ANNEX 9

B I B L I O G R A P H Y

1. Technical Services and Feasibility Studies I, 278-0181.
2. Technical Services and Feasibility Studies II, 278-0224.
3. Technical Services and Feasibility Studies III, 278-00258.
4. Technical Services and Feasibility Studies VI, 278-0260.
5. Country Development Strategy Statement for FY 1986-1990.
6. AID Handbook 3, Project Assistance.
7. PID: NE Bureau Guidance, AA/NE memo dated March 10, 1982.
8. Supplemental PID and PP Guidance Regarding Small and/or Minority Business contracting, State 310365 dated November 4, 1982.
9. FY 83 Minority and Small Business Contracting, State 307393 dated November 2, 1982.
10. AID Policy Paper, Bureau for Private Enterprise Policy Paper dated May 1982.
11. AID Policy Paper, Private Enterprise Development, Dated May 2, 1982.
12. FY 1986 Congressional Presentation.
13. Hashemite Kingdom of Jordan 1986-1990 Five Year Plan.

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A N N E X 10

METHODS OF IMPLEMENTATION AND FINANCING

The "US Direct Reimbursement/Payment Method" with appropriate modifications (i.e. advances to the host country when appropriate) will be the primary method of financing. USAID follows the same payment verification procedures for vouchers processed under Direct L/COMS as it does for vouchers under Direct payments/Reimbursements. The Direct L/COM will be used when necessary to provide the guarantee required by supplier(s)/contractor(s). USAID does not anticipate the use of Bank L/COMS. However, a Bank L/COM will be used when circumstances so dictate. As the nature of the project does not lend itself to the use of Fixed Amount Reimbursement this method of financing will not be used. The USAID has also decided not to use FRLCs as it believes the Direct Payment Method affords greater control.

METHOD OF IMPLEMENTATION

METHOD OF FINANCING

TA - AID DIRECT INSTITUTIONAL CONTRACT	DIRECT L/COM BANK L/COM
TA - AID DIRECT PSC	DIRECT PAYMENT
TA - HC - PSCs	DIRECT PAYMENT H.C-ADVANCE/LIQUID
COMMOD. - AID PROC. - PROC. AGT. CONT. - PURCHASE ORDERS	DIRECT L/COM BANK L/COM
COMMOD. - HC PROC. - PURCHASE ORDERS	H.C-REIMBURSEMENT H.C-ADVANCE/LIQUID DIRECT PAYMENT

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VZCZCAJI \*  
 FF RUEEC  
 LE RUEEAM #5440/01 149 \*\*  
 ZNR UUUU ZZH  
 F 290700Z MAY 86  
 FM AMEMBASSY AMMAN  
 IC SECSTATE WASHDC PRIORITY 4250  
 FT  
 UNCLAS SECTION 01 CF \* AMMAN 05440

ANNEX 11 *AID/W*  
 8A  
 CLASS: UNCLASSIFIED  
 CHRG: AII 5/28/86  
 APPRV: PRM:REROWN  
 DRFTD: PRM:NEARIY:SG  
 CLEAR: 1. II:RJCENSCN  
 2. PIC:TRISECI  
 3. PIO:AVILLEMAI  
 DISTR: AII-2 AME DCM

JUN 01 1986

AIIAC

FOR MONITORING ANE/IF, SEREUNLICH ANE/PE; AND  
 FRAWLEY ANE/MINA

I.C.12356: N/A  
 SUBJECT : TECHNICAL SERVICES AND FEASIBILITY STUDIES  
 -- (TSFS) EVALUATION - SCOPE OF WORA

1. FOLLOWING IS SCOPE OF WORA FOR PLANNED EVALUATION  
 OF TSFS III AND IV. USAID REQUESTS AID/W ASSISTANCE IN  
 IDENTIFYING AND SECURING CONTRACTOR SERVICES TO CONDUCT  
 THIS EVALUATION. FYI USAID HAS REVIEWED  
 USAID/KINGSTON'S 1983 TO AND TO EVALUATION AND PREFERS  
 CONTRACTING OF TO/TG EVALUATION CO-AUTHOR, LARRY  
 FARRISON, FOR PERFORMING USAID/JORDAN'S TSFS EVALUATION  
 IF POSSIBLE. END FYI. OPTIMAL TIMING FOR THIS  
 EVALUATION IS JULY. FUNDING CITES WILL BE PROVIDED IN  
 SEPT.

2. I. ALL MISSION: USAID/JORDAN

PROJECTS: TECHNICAL SERVICES AND FEASIBILITY STUDIES  
 (TSFS III AND IV.)

NUMBER: 278-0258 (III)  
 - : 278-0260 (IV)

FACIS: 6/30/87 (III)  
 - : 6/30/87 (IV)

ICF: U.S. CONTRIBUTION: ICIS 5.0 MILLION (III)  
 ICIS 7.0 MILLION (IV)  
 - II. PURPOSE:

THE PURPOSE OF THE EVALUATION IS TO ASSESS THE SUCCESS  
 OF THE TECHNICAL SERVICES AND FEASIBILITY STUDIES (TSFS)  
 III AND IV PROJECTS IN MEETING PROJECT OBJECTIVES AND IN  
 ASSESSING TSFS AS AN EFFICIENT PROGRAMATIC MECHANISM.  
 THE PURPOSE OF THESE PROJECTS ARE TO ASSIST THE  
 GOVERNMENT OF JORDAN (GCJ):

1. IMPROVE AND STRENGTHEN THE TECHNICAL, MANAGERIAL  
 AND ADMINISTRATIVE CAPACITY OF ITS INSTITUTIONS;
2. OBTAIN APPROPRIATE TECHNOLOGY; AND

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3. REINFORCE ITS DEVELOPMENT POLICIES TO ENCOURAGE MORE PARTICIPATION BY THE PRIVATE SECTOR.

THE TSFS PROJECTS CONSIST OF ACTIVITIES IN A NUMBER OF SECTORS WHICH PROVIDE TECHNICAL ASSISTANCE AND AUXILIARY COMMUNITIES AND ARE DESIGNED TO ASSIST IN FURTHERING THE GOJ'S PRIORITY ECONOMIC AND SOCIAL DEVELOPMENT PROGRAMS AND TO SUPPORT USAID'S DEVELOPMENT OBJECTIVES IN JORDAN. THE RESULTS OF THE EVALUATION WILL BE USED TO ASSIST USAID AND THE GOJ IN MEASURING THE EFFECTIVENESS OF THE TSFS MECHANISM IN:

1. DELIVERING TECHNICAL ASSISTANCE VERSUS PROVIDING THE SAME THROUGH A DISCRETE BILATERAL PROJECT;
2. PROVIDING TECHNICAL ASSISTANCE IN SUPPORT OF OTHER AGENCIES, PARTICULARLY WORLD BANK (IBRD) SECTOR PROGRAMS, E.G. ENERGY PLANNING AND URBAN TRANSPORTATION AND PRIVATE VOLUNTARY ORGANIZATIONS (E.G. CATHOLIC RELIEF SERVICES).
3. IDENTIFYING WEAKNESSES THAT NEED TO BE ADDRESSED IN DESIGNING AND IMPLEMENTING TSFS SUB-PROJECTS.

THE GOJ MINISTRY OF PLANNING (MCP), THE IMPLEMENTING AGENCY FOR THESE PROJECTS, WILL ALSO BENEFIT FROM EVALUATION FINDINGS IN FORMULATING FUTURE REQUESTS FOR TECHNICAL ASSISTANCE TO BE FINANCED THROUGH TSFS PROJECTS.

THE PROJECT PAPERS (PPS) FOR THE TSFS III AND IV PROJECTS DO NOT INCLUDE SET EVALUATION PLANS. HOWEVER, THE TSFS IV PP STATED THAT USAID WOULD EVALUATE SELECTED SUB-PROJECTS WHICH COULD BE EVALUATED ON A DISCRETE BASIS, I.E. THOSE WHICH INVOLVE AID FUNDING IN EXCESS OF US\$ 250,000 OF TECHNICAL ASSISTANCE (TA) LONGER THAN ONE YEAR. THESE SUB-PROJECT EVALUATIONS (S) HAVE BEEN COMPLETED AND PROVIDE ASSESSMENTS OF SPECIFIC ACTIVITIES. TOGETHER, THEY ALSO PROVIDE A BASIS FOR EVALUATING THE TSFS MECHANISM AS A WHOLE. USAID/JORDAN'S FY 87 ACTION PLAN INCLUDES THE TSFS EVALUATION IN THE FY 86-87 SCHEDULE.

## - III. FAC3GRCUNI:

TSFS III AND IV ARE ON-GOING PROJECTS, AND AS THEIR NAMES INDICATE, ARE THE THIRD AND FOURTH IN A GRANT-FUNDED PROJECT SERIES. (DESIGN OF TECHNICAL SERVICES AND FEASIBILITY STUDIES V IS NEARLY COMPLETE AND IS SCHEDULED FOR COMPLETION IN JUNE 1986). TSFS PROJECT FUNDS ARE USED TO SUPPORT ACTIVITIES IN A WIDE RANGE OF TECHNICAL AREAS, SUCH AS: URBANIZATION, SCIENCE AND TECHNOLOGY, AGRICULTURE, HEALTH AND POPULATION, WATER AND WASTEWATER, AND INDUSTRY. THEY ARE USED TO FINANCE FOREIGN EXCHANGE AND SELECTED LOCAL CURRENCY COSTS ASSOCIATED WITH CONDUCTING PRE-FEASIBILITY AND FEASIBILITY STUDIES; PRE-INVESTMENT AND TECHNICAL STUDIES; PREPARATION OF PROJECT PROPOSALS; DESIGN AND ENGINEERING; ENVIRONMENTAL AND SOCIAL ASSESSMENTS; TECHNICAL ADVISORY SERVICES; AND SUPPORTING ACTIVITIES. SUB-PROJECTS OF TSFS INVOLVE A RANGE OF ASSISTANCE PROCUREMENT Modalities, SUCH AS HOST-COUNTRY CONTRACTS, AID DIRECT CONTRACTS, AND MISSION "BUY-INS" TO ALL CENTRALLY-FUNDED PROJECTS. SUB-PROJECTS INCLUDE BOTH LONG-TERM AND SHORT-TERM ADVISORS. ALTHOUGH REQUESTS (FOR TSFS FINANCIAL TECHNICAL ASSISTANCE COME FROM THE MCP, WITH THE EXCEPTION OF MISSION USES ACTIVITIES - SEE BELOW) THE ACTIVITIES ORIGINATE FROM A NUMBER OF GOV. MINISTRIES OR AGENCIES. ALSO, ALTHOUGH USAID'S PROJECT DEVELOPMENT OFFICE MANAGES THE TSFS PROJECTS, A NUMBER OF USAID MISSION OFFICERS ARE PROJECT OFFICERS FOR INDIVIDUAL TSFS ACTIVITIES.

UNDER THE TSFS III AND IV GRANT AGREEMENTS, TEN PERCENT (ICIS 500,000 AND IOIS 700,000, RESPECTIVELY) OF THE TOTAL AMOUNTS OBLIGATED HAVE BEEN RESERVED FOR "MISSION USES". THESE FUNDS ARE USED TO FINANCE PROGRAM-RELATED ACTIVITIES WHICH ARE NOT SPECIFICALLY OR FORMALLY REQUESTED BY THE MCP BUT WHICH ARE OF IMPORTANCE TO THE US ECONOMIC ASSISTANCE PROGRAM IN JORDAN (E.G. POPULATION ACTIVITIES). MISSION USE FUNDS ALSO HAVE BEEN USED TO FINANCE SUCH THINGS AS INVITATIONAL TRAVEL FOR PUBLIC AND PRIVATE SECTOR OFFICIALS, SHORT-TERM TECHNICAL ASSISTANCE FOR PROJECT DESIGN, OR ACTIVITIES THAT REQUIRED URGENT ACTION.

THUS FAR, USAID HAS RECEIVED AND APPROVED 29 REQUESTS FOR TECHNICAL ASSISTANCE UNDER THE TECHNICAL SERVICES AND FEASIBILITY STUDIES III PROJECT AND 22 REQUESTS UNDER THE TSFS IV PROJECT. ALSO, UNDER THE LATTER, SIX MISSION USE ACTIVITIES ARE BEING OR HAVE BEEN IMPLEMENTED.

SUB-PROJECTS OF TSFS III AND IV WHICH MEET USAID'S SUB-PROJECT EVALUATION CRITERIA AND LIST THEMSELVES TO EVALUATION ARE:

- TECHNICAL ASSISTANCE TO THE MUNICIPALITY OF AMMAN.
- CATHOLIC RELIEF SERVICES INCOME - GENERATING PROJECT FOR RURAL WOMEN.

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- TECHNICAL ASSISTANCE TO THE MOP FOR REGIONAL PLANNING.

- JCRAN SEISMIC SYSTEM (TECHNICAL ASSISTANCE TO THE NATIONAL RESOURCES AUTHORITY)

- TECHNICAL ASSISTANCE TO THE MINISTRY OF PUBLIC WORKS.

ALL OF THESE SUB-PROJECTS HAVE BEEN EVALUATED IN FY 85 AND 86.

USAID/JCRAN CONSIDERS THESE PROJECTS AS VERY IMPORTANT ELEMENTS OF THE JCRAN PORTFOLIO. THESE PROJECTS PERMIT DELIVERY OF TA AT SHORT-NOTICE, ENABLING USAID TO RESPOND QUICKLY TO GCM REQUESTS FOR ASSISTANCE FOR UNANTICIPATED DEVELOPMENT PRIORITIES OR THOSE EMERGING DURING IMPLEMENTATION OF CERTAIN DEVELOPMENT ACTIVITIES. THESE IS ALSO A FLEXIBLE PROJECT MODALITY, PERMITTING USAID TO HAVE MAXIMUM IMPACT IN A NUMBER OF SECTORS IN WHICH THERE ARE NO SPECIFIC BILATERAL PROJECTS OR PROGRAM (E.G. POPULATION/FAMILY PLANNING)

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AND IS PERCEIVED TO BE AN IMPORTANT VEHICLE FOR HIGH TECHNOLOGY TRANSFER, INSTITUTION BUILDING AND PRIVATE AND PUBLIC SECTOR DEVELOPMENT.

- IV. STATEMENT OF WORK:

THE TSES EVALUATION WILL BROADLY REVIEW TSES AS A WHOLE; CLOSE EXAMINATION AND ANALYSIS OF THE FIVE SELECTED SUB-PROJECT EVALUATIONS WILL TEST PROJECT ASSUMPTIONS AND OVERALL EFFECTIVENESS. SPECIFIC QUESTIONS TO BE ANSWERED ARE:

1. IN GENERAL, WHAT IS THE PRESENT STATUS OF ORIGINAL PROJECT INPUTS, OUTPUTS AND ASSUMPTIONS AS GIVEN IN THE TSES III AND IV PROJECT PAPERS?

2. ARE THERE COMMON/GENERAL PROBLEMS ENCOUNTERED IN THE DESIGN OR IMPLEMENTATION OF THE FIVE SUBPROJECTS THAT HAVE BEEN SELECTED FOR EVALUATION? IF ANY, DESCRIBE AND RECOMMEND PROCEDURES AND REQUIREMENTS THAT COULD BE INCORPORATED IN FUTURE TSES ACTIVITIES.

3. HOW RESPONSIVE TO MEETING GOJ NEEDS IS THE MECHANISM OF TA DELIVERY BY THE TSES SUB-PROJECTS WHEN COMPARED WITH THAT DELIVERED BY A DISCRETE PROJECT?

4. BASED ON A REVIEW OF THE SUB-PROJECT EVALUATIONS, WHAT PROGRESS HAS BEEN MADE TOWARDS THE ACHIEVEMENT OF TSES PROJECTS' PURPOSES AND WHAT ARE THE INDICATORS OF THIS PROGRESS?

5. WHAT MODIFICATIONS TO THE USAID/GOJ SELECTION CRITERIA MIGHT BE MADE TO ENSURE SELECTED SUBACTIVITIES CONTRIBUTE TOWARD THE ACHIEVEMENT OF TSES PROJECTS' PURPOSES AND GOALS?

6. ARE THERE ANY UNANTICIPATED EFFECTS OF TSES SUBACTIVITIES WHICH POSITIVELY OR NEGATIVELY IMPACT ON THE ATTAINMENT OF TSES PROJECT'S PURPOSES AND GOALS?

7. WHAT SUGGESTED CHANGES OR IMPROVEMENTS MIGHT BE MADE TO USAID'S AND GOJ'S SYSTEMS OF TSES PROJECT MANAGEMENT WHICH MAY BE APPLICABLE TO MANAGEMENT OF USAID'S FINANCED PRIVATE ENTERPRISE TECHNICAL RESOURCES ASSISTANCE PROJECT?

- V. METHODS AND PROCEDURES:

THE EVALUATOR SHOULD CONDUCT A THOROUGH REVIEW OF ALL DOCUMENTS RELATING TO THE PROJECT DESIGN AND IMPLEMENTATION. AS A MINIMUM, HE/SHE SHOULD REVIEW THE PROJECT PAPERS (PPS) AND GRANT AGREEMENTS FOR TSES III AND IV PROJECTS, PILS, SUBJECT FILES OF THE SUB-PROJECTS SUB-PROJECTS WHICH HAVE BEEN CONDUCTED BY USAID OR CONTRACTORS. HE/SHE SHOULD ALSO CONDUCT DISCUSSIONS WITH THE CURRENT USAID TSES PROJECT OFFICER AND FORMER PROJECT OFFICERS, THE USAID AND GOJ COUNTERPART MANAGERS OF THE FIVE TSES SUB-PROJECTS, OFFICIALS OF MINISTRY OF

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PLANNING (MCP) AND, THE IMPLEMENTING AGENCIES OF THE  
SUE-PROJECTS SELECTED FOR EVALUATION, AND OTHERS AS  
NEEDED (E.G. CONTRACTORS, CONSULTANTS). SELECTED VISITS  
TO PROJECT SITES MAY BE MADE IF NEEDED. THE EVALUATION  
FINDINGS AND RECOMMENDATIONS SHOULD BE SUPPORTED WITH  
ANALYSIS, RESEARCH AND ADEQUATE DETAILS/INFORMATION, AND  
THE REPORT SHOULD INCLUDE A SUMMARY OF THE RESULTS OF  
THE FIVE SUE-PROJECT EVALUATIONS.

VI. COMPOSITION OF THE EVALUATION TEAM:

IT IS ANTICIPATED THAT ONE PERSON WITH GCCD EXPERIENCE  
IN PROGRAM TYPE EVALUATION WILL BE ABLE TO DO THE  
REQUIRED EVALUATION. IT IS ESTIMATED THAT THE TIME  
REQUIRED SHOULD BE TWO-THREE WEEKS. THE EVALUATION  
CONTRACT IS SUITABLE FOR AN SA SMALL BUSINESS OR GRAY  
AMENIMENT FIRM.

VII. REPORTING REQUIREMENTS:

THE EVALUATOR SHALL PREPARE A WRITTEN REPORT IN  
CONFORMANCE WITH AID ASIA NEAR EAST BUREAU EVALUATION  
GUIDANCE, INCLUDING THE FOLLOWING:

1. AN EVALUATION ABSTRACT

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2. AN EXECUTIVE SUMMARY

THE EVALUATION REPORT SHOULD INCLUDE A BRIEF DESCRIPTION OF THE COUNTRY CONTEXT IN WHICH THE TSFS PROJECTS HAVE BEEN DEVELOPED AND CARRIED OUT, AND PROVIDE THE INFORMATION (EVIDENCE AND ANALYSIS) ON WHICH THE CONCLUSIONS AND RECOMMENDATIONS ARE BASED.

THE REPORT SHOULD END WITH A FULL STATEMENT OF CONCLUSIONS AND RECOMMENDATIONS. CONCLUSIONS SHOULD BE SHORT AND SUCCINCT, WITH THE TOPIC IDENTIFIED BY A SHORT SUB-HEADING RELATED TO THE QUESTIONS POSED IN THE STATEMENT OF WORK. RECOMMENDATIONS SHOULD CORRESPOND TO THE CONCLUSIONS; WHEREVER POSSIBLE, THE RECOMMENDATIONS SHOULD SPECIFY WHO, OF WHAT AGENCY, SHOULD TAKE THE RECOMMENDED ACTIONS. THE EVALUATOR SHOULD PREPARE A DRAFT REPORT FOR DISCUSSION WITH USAID AND GCJ PRIOR TO DEPARTURE FROM JORDAN. ON THE BASIS OF THIS DISCUSSION AND USAID AND GCJ COMMENTS, THE EVALUATOR SHOULD PREPARE A FINAL REPORT NOT 30 DAYS AFTER DEPARTURE FROM JORDAN. THE FINAL REPORT SHOULD THEN BE SENT TO USAID/JORDAN

APPENDICES:

THESE ARE TO INCLUDE AT A MINIMUM THE FOLLOWING:

- A. THE EVALUATION SCOPE OF WORK;
- B. A DESCRIPTION OF THE METHODOLOGY USED IN THE EVALUATION; THE EVALUATOR MAY OFFER METHODOLOGICAL RECOMMENDATIONS FOR FUTURE EVALUATIONS.
- C. A BIBLIOGRAPHY OF DOCUMENTS CONSULTED AND A LIST OF PERSONS INTERVIEWED.

VIII. FUNDING:

EVALUATION COST IS ESTIMATED AT DOLS 10,000 AND THE CONTRACT BUDGET SHOULD INCLUDE SUFFICIENT FUNDS TO COVER THE COSTS OF REQUIRED LOGISTICAL SUPPORT (I.E. SECRETARIAL SERVICES) NECESSARY TO PREPARE THE EVALUATION REPORT.

3. PLEASE ADVISE. (DEAFIED:NEADY; APPROVED:FERCWN

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SUBJECT: TECHNICAL SERVICES AND FEASIBILITY STUDIES  
(TSFS) EVALUATION - SCOPE OF WORK

REFERENCE: AMMAN 05440

1. BUREAU HAS REVIEWED SCOPE OF WORK FOR EVALUATION OF TSFS PROJECT MECHANISM PROPOSED REFTEL. MISSION IS TO BE COMMENTED FOR DEVELOPING A SCOPE OF WORK WHICH PROVIDES VERY USEFUL BACKGROUND INFORMATION TO THE EVALUATION TEAM AND INCLUDES KEY QUESTIONS FOR THE EVALUATION. IN CONJUNCTION WITH OUR REVIEW OF THE REFTEL TSFS SCW, WE HAVE ALSO REVIEWED THE EVALUATION AND THE SCW FOR THE TECHNICAL CONSULTATIONS AND TRAINING (832-0079) PROJECT IN JAMAICA (NOTED IN REFTEL). BUREAU BELIEVES THE METHODOLOGY EMPLOYED IN THE JAMAICA EVALUATION WOULD PROVIDE A COMPREHENSIVE OVERVIEW OF THE TSFS PROJECT MECHANISM AND THEREFORE RECOMMENDS ACCEPTING IT, AS APPROPRIATE, FOR THE PROPOSED TSFS EVALUATION. ACCORDINGLY, BUREAU RECOMMENDS MODIFYING REFTEL SCOPE AS FOLLOWS.

2. PARA 2, SECTIONS I THROUGH III - NO CHANGE.

3. SUGGEST MODIFICATION OF REFTEL PARA 2, SECTION IV AS FOLLOWS, QUOTE SECTION IV - STATEMENT OF WORK:

A. METHODOLOGY AND PROCEDURES

PHASE 1-EVALUATION TEAM WILL SPEND UP TO THREE DAYS IN WASHINGTON D.C. PRIOR TO DEPARTURE FOR AMMAN, JORDAN IN ORDER TO REVIEW DOCUMENTATION RELEVANT TO THE EVALUATION (E.G., PROJECT PAPERS, THE FY 88 CISS, THE MOST RECENT BUREAU FE AND S GUIDANCE, THE JORDAN FY 87 ACTION PLAN AND AII/W REPORTING CABLES). DURING THIS TIME THE TEAM

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WILL ALSO CONDUCT INTERVIEWS WITH APPROPRIATE AID/W OFFICERS THAT HAVE BACKSTOPPED THE USAID/JORDAN PROGRAM (I.E. OFFICERS IN ANI/PI, ANI/MENA, ANI/EP, AND OFFICERS IN THE TRAINING OFFICE). AS APPROPRIATE THE TEAM WILL ALSO CONDUCT INTERVIEWS WITH OFFICERS OF VARIOUS OTHER GOVERNMENT AGENCIES (I.E. USGS, ETC.) THAT HAVE PROVIDED TECHNICAL ASSISTANCE TO USAID/J AND THE GCJ UNDER EITHER FASA ARRANGEMENTS OR UNDER DIRECT CONTRACTS FUNDED BY THE TSFS PROJECTS.

PHASE 2-THE TEAM WILL THEN TRAVEL TO JORDAN AND SPEND APPROXIMATELY THREE TO FOUR WEEKS CONDUCTING THE EVALUATION. DURING THIS TIME THE TEAM WILL COMPLETE THE DOCUMENTATION REVIEW RELATING TO THE TSFS PROJECTS. INCLUDED WILL BE PROJECT FILES RELATED TO TSFS SUB-PROJECTS AND THE RECENTLY COMPLETED EVALUATIONS OF FIVE SPECIFIC TSFS SUB-ACTIVITIES REFERRED TO IN REFTEL PARA 2, SECTION III. THE TEAM WILL ALSO INTERVIEW CURRENT USAID TSFS PROJECT AND SUB-PROJECT MANAGERS AS WELL AS OTHER APPROPRIATE USAID STAFF AND GCJ MANAGERS OF TSFS SUB-PROJECTS INCLUDING OFFICIALS OF THE MINISTRY OF PLANNING (MCP) AND OTHER APPROPRIATE GCJ IMPLEMENTING AGENCIES.

PHASE 3-FOLLOWING THE COMPLETION OF PHASE 2, THE TEAM WILL DEVISE, FOR USAID/J CONCURRENCE, A REPRESENTATIVE SAMPLE OF SPECIFIC TSFS SUB-PROJECTS WHICH ARE TO BE THE FOCUS OF THE EVALUATION TEAM'S EFFORTS. THE REPRESENTATIVE SAMPLE IS TO INCLUDE AT LEAST FIVE COMPLETED OR ALMOST COMPLETED SUB-PROJECTS FROM EACH OF THE MAJOR TECHNICAL AREAS DESCRIBED IN THE TSFS III AND IV PROJECT PAPERS AS BEING ELIGIBLE FOR A.I.D. ASSISTANCE UNDER THIS PROJECT: I.E., URBANIZATION, SCIENCE AND TECHNOLOGY, AGRICULTURE, HEALTH AND POPULATION, WATER AND WASTEWATER, AND PRIVATE SECTOR AND INDUSTRIAL DEVELOPMENT. THIS REPRESENTATIVE SAMPLE IS TO INCLUDE SUB-PROJECTS WHICH ARE EITHER RELATIVELY LOW BUDGET INTERVENTIONS AND THOSE WHICH ARE RELATIVELY HIGH

COST INTERVENTIONS. THE SUB-PROJECTS TO BE INCLUDED IN THE SAMPLE WILL BE IDENTIFIED IN AN ANNEX TO THE EVALUATION REPORT.

PHASE 4-ONCE THE MISSION HAS CONCURRED IN A FINAL SAMPLE OF REPRESENTATIVE SUBPROJECTS, THE TEAM WILL CONDUCT AN INDEPTH REVIEW OF MISSION AND HOST COUNTRY FILES ON EACH SPECIFIC SUB-PROJECT AND WILL UNDERTAKE DETAILED INTERVIEWS WITH REPRESENTATIVES FROM THE MISSION AND RELEVANT GCJ MANAGING ENTITIES AND CONTRACTORS AS WELL AS TRAINING PARTICIPANTS AND RECIPIENTS OF TECHNICAL ASSISTANCE. THE PURPOSE OF THIS INDEPTH ANALYSIS IS TO OBTAIN ANSWERS TO THE QUESTIONS NOTED BELOW IN PARA 3E-1 THROUGH XII.

E. QUESTIONS THE EVALUATION TEAM WILL ANSWER.

I. IN GENERAL, WHAT IS THE STATUS OF ORIGINAL PROJECT INPUTS, OUTPUTS AND ASSUMPTIONS AS GIVEN IN THE TSFS III

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II. WHAT INTERNAL PROCEDURES HAVE BEEN ESTABLISHED FOR SELECTION OF SUE-PROJECTS? WHAT CRITERIA ARE USED FOR SUE-PROJECT SELECTION? ARE THE CRITERIA APPROPRIATE GIVEN THE FY 88 CISS OBJECTIVES AND GOALS, THE INTERESTS OF THE GCJ AND THE BUREAU'S MOST RECENT PLANS AND GUIDANCE? ARE THE SUE-PROJECTS SELECTED FOR IMPLEMENTATION CONSISTENT WITH THE CRITERIA?

III. ARE THERE COMMON/GENERAL PROBLEMS ENCOUNTERED IN THE DESIGN OR IMPLEMENTATION OF THE REPRESENTATIVE LISTING OF SUE-PROJECTS AND/OR IN THE FIVE SEPARATELY EVALUATED SUE-PROJECTS? IF ANY, THE EVALUATORS SHOULD MAKE SPECIFIC REFERENCE TO THE SUE-PROJECTS AND PERFORM AND RECOMMEND PROCEDURES AND REQUIREMENTS THAT COULD BE INCORPORATED IN FUTURE TSFS-LIKE ACTIVITIES TO PREVENT THEM FROM RECURRING.

IV. HOW RESPONSIVE TO MEETING GCJ NEEDS IS THE MECHANISM OF TA DELIVERY BY THE TSFS SUE-PROJECTS WHEN COMPARED WITH TA DELIVERED BY A DISCRETE PROJECT?

V. TO WHAT EXTENT DO THE ACTIVITIES FUNDED UNDER TSFS III AND IV CONTRIBUTE TO ACHIEVEMENT OF CISS OBJECTIVES? THE EVALUATORS SHOULD PROVIDE A BREAKDOWN OF FUNDING CATEGORIES AND RELATE THESE TO THE CISS. TO WHAT EXTENT WERE NON-CISS OBJECTIVES SERVED BY TSFS ACTIVITIES? ARE THERE POLITICAL PRESSURES FOR FLEXIBILITY TO UNDERTAKE NON-CISS INITIATIVES? IF SO,

THE TEAM SHOULD IDENTIFY THEM AND ANY OTHERS THAT ARE ANTICIPATED AND NOT COVERED BY OTHER PROJECT MECHANISMS; I.E., PART I.

VI. HAS MANAGEMENT OF CORE TEAM 57 SEPARATE SUE-PROJECT ACTIVITIES UNDER TSFS III AND IV FORMED A MANAGEMENT PLAN FOR THE MISSION OF AID/W? WILL THESE SUE-PROJECT ACTIVITIES FORM A MANAGEMENT PLAN WHEN THE CURRENTLY PROPOSED NEW PROJECTS BECOME OPERATIONAL? IF SO, WHAT CAN BE DONE TO LIMIT THE PROBLEM? TO THE EXTENT POSSIBLE, THE EVALUATORS SHALL QUANTIFY THE APPROXIMATE MISSION/AID/W STAFF TIME SPENT ON PROJECT ADMINISTRATION AND MANAGEMENT (E.G., THREE STAFF, X PERCENT OF THEIR TIME OVER X PERSON-MONTHS).

VII. TO WHAT EXTENT ARE THE ASSISTED GCJ AGENCIES OR ORGANIZATIONS SATISFIED WITH THE TA, STUDIES OR TRAINING CONDUCTED UNDER THE TSFS PROJECT?

VIII. BASED ON A REVIEW OF THE SAMPLE SUE-PROJECTS AND THE FIVE SUE-PROJECTS ALREADY EVALUATED, WHAT PROGRESS HAS BEEN MADE TOWARDS THE ACHIEVEMENT OF THE TSFS PROJECT'S OBJECTIVES OF INSTITUTIONAL DEVELOPMENT, ENHANCED MANAGERIAL CAPACITY, TECHNOLOGY TRANSFER AND/OR INCREASED PRIVATE SECTOR PARTICIPATION? WHAT ARE THE OBJECTIVELY VERIFIABLE INDICATORS OF PROGRESS MADE IN TSFS III AND IV AND HOW CAN THEY BE UTILIZED AND/OR MODIFIED FOR THE TSFS V PROJECT EVALUATION? THE

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EVALUATION TEAM SHALL PROVIDE SPECIFIC EXAMPLES OF THE SUB-PROJECTS' CONTRIBUTIONS TO THESE PROJECT OBJECTIVES AND BE AS PRECISE AS POSSIBLE IN DISCUSSING THE IMPACT OF THESE PROJECTS; E.G., WHAT ACTUALLY OCCURRED, WHAT POLICY OR OTHER CHANGES RESULTED, ETC.

IX. WHEN ALL SUB-PROJECTS IN A PARTICULAR SECTOR ARE CONSIDERED TOGETHER, DID TSFS MAKE A SIGNIFICANT DIFFERENCE OR HAVE A SIGNIFICANT IMPACT IN ANY ONE SECTOR? WERE THERE ANY SECTOR POLICY CHANGES THAT CAME ABOUT AS A RESULT OF TSFS SUB-PROJECTS? THE EVALUATION SHALL PROVIDE EXAMPLES.

X. WHAT MODIFICATIONS TO THE USAID/GCJ SELECTION CRITERIA AND MANAGEMENT PROCEDURES MIGHT BE MADE TO ENSURE SELECTED SUB-PROJECTS PROVIDE A GREATER CONTRIBUTION TOWARD THE ACHIEVEMENT OF THE TSFS PROJECT'S PURPOSES AND GOALS IN THE FUTURE?

XI. ARE THERE ANY UNANTICIPATED EFFECTS OF TSFS SUB-PROJECTS WHICH MIGHT POSITIVELY OR NEGATIVELY AFFECT

THE ATTAINMENT OF TSFS PURPOSES AND GOALS (I.E., INCREASED DIVERSIFICATION OF MISSION PORTFOLIO, OVERCOMMITMENT OF MISSION SCARCE MANAGEMENT RESOURCES, UNNECESSARY INVOLVEMENT IN OTHER DONOR'S ACTIVITIES AND/OR REDUNDANT DUPLICATION OF EFFORT)?

XII. WHAT CHANGES OR IMPROVEMENTS MIGHT BE MADE TO USAID'S AND GCJ'S SYSTEMS OF TSFS PROJECT MANAGEMENT WHICH MAY BE APPLICABLE TO MANAGEMENT OF USAID'S PRIVATE ENTERPRISE TECHNICAL RESOURCES ASSISTANCE PROJECT, PETRA II? UNQUOTE.

PHASE 5 WILL CONSIST OF REVISING A DRAFT FINAL REPORT AND AN ORAL PRESENTATION TO BOTH USAID/J AND AID/W AND THEN SUBSEQUENT TO RECEIPT OF AID COMMENTS THE PROVISION OF THE FINAL REPORT.

4. REFTEL PARA 2, SECTION V HAS BEEN INCORPORATED IN THE REVISION NEW SECTION IV ABOVE, THEREFORE IT CAN BE ELIMINATED FROM THE REVISED SCW.

5. WITH RESPECT TO REFTEL PARA 2, SECTION VI. COMPOSITION OF THE EVALUATION TEAM: AID/W RECOMMENDS THAT THE EVALUATION TEAM CONSIST OF TWO CONTRACTORS, ONE FULL-TIME D.E. USAID/J REPRESENTATIVE AND ONE FULL-TIME CCJ REPRESENTATIVE AND THAT THE TIME IN JORDAN BE INCREASED TO UP TO FOUR WEEKS. AS A RESULT OF THESE SUGGESTIONS, A REVISION OF THE REFTEL PARA 2, SECTION VIII, TOTAL AVAILABLE FUNDING AND THE PROVISION OF A DETAILED BUDGET WILL BE REQUIRED.

6. RE REFTEL PARA 2, SECTION VII, REPORTING REQUIREMENTS: WE SUGGEST NOTING IN THIS SECTION THAT COPIES OF A DRAFT FINAL REPORT SHALL BE PROVIDED TO USAID/J PRIOR TO DEPARTURE OF THE TEAM FROM JORDAN. IN ADDITION, THE SCW WILL REQUIRE ADDITIONAL TIME FOR THE TEAM TO BE DEBRIEFED IN AID/W UPON THEIR RETURN FROM JORDAN (I.E. ONE DAY). SUBSEQUENTLY, WITHIN TWO WEEKS OF RECEIVING BOTH USAID AND AID/W COMMENTS ON THE DRAFT EVALUATION REPORT, THE TEAM WILL PROVIDE COPIES OF THE FINAL REPORT TO BOTH AID/W AND USAID/J; I.E., 10 COPIES EACH.

7. PLEASE ADVISE ASAP CONCERNING THE FOLLOWING POINTS:

WHAT ARE MISSIONS VIEWS CONCERNING THE SUGGESTED REVISIONS TO REFTEL SCW?

-WHAT IS THE STATUS OF INCLUSION OF REVISED FINAL SCW FOR THIS EVALUATION IN THE FF FOR THE TSIS V PROJECT?

WHAT IS THE REVISED BUDGET AND THE REQUIRED FUNDING CITATIONS FOR THE SUBJECT EVALUATION?

-WHAT IS THE MOST APPROPRIATE TIMING FOR THE SUBJECT EVALUATION?

-WHAT IS THE PREFERRED CONTRACTING MODE FOR THE EVALUATION TEAM? SHOULD AID/W INITIATE A CONTRACTING PROCESS UNDER THE PROCEDURES ESTABLISHED FOR SA OR SMALL BUSINESS SET ASIDE OR DOES THE MISSION PREFER TO CONTRACT THE REQUIRED T.A. DIRECTLY USING SOME OTHER MODE OF CONTRACTING? SEULTZ

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