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62

COOPERATIVE AGREEMENT ON HUMAN SETTLEMENTS AND NATURAL RESOURCE SYSTEMS ANALYSIS

RECOMMENDATIONS ON THE DEVELOPMENT AND EXECUTION OF A MICRO-REGIONAL PLANNING STUDY; RURAL VILLAGE SURVEY AND REVENUE-GENERATION STUDY

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REPORT

Recommendations on the Development and Execution of a Micro-Regional Planning Study; Rural Village Survey and Revenue-Generation Study

Submitted to:

The National Planning Council
Hashemite Kingdom of Jordan

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Submitted by:

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PREFACE

We would call your attention to the following points in regard to the body of the report.

First, for reasons outlined in the text, we have recommended that the project be carried out as three distinct subprojects, or subcomponents. At the same time, we have sought to integrate these subcomponents, to the extent possible, as requested by the NPC. We believe that the subdivision of the project into components with distinct functions, staff and leadership should provide the flexibility called for by the high degree of internal diversity in the project. However, coordinating the workplans, execution and outputs of these quite distinct subcomponents will offer a difficult challenge. It is for this reason that we have recommended acquiring an overall project director with a professional NPC counterpart who can represent the NPC in interorganizational matters.

Secondly, as requested, we have outlined the data content, operational framework, staffing and budget for the Rural Village Survey as best we can at this point. However, as discussed in Section VI, follow-up work on the technical design of this subcomponent will have to be done prior to start-up by the senior planner referred to in the report.

Third, in regard to budgeting for the project, we have tended to escalate somewhat expatriate participation since there has not been the opportunity to interview and select Jordanians for the various positions, and technical ability to complete the project must be assured. Once the selection process begins, it may well happen that Jordanians can be found to fill more slots currently tabbed as expatriate (e.g., for agriculturist, animal husbandry expert, etc.) and the budget lowered

accordingly. Also, depending upon the number of expatriate slots finally determined for the Micro-Regional Study, (and the concomitant lowering of the administrative burden), it may be possible to combine the role of either the economic planner or the income-generation expert with that of the director of the subcomponent and effect similar savings. If it appears necessary for financial reasons, it may also be possible to cut down on the amount of time needed to fulfill individual tasks without unduly jeopardizing technical results. This can be determined after the initial planning workshops.

We should add here that in determining the costs for U.S. consultants, the 45% overhead figure attached is an average based on normal charge-offs on contracts of this nature. In determining Jordanian-government-based budget items, we followed the advice of the USAID administrative office and did not include fixed-base support costs (office space, vehicles) which are normally provided by the Kingdom.

Also, information received on GOJ salary and support cost structures was somewhat conflicting and we would therefore urge that they be rechecked by the NPC if such costs are to be submitted to USAID for financing.

Lastly, we have drafted terms of reference for expatriate consulting positions specified in the report and have attached them as an Appendix to the report. We have not appendixed terms of reference for the Revenue-Generation Study as they are in the text (Part IV).

I. BACKGROUND

This is the report of a second consultant mission undertaken to assist the National Planning Council (NPC) in the design of a planning study for rural community development. The first mission was carried out to establish a methodology and institutional framework for a micro-regional study which would directly lead to the implementation of pilot projects. The report from that mission (April 5, 1983) outlined such a methodology, defined preliminary roles for a study team (both Jordanian and expatriate) and reviewed the institutions most likely to play a role in both the planning and execution of the project.

Initially, the purpose of this second mission (August, 1983) was: (i) to further the institutional assessment begun in the first mission and begin the selection of Jordanian staff; (ii) to finalize the selection of the micro-regions; and (iii) to begin to make arrangements for carrying out the study with those institutions to be involved -- especially the Cities and Villages Development Bank (CVDB). While follow-up has taken place in all of these areas, the major focus of this second mission shifted in response to the NPC's current intention to engage in an extensive survey of rural villages in addition to pursuing the micro-regional study. A change in focus also came about through discussions with the institutions initially cited to participate in the study. These indicated that it was premature for the consultants to initiate staff-selection interviews until such time as the NPC formally requests staff secondment. Lastly, meetings with all parties involved pointed to the continuing concern that the CVDB's need to identify revenue-generating investment opportunities in the short-term would not be sufficiently addressed through the existing micro-regional study, and thus a change in strategy was necessitated regarding the CVDB. Because of the above, the major expected outputs of the mission became the following:

(i) The preliminary outline of the content and methodology for the rural development survey, including its objectives, scope,

staffing and estimated costs;

(ii) The identification of a means to coordinate the Micro-Regional Study and Rural Village Survey in terms of timing, staffing and implementation;

(iii) The further refining of the methodology of the Micro-Regional Study as based upon continuing discussion and feedback from Jordanian institutions; and,

(iv) The detailing of a specific study on local-level revenue-generating projects for the CVDB which can be integrated into the Micro-Regional Study and its consequent development plans.

The mission was therefore largely one of determining the content and scope of the Rural Village Survey (through discussions with the leadership of the NPC) and attempting to form a mechanism to coordinate three distinct studies as much as possible (i.e., the Rural Village Survey; the Micro-Regional Community-Development Study; and the CVDB Revenue-Generation Study). As cited in the following sections, there are a number of advantages to integrating these studies. They all address similar problems (rural village development), and therefore coordination would offer the opportunity to develop a consistent project-assistance strategy through the Micro-Regional planning and implementation effort that could prove workable across regional and sectoral lines. Coordination also offers efficiency gained through shared consultancy time.

At the same time, the studies are distinct and must be treated as such. The Micro-Regional study is designed to lead directly to project identification and follow-up assistance with local-level involvement in project implementation. The Rural Village Survey, on the other hand, is mainly meant to provide information to the NPC, and appropriate ministries, for broader-range planning. Given these differences in scope, objectives and methodology, it does not appear practical to totally merge or integrate the two studies. It does make consumate sense, however, to coordinate the studies as much as possible to that inputs are shared and that outputs reflect the complementary nature of the studies. In doing so, we would recommend that the Micro-Regional Study be viewed as the central activity since it should offer as an output an approach to project assistance which could form the basis for follow-up to the Rural Village Survey. This is discussed further in the

In carrying out the mission, meetings were held with the National Planning Council (NPC); the Cities and Villages Development Bank (CVDB); the ministry of Municipalities, Rural Affairs and Environment (with the Undersecretary and the Regional Planning Department); the Industrial Development Bank (Research Department); the University of Jordan (Sociology Department--Dr. Sari Nasir); the A'laan Center for Community Development; the Jordan Cooperative Organization (JCO) and Catholic Relief Services of Jordan. As part of its continuing cooperation, the CVDB made available three members of the Technical Department to assist in locating existing studies that are relevant to the micro-regional analyses. ~~A brief listing of studies outlined by CVDB is presented as Appendix 1.~~

II. MICRO REGIONAL STUDY

Update on Recommendations from Previous Report

Since the NPC has communicated to USAID that it finds the methodology and overall framework proposed in the previous report to be acceptable, little modification in either the planning methodology or the proposed institutional framework was pursued during the mission. There are, however, a number of recommendations concerning output and execution strategy that should be considered at this time:

(1) We would reiterate that the micro-regional planning study should favor action over detailed data collection and analysis. Because it can rely upon the National Survey for primary data (through following the survey in the micro-regions), the Micro-Regional Study should in our opinion concentrate upon forming effective development-assistance strategies and projects for rural villages. In this experimental effort, the micro-regional planning team should assess data, engage in dialogue with local communities, and then (i) design assistance strategies for the micro-region; (ii) help initiate and coordinate initial assistance inputs (through the participation of institutions represented on the team); and (iii) monitor this implementation process. In this way, assistance strategies that have been proven to be effective can be

modified for different contexts and transferred to other areas as a follow-on to the Rural Village Survey. This development and monitoring of innovative strategies for rural community development should be the major purpose of the micro-regional planning exercise, since the lack of community-development process and follow-up services continue to be cited as the major problems to be faced in promoting rural development.

Given the above, we would recommend that the micro-regional team also monitor the execution of development-assistance strategies within the micro-region and on this basis abstract a consistent methodology for micro-regional planning and project development. They and then attempt to widen the utilization of this methodology, either through moving the micro-regional study to additional areas, or through institutionalizing the planning and execution methodology as part of the integral operations of the organizations involved. This decision should be made after the studies of A'laan and Wadi Musa have been completed, and the process reviewed.

(2) The micro-regional study team should begin in the micro-regions by examining both existing studies* and the primary data outputs of the Rural Village Survey, which should be designed to lend information appropriate in the micro-regional context. This approach should preclude the need for intensive up-front data collection and allow the micro-regional team to move with alacrity toward the analysis of the region and the identification of projects to support. The major outputs for each micro-region should be: (i) a regional description and development analysis; (ii) a micro-regional development strategy and (iii) a series of proposals for viable projects which detail the technical and financial inputs needed and identify the institutional means of delivering such assistance.

(3) While the four areas of investigation outlined in the previous report -- social/economic analysis; income generation; regional/spatial analysis; and institutional analysis -- should

*Toward this end, staff at the CVDB have begun a preliminary assembling of existing studies regarding the A'laan and Wadi-Musa areas as well as relevant sectoral materials.

remain as the key elements, the study should lean toward community-development and income-generation projects as its major outputs. We recommend this because (i) virtually all persons queried and all studies reviewed, point to increased economic activity and organizational development at the village level as being the most critical needs in the short term; (ii) the institutions cited for involvement all fall within this range of assistance activity and (iii) given the sectoral planning orientation of the Kingdom and its development institutions, it is preferable for management purposes to focus follow-up assistance in as limited a number of sectors as possible.

(4) The continuing concern expressed over the micro-regional study in regard to the identification and assessment of revenue-generating projects on the part of the CVDB leads us to recommend that this particular component be carried out as an independent study to be integrated with the micro-regional study over time. That is, we recommend (i) that it be carried out independently, covering municipalities both within and outside of the micro-regions as the Bank's needs warrant; (ii) that it be carried out concurrently with the micro-regional planning exercise, and (iii) that its results be utilized as part of the micro-regional study. This should satisfy both the CVDB's need for project identification and technical appraisal while providing valuable input to the Micro-Regional Study, which will be examining private-sector income-generation efforts. Terms of reference for this component and its consultants are presented in Section IV of the report, while mechanisms of coordination for the two studies are presented in Section V.

(5) As stated, we would envision a study which highlights both community development, (i.e., local organizational development and self-help techniques); and community-based enterprise development. It is also important that regional spatial analysis be undertaken to analyze the natural resource base, existing infrastructure and current economic practices in planning for income and revenue-generating inputs. It is increasingly clear that from a technical standpoint, spatially articulated analyses of physical and hydrological resources,

together with an analysis of agricultural potential will be critical to success in identifying viable economic projects.

(6) Additional examination of the layout, administrative structure, and boundaries of the micro-regions initially selected for analysis lead us to conclude that it may be wise to extend these areas. There are, for example, three adjoining Nahiyas to that of Zay in the A'laan region, at least one of which could be included in the study. Similarly, the Shawbak area adjoining Wadi Musa could be included in the study area with relative ease -- especially since an areal development plan has recently been completed for this area. As cited in the previous report, final determination of the boundaries of the areas in question should be done on the basis of discussions with local government and a first review of existing studies, economic activities and linkages. It is important that the study retain sufficient flexibility to adjust both geographic boundaries and areas of content in response to knowledge gained.

(7) As regards the institutional framework for the study, it would appear that the institutions put forward in the previous report -- the CVDB, the IDB, the JCO, and the A'laan Center should remain as key participants. The University of Jordan should also be considered for participation, as has been discussed. As the consultants were not able to interview individual staff from the various institutions, we cannot at this time accurately pinpoint Jordanian and expatriate team composition. This will have to await NPC action on requests for secondment of staff, as recommended in the last section of the report. We therefore list the positions in the budget below on a tentative basis until a follow-up mission can be carried out to finalize Jordanian staff selection. Terms of reference for expatriate consultants for this study are presented in Appendix II. Being unsure of final team composition, we have tended to escalate expatriate participation somewhat to insure that the tasks called for are technically completed. The positions cited in the budget are basically the same as those specified in the previous report.

Timing and Execution of the Study

(8) As outlined in the table below, we would recommend the following steps in executing the micro-regional study:

(i) Team Training and Preparation: i.e., team concept training; training workshops on relevant sectoral and regional topics; field visits to existing projects; review of existing studies; design of logistical and substantive work plans; and design of data collection and analysis formats. (Two months). 2

(ii) A'laan study: This would include the initiation of outreach and dialogue with village leaders and local organizations; the analysis of the micro-region; the identification and analysis of possible projects; the drafting of a micro-regional strategy together with project proposals and a recommended institutional framework for delivering technical and financial assistance. (Two-to-three months). 3

(iii) Mid-Project Evaluation; i.e., a review of the outputs, process and initial follow-up steps leading to the modification of goals and work plans and a report detailing and assessing the micro-regional study in A'laan. (Two weeks followed by two-week break). ½ 4

(iv) Wadi-Musa Study; i.e., same process as in (iii) above. (Three-to-four months).

(v) Final Report and follow-up; i.e., the assessment by the study team of the micro-regional planning process and the progress made in follow-up assistance efforts undertaken in A'laan. This should lead to a report assessing the study, detailing the methodology utilized (as abstracted from the work plans formulated and carried out by the team) and outlining a process as to how the micro-regional/community development planning methodology, can be integrated into further planning and project-assistance efforts of the institutions.

In order to coordinate the two studies, it is necessary to undertake and complete data collection of the Rural Village Survey in the designated micro-regions prior to initiating the micro-regional study. Assuming that the Rural Village Survey would complete data collection in the first regions by March, the following timetable should hold true.

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Activity	1	2	3	4	5	6	7	8	9	10	11	12 (Months)
Preparation & Training	X	X										
A'laan			X	X	X							
Mid-Project Evaluation						X						
Wadi Musa							X	X	X			
Project Development/Follow-up										X	X	
Monitoring (continuous)												

BUDGET: Micro-Regional Study

A. Personnel

1. Expatriate Personnel

Community Development Expert/Planner (Team Leader)	(12 mos.)	95,000 1/	
Income-Generation, SSE Expert	(9 mos.)	51,010 2/	
Regional Planner/Economist	(6 mos.)	34,010	
Physical Geographer/Spatial Analyst	(6 mos.)	34,010	
Agriculturalist/Agronomist	(4 mos.)	22,670	
Animal Husbandry Expert	(4 mos.)	22,670	
Training Expert	(3 mos.)	17,000	
Organizational Development Expert	(4 mos.)	22,670	
Per diem costs (990 days @ 79/day)		78,210	
Travel (Average of 2.5 trips/person x 8 staff x $2,000/trip)		40,000	
Sub-total		417,250	
Estimated overhead costs (45%)		187,760	
Total Expatriate costs			605,010

2. Jordanian Staff

a. Senior Staff

Senior-level Community Development Expert	(12 mos.)	9,610 3/	
Economist	(12 mos.)	9,610	
Hydrologist	(6 mos.)	4,805	
Cooperative Management Expert	(6 mos.)	4,805	
Agricultural Engineer	(12 mos.)	9,610	

b. Mid-Level Staff

(3) Community Development Workers	(12 mos.)	21,870	
Civil Engineer	(12 mos.)	7,290	
Finance Expert	(6 mos.)	3,645	

c. Per diem costs (estimated 1500 field days @ $32.50/day) 48,750

Sub-total	119,995	
Average salary incentive, mid-to upper level (40%)	47,998	
Sub-total Personnel	167,993	
Overhead costs including benefit and support costs (55%)	92,396	
Total Jordanian Personnel Costs		260,389

B. Support Costs

1. Travel (Estimated 500 vehicle @ JD/12 vehicle day (one vehicle per 3 people) 16,200

2. Accommodation for Training at A'laan	12,000	
3. Drivers (60 person months @ 100JD/month)	16,200	
4. Secretarial Services (36 person months @ JD 175/mo)	17,010	
5. Consultancy pool for local specialists as needed	20,000	
6. Supplies and Mimeo. equipment	7,500	
Total Support Costs		88,910
C. Contingency		50,000
Total Micro-Region		1,004,309

1. Inlcudes annualized salary of $47,500 plus housing, travel, insurance, health, etc. at 100% of salary.

2. All intermittent consultants' salaries are calculated at average of $218/day, 26 work-days per month, as per conversations with USAID-Amman administrative office.

3. Salary figures for Jordanians are rough estimates used for budgeting only as these personnel will be supported by Government of Jordan. Senior positions are estimated at base salary of JD 300/mo.; mid-level at JD 225/mo. Incentive pay is factored in personnel totals. The exchange rage used is JD 1.00 = $2.70.

4. Budget total assumes GOJ provision of vehicles, office space and related services including telephone and communications, as per normal practice as cited by the USAID-Amman administrative office. We would estimate that 5 vehicles would be needed for the duration of the project.

III. RURAL VILLAGE SURVEY

Based upon discussions with the NPC, we would understand the following: First, the major purpose of the Survey is to provide the NPC with a consistent and valid basis of information as to (i) the existing levels of infrastructure, services and economic development in rural villages and (ii) the current and future development needs of the villages. The study itself will therefore be an inventory of the physical, social and organizational infrastructure of the approximately 1200 rural villages with populations of 500 or over* and will present a layout of economic resources and facilities in all relevant sectors on a village-by-village basis. It will incorporate and update previous sectoral surveys at local levels and will be used by both the NPC and appropriate local and national authorities in forming rural development policies and plans. It is anticipated that the study will constitute an important input to the next Five Year Plan (1985-1990).

In addition, the GOJ wishes to incorporate the expressed needs of local leaders in its planning, while also encouraging local village councils to play a greater role over time in financing their own development plans. For this reason, part of the survey should be devoted to eliciting directly the development priorities of village leaders while also inquiring as to the type and level of financial and other resources that the community may bring to bear in initiating or maintaining local projects.

Although it is anticipated that the Rural Village Survey will cover all regions of the Kingdom, we would recommend that it utilize the two micro-regions selected for study as its initial testing Phase for data collection and aggregation. The advantages to this approach are threefold: (i) the micro-regional analysis will benefit from the data generated by the larger survey, (ii) expertise can be shared in

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* Figure based on conversations with Department of Statistics.

the design of the Rural Village Survey and the micro-regional analysis projects, and (iii) a consistent approach to development analysis can by used to guide both projects. As outlined in the previous report, this approach should underscore the participation of rural people in the decisions and activities that lead to the development of their village. For the micro-regional study to benefit from the village survey, data collected in the designated micro-regions will have to be aggregated at the micro-regional level immediately after it is collected. As this aggregation could serve as a pretesting of the survey instrument, it would not interrupt normal procedures.

The survey should take about seven months to complete and we would estimate that its total cost will be $733,635, excluding direct fixed support costs normally assumed by the GOJ.

Recommendation on Execution of The Survey

The survey would best be conducted, we believe, by a trained group of approximately 50 data collectors who could complete data collection in about one month. Recent university graduates in social science fields would appear to be the best to choose from, given the interest they should have in a survey of this type. The estimate of one month data collection is based upon the data collectors spending an average of one-and-one-half days in each village, recording the physical, social and administrative infrastructure; and collecting information on the economy of the village. The data collectors would depend upon interviews with the village authorities supplemented by physical inspection for their data. As stated, the interviews with village authorities would also encompass the identification and prioritizing of development needs they feel to be important to their village, as well as a breakdown of village development projects and finances. At a minimum, we believe the survey should gather information in the following areas:

A. Physical Infrastructure and Utilities:

1. Housing: Description of the extent, distribution, approximate

size and quality of the existing housing.

2. Roads: The existance, length, and quality of local roads, including a description and mapping of the network connecting the village to essential services and markets.
3. Water Supply: Description of the source, quality, distribution, and/or frequency of the service.*
4. Sewage: Current method of disposal.
5. Postal, Telephone and Telegraph Communication: Distribution of telephones; quality of the service; existence in village or nearest location of postal service.
6. Solid Waste Collection and Disposal: Method, organization, location of disposal area(s), source of service.
7. Electric Power supply: Existance, size of village connector, distribution within the village.
8. Public Transport: The type and frequency of transport; description of capacity and relative access of villagers to services and markets.
9. Agricultural Storage: Capacity for warehousing and/or storage of goods and agriculture products; location and cost of facilities.
10. Revenue generating facilities: Size, nature and location of existing municipal markets, slaughterhouses or other such facilities; method of finance and management utilized.

B. Social Infrastructure:

1. Health Services: Description of the extent and nature of the services available; level of care; whether permanent or visiting doctors and nurses.
2. Education: Existence and availability of primary, secondary, tertiary education as well as vocational and non-formal services, quality as measured by the number of teachers, classrooms, libraries and laboratories; dormatories for students and/or teachers.

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* Frequency here refers to trucked in water.

C. Administrative and Organizational Infrastructure:

1. Local Government: Level and type of local government structure; relation to next level.
2. National Government: Ministerial services and/or entities delivering services locally with special attention paid to those supportive of development.
3. Local Development Organizations: The type and function of local cooperatives, women's organizations, benevolent and religious organizations, and other organizations that contribute to social and economic development; description of their role in promoting local development through service delivery, skills training, technical and/or financial assistance, etc.

D. The Economy of the Village:

1. Agriculture: Listing of major agricultural land uses, their extent and production, number of families supported. Water supply and irrigation.
2. Mining and Quarrying: List of known deposits and activities -- production level; number of workers; ownership.
3. Industry and Manufacturing (Including Construction): Existance, type and number of entities; capitalization; number of workers, ownership.
4. Transport: Nature of the services present; operating capacity for goods and passengers; ownership and employment.
5. Commerce and Private Services: Number and type of entities present; relative size; goods and services offered.

The Phasing of the Survey

We would recommend that the survey be developed and conducted in three phases as follows:

Phase One: Design and Preparation: i.e., design of survey, methodology, instruments and training procedures by survey-team members in collaboration with members of the micro-regional and revenue-generation study teams and the NPC and relevant ministries; recruitment of data collectors. (two months).

Phase Two: Training and Field Test: i.e., training of data collectors in use of use of survey instrument and interview techniques; data collection and processing in A'laan and Wadi Musa; processing of data for the two regions and evaluation of survey methodology and instruments. (two months).

Phase Three: Execution of Survey: i.e., carrying out of survey on national level, in 5-person teams covering all villages over 500 (including common-service councils), with an average of 1.5 days/village including return and follow-up time. (one month).

Phase Four: Data Analysis: i.e., processing and breaking out data by computer on both a regional and sectoral basis the physical, economic and social infrastructure and services on a village-by-village basis. The data breakdown should display both the existing base of infrastructure, and facilities as well as the gaps which exist in all sectoral areas. It should also include a breakdown of village development priorities and levels of existing revenue allocations put toward these priorities. (four months).

Timing of the Survey

	1984												
ACTIVITY	1	2	3	4	5	6	7	8	9	10	11	12	(Months)
Phase One (Design and Recruitment)	X	X											
Phase Two (Training and Field Test)			X	X									
Phase Three (Survey)					X	X							
Phase Four (Analysis)						X	X	X	X				

Personnel

A small team of Jordanian and expatriate specialists should be responsible for carrying out the project. Terms of Reference for these personnel are presented in Appendix III. Additional staff, including data collectors, should be hired on a short-term contract basis. As

stated, data collectors would preferably be recent university graduates who may be available for short-term employment and may also have considerable interest in this type of project.

The team leader should be a senior planner with extensive third-world experience (preferably in the Middle East) in social, economic and physical planning. He should be completely familiar with all phases of survey work, including data analysis. He would be assisted by a data analyst who has had senior-level experience in the design of survey instruments and data display systems of the type envisioned for this project. A training specialist experienced in the Middle East would also be used on a short-term basis. The team should consult with the micro-regional team, especially the team leader, regional economist and small-business expert, in the preparation of the survey instrument.

The Jordanian counterparts would consist of a senior planner, senior data analyst/programmer and a trainer. They in turn would be assisted by mid-level analysts and programmers as detailed in the budget below. As backup, we could also recommend establishing a consultancy pool for supporting technical studies by Jordanian experts as needed.

BUDGET: Rural-Village Survey

A. Personnel			
1. Expatriate Staff 1/			
Senior Planner (team leader)	(9 mos.)	51,015	
Data Analyst	(9 mos.)	51,015	
Trainer	(3 mos.)	17,000	
Overseas Travel (6 person trips)		12,000	
per diem (540 days @ $79/day)		42,660	
Sub-total		173,690	
Overhead @ 45%		78,160	
Total Expatriate Personnel			251,850
2. Jordanian Staff			
a. Senior-Level Specialists 2/			
Planner	(9 mos.)	7,290	
Data Analyst	(9 mos.)	7,290	
Trainer	(3 mos.)	2,430	
b. Mid-Level Specialists 3/			
3 Planners (27 person months)		16,400	
3 Trainers/Field Supervisors (9 person months)		5,470	
2 Programmers (10 person months)		6,075	
c. Support Staff 4/			
4 Secretaries (36 person months)		17,010	
2 Drivers (18 person months)		3,888	
d. Field Staff			
50 Data Collectors (100 person months) 5/		32,400	
10 Drivers (20 person months) 6/		4,320	
Sub-total		102,575	
Average incentive @ 40%		41,030	
Total Jordanian Wages		143,605	
Per diem (estimated 4000 field days @ JD 12/day)		129,000	
Subtotal Jordanian Personnel Costs		273,205	
Overhead @ 35%		95,620	
Total Jordanian Personnel Costs			368,825
B. Studies			
Consultancy fund for Joranian consultant technical studies		40,000	
Total Studies			40,000

C.	Support Costs		
	1. Travel	12,960 [8]	
	2. Supplies and equipment	10,000	
	Total Support		22,960
D.	Contingencies	50,000	
	Total Contingencies		50,000
	Total Rural-Village Survey		733,635

1. Consultants' wages are calculated @ 218/day, 26 days per month; per diem @ $79 per day; Overseas Travel @ $2,000 per trip.

2. Jordan senior specialists are expected to be provided by the Kingdon; wage estimates are based upon 300 JD per month for senior staff positions. Incentive payment is factored on the Subtotal. Exchange rate is JD 1 = $2.70

3. Wages @ JD 225 per month

4. Wages @ JD 175 per month

5. Wages @ JD 120 per month

6. Wages @ JD 80 per month

7. Estimated 4000 field days @ JD 12 per day.

8. Estimated 320 vehicle days at cost of JD 15 per vehicle day. This assumes provision of vehicles by the government.

9. Does not include fixed capital support costs to be furnished by the Kingdom including office space, telephone and communication, vehicles and computer time for data analysis.

IV. Revenue-Generating Study (CVDB)

As stated, it is our recommendation that the study pertaining to revenue-generating projects (originally outlined by the CVDB with the World Bank) be carried out as a distinct subcomponent of the overall study, related most closely to the Micro-Regional Study. The need, we believe, is to provide sufficient technical assistance to the CVDB in pursuing further the development of revenue-generating projects, while allowing the CVDB to profit from and contribute to the larger study. While contributing finance and banking skills to the study, the CVDB would, in turn, have the opportunity to adopt regional analysis practices in identifying and appraising projects and to broaden its operational base through operating within a larger institutional framework.

We therefore believe it best that the CVDB specifically be assigned consultants to carry out the study but that the study itself be coordinated with the other components of the study. We feel that the best way to accomplish these diverse goals is to (i) follow in technical detail the original terms of reference for the study drawn up by the CVDB and World Bank; (ii) design the process and outputs of the study in coordination with the micro-regional study team; and (iii) carry out the study first within the designated micro-regions (aggregating and analyzing data at the micro-regional level) and then move on to other areas.

With these aims in mind, we have modified the original terms of reference as follows.

Study for the Opportunity for Revenue-Generating Projects in the Local Public-Sector in Jordan

Terms of Reference

A. Background

The Government of the Hashemite Kingdom of Jordan has established

the Cities and Villages Development Bank (CVDB) in 1980 as a development bank to assist municipalities and villages by providing funds and assistance in the identification, preparation and implementation of social infrastructure and productive revenue generating projects. CVDB wishes to retain the services of consultants to undertake a study on the "opportunity" for productive, revenue-earning projects in the local public sector in Jordan. While the mechanisms to provide basic infrastructure to the local communities (LC) have already been developed, CVDB recognizes the difficulties inherent to planning and implementing at the local level. Viable, productive revenue-earning would directly contribute to create employment opportunities, and thereby reduce rural-urban migration. It would help particularly the small- and medium-sized communities to assume a more productive role, and would help integrate these communities in the national development process. A coordinated CVDB/local authorities' effort is required to explore the potentials and develop the opportunities for productive, commercial and related activities. In this framework, a study is proposed to help contribute to this effort, and for which draft terms of reference are appended hereto.

It is also the wish of the CVDB to enhance its skills at regional economic analysis and to broaden its development impact at local levels through further coordination with other development agencies. For these reasons, it is expected that the study will be conducted in coordination with a broader micro-regional study which will be undertaken concurrently and which will involve a number of Jordanian institutions. This broader study will examine private and informal sector enterprises while the CVDB will be limited to public sector. All work on this study will be supervised both by the CVDB and the director of the Micro-Regional Study (refer to consultants' reports to the National Planning Council in this study).

B. Objectives

The objectives of the study are:

(1) To help the CVDB formulate a policy for promotion of productive projects at local levels in the light of sectoral

priorities and regional constraints, which are suitable for promotion by the LC.

(2) To assist the CVDB in the formulation of technical and financial guidelines for the appraisal of such projects.

(3) To make detailed recommendations on ways and means to allow increased CVDB involvement in the field of productive projects with particular emphasis on project planning and preparation, resource mobilization and expanded scope of coordination with other development institutions.

(4) To develop a list of potential productive projects suitable in given locations, together with a preliminary analysis of projects' costs and finances, market size, and institutional and physical support services. From this list at least five projects should be selected and a complete feasibility study will then be undertaken to enable CVDB to finance these projects.

C. Scope of Work and Outputs

The study will be divided into two specific phases. Phase One will involve detailed studies of local villages and municipalities in two designated micro-regions: A'laan and Wadi-Musa. In coordination with the study teams assigned to these areas, the consultants will carry out the following steps in each region:

(1) Collection and evaluation of existing information: Recent data and studies on local government projects, regional activities and plans, local data on population, manpower, cooperative associations, and other relevant information will be collected and evaluated. Additional data will be available from a Rural Village Survey to be carried out in their areas.

(2) A number of local communities will be selected to serve as representative samples of small- and medium-sized, urban and rural, low and middle income communities in various parts of the micro-regions. These will be selected spatially as well as according to size.

(3) In the selected communities, a study will be carried out to determine what types of revenue-generating activities are being undertaken locally by the municipalities; what types

of projects and activities would appear to be viable. At the same time, local municipalities are to be evaluated as to levels of technical and financial capability; and capital and reserve mobilization capability.

(4) On the basis of the above, a preliminary list of projects which have potential in the various types of localities will be established. A justification will be made of the selection. This list which would have to fit into existing regional plans and sectoral priorities might include projects such as: public-sector agro industries, vegetables and meat markets; slaughter-houses; food supply facilities (mills, presses); cold storage facilities; community barns; commercial centers; public transportation; terminals (buses, cars, etc.); parking facilities; farm improvements (irrigation, drainage, fencing). An interim report will be submitted to include these findings on Phase One.

This phase of the study is expected to be completed in four months. After submission of this report, results will be compared and contrasted with those emanating from the income-generation and spatial analysis components of the micro-regional study. On this basis, final project recommendations will be made as part of an overall micro-regional strategy. After this initial screening and agreement of proposed projects, feasibility studies on these projects will be undertaken to include:

(i) Preparation of estimated costs (detailing captial investment in equipment and building and working capital), projected income statements, cash flow statements and balance sheets and financial rates of return.

(ii) Size and characteristics of local markets necessary to sustain the projects.

(iii) Manpower and skills necessary to project design and implementation.

(iv) Required infrastructure, institutional support and other services.

(v) Possible sources of financing (local, government, specialized banks).

The feasibility studies should also:

Indicate difficulties and uncertainties involved in

project promotion and implementation and suggest ways and means to overcome these difficulties, such as: Practical changes in regulations and procedures concerning financing facilities, use of public land, zoning, etc.

Assess scope for intercommunity economic cooperation through local government involvement and support.

Suggest appropriate types of ownership structures for proposed public-sector enterprises, and specify existing and potential sources and forms of financing and how best these sources can be mobilized.

Identify those governmental agencies (including CVDB and other specialized institutions) at the local and central levels related to local municipalities which would best be involved in the various projects, and in coordination with the micro-regional team assess their potential roles and capabilities in project promotion.

Assess scope for inter-agency cooperation where inter-sectoral issues are involved and describe administrative bottlenecks and barriers and identify existing problems hindering the channels of communication between government agencies and local elected officials and residents and recommend solutions.

These feasibility analyses will culminate in a second report which will formulate recommendations as to the promotion of productive revenue-earning projects in the local public sector in different types of communities, and will provide feasibility studies for the selected projects in agreed communities. The findings and conclusions will allow CVDB to finance the proposed projects and to formulate its policy and develop its involvement and fruitful contribution to the productive sector. It is expected that this part of the study will take two months to complete.

Phase Two of the study will seek to integrate the methodology for identifying and appraising projects tested and modified in Phase One into the normal operations of the CVDB. This will be accomplished through an expansion of these efforts into a number of municipalities beyond the two initial micro-regions. These municipalities will be generally representative of the range of municipal entities served by the CVDB and, together with those surveyed in Phase One, will number at least 40. These municipalities may also be drawn from other micro-regions identified as areas for continuance of the micro-regional study.

D. Personnel; Level of Effort

This study will require two senior-level consultants, assisted by three members of the CVDB's technical appraisal staff -- one engineer, one financial analyst and one economist.

The first consultant, who will be the team leader, must possess considerable skills and experience in the planning and execution of enterprise-development and revenue-generating programs involving the public and private sectors. This would include experience in program design, project planning and program administration and finance. The team leader will be responsible for (i) planning and liaison activities with the leadership of the CVDB, together with team coordination and administration; (ii) assuming the lead role in all analysis and recommendations regarding the formulation of policies, the mobilization of resources and all institutional matters, both central and local-level; and (iii) sharing responsibility for project identification and project appraisal functions as specified above.

The second consultancy position calls for an economist with senior-level skills and experience in micro-economic analysis, project identification and, most importantly, project appraisal. It will be his/her responsibility to assist the team leader and the team in the design of the study and in the identification of viable projects. It will be the responsibility of the economist to assume leadership in articulating technical, financial and economic guidelines for the appraisal of revenue-generating projects, and to assist CVDB staff to upgrade their skills in this area. This consultant will also share responsibility for analysing local institutions and private-sector entities (in determining project feasibility locally), and in framing recommendations to the CVDB regarding the development and financing of local revenue-generating projects.

Timing of the Study

A timetable for the study is presented below.

1984

ACTIVITY	1	2	3	4	5	6	7	8	9	10	11	12	(Months)
Preparation	X												
Phase One (Project Identification and Feasibility)		X	X	X	X	X	X						
Phase Two (Continued Municipal Survey)								X	X	X			

The budget below presents the total costs of the project, not including fixed support costs normally assumed by the Kingdom. As can be seen, it is expected that 12 person-months of consultant time will suffice for the project. We would anticipate two extended field visits (3 months each) for the consultants with CVDB carrying out information-gathering and project appraisal tasks in the interim.

BUDGET: Revenue-Generation Study

A. Personnel			
1. Expatriate Personnel			
Municipal Finance and Small-Scale Enterprise Expert (Team Leader) 1/	(6 mos.)	37,440	
Micro-Economist	(6 mos.)	37,440	
Per diem (360 days @ $79/day)		28,440	
Travel (6 trips @ 2000/trip)		12,000	
Sub-total		115,320	
Overhead (45%)		51,890	
Total Expatriate Costs			167,214
2. Jordanian Staff			
Economist	(12 mos.)	9,720 2/	
Financial Analyist	(12 mos.)	9,720	
Economist	(12 mos.)	9,720	
Sub-total		29,160	
Incentive (40%)		11,660	
Per diem (540 days @ JD 12/day)		17,500	
Total Jordanian Staff			87,480
B. Support Costs			
Secretarial Services	(12 mos.)	5,670 4/	
Drivers (18 person months)		8,500 4/	
Driver Per diem (405 days @ JD 12/day)		13,120 5/	
Local Transport (450 vehicle days @ JD 12/vehicle day)		14,580	
Total Support Cost			41,870
Sub-total Jordanian costs		129,350	
Overhead (55%)			77,142
Contingency			25,000
Total Revenue-Generation Cost 6/			398,706

1. Consultant salaries estimated at $240/day; 26 days/month.
2. Based on salary structure of JD 300/month.
3. Based on estimate of 50% of time in the field.
4. Based on salary structure of JD 125 + 40% incentive.
5. Based on 75% of time in field.
6. Does not include GOJ provision of fixed wupport costs, including office space, vehicles, etc.

Management and Coordination

Given NPC's desire to integrate these studies to the greatest extent possible, we believe it important that a sound system of project management and coordination be established. It is critical, we believe, to provide a framework which will promote communication among both the agencies involved and the subcomponent teams; provide flexibility in the design and execution of the studies; and lay the basis for effective follow-up in providing assistance to identified projects. With these considerations in mind, we would offer the following recommendations on program structure.

(i) As can be seen in the following figure, it is recommended that the project be set up with three sub-components. Two of these subcomponents, the micro-regional and revenue-generation subcomponents, are closely related, and, as recommended previously, should both be carried out largely in the identified micro-regions. Also, the outputs of the two studies are closely related in that the micro-regional study will be mostly concerned with the identification of income-generation projects of a private nature while the revenue-generating study will identify mainly public-sector revenue-generating projects to finance. We would expect these two types of projects to intersect at the local level in many cases (i.e., a public-sector-financed feeder road in support of a marketing cooperative project) and for this reason we believe that they should be carried out in coordinated fashion. That is, the two teams should coordinate on forming work plans, on approaches to data collection and analysis, and on project outputs. The two studies should be carried out concurrently, and should coordinate closely in data collection locally to avoid duplication. It is to insure such coordination that we recommend that a project director be acquired for each subcomponent.

(ii) As discussed with the NPC and the Department of Statistics, it is common practice for an interministerial committee to be appointed to oversee surveys. In this case, we believe that one committee should be appointed to oversee all aspects of the project. With a composition reflecting the diverse aspects of the project, a unified

oversight committee could set policy for the studies while also providing an institutional framework to facilitate follow-up. We would therefore recommend that the committee be representative of all major executing agencies to be involved in the project. We would suggest that in addition to oversight, the committee members be responsible for making input to the design of work plans and survey instruments and acting as liaison between the project and their respective organizations.

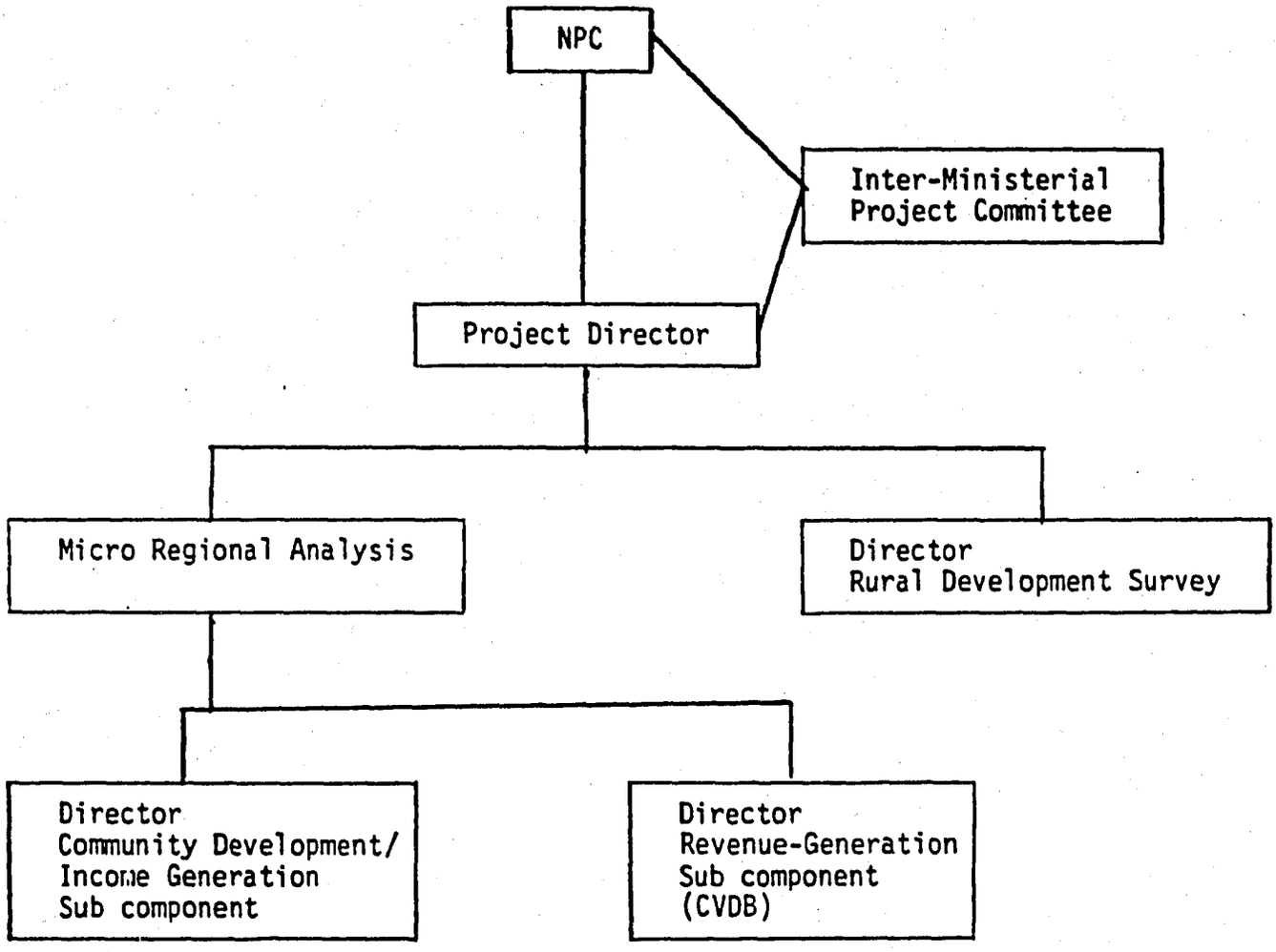
(iii) We recommend that an overall project director be named to assume overall control of the research and planning effort. We would further recommend that s/he work directly within the NPC as a consultant and that there be a counterpart staff person assigned to work with him/her. This structural arrangement would insure a high level of communication with the NPC on substantive issues as they arise, and would greatly facilitate overall cooperation and coordination through demonstrating NPC involvement and support for the project. In addition, the appointment of an NPC counterpart as the director would allow for continued coordination of inter-agency planning and assistance-delivery mechanisms which will evolve as part of the Micro-Regional planning effort.

Budget: Project Direction

1. Personnel			
Project Director	(12 mos.)	100,000 1/	
Secretary/Admin. Assistant	(12 mos.)	9,075 2/	
Subtotal		109,075	
Overhead (45%)		49,084	
Total Project Direction			158,160 3/

1. Includes annualized salary of $50,000 plus housing, travel, insurance, health, etc. at 100% of salary.
2. Includes base salary of JD 200/month + 40% incentive pay.
3. Total assumes GOJ support for transport (one car and driver), office space and equipment, and communications.

Figure One


NPC
Inter-Ministerial Project Committee
Project Director
Micro Regional Analysis
Director Rural Development Survey
Director Community Development/ Income Generation Sub component
Director Revenue-Generation Sub component (CVDB)

V. PROJECT COORDINATION

Since subcomponent workplans for the project are yet to be formulated; a step-by-step execution strategy cannot be specified at this time, and in any case considerable flexibility rather than strict steps in execution will have to be maintained to answer to the diversity in aims and outputs of the subcomponents. There are a number of steps, however, that can be taken to put in place a general strategy that will serve to facilitate communication and cross-fertilization, coordinate subproject execution and help to insure complementarity among subcomponent outputs. In this regard, we would recommend the following steps.

First, an initial workshop should be held at the time of project start-up (January). This should involve the subcomponent directors and their counterparts,together with the key members of the Micro-Regional Study and all professional members of the Rural Village Survey team. The purpose of the workshop should be to outline the informational content and preliminary workplans of all subcomponent studies; design the survey instrument for the Rural Development Survey; plan the training for data collectors on the Rural Village Survey; and design the workshop for the Micro-Regional Study.

This initial workshop would thus serve to integrate inputs from the Micro-Regional and Revenue-Generating studies into the design of the Rural Village Survey (thus insuring appropriate data use) and to initiate coordination among the study teams. After this initial design workshop, the subcomponents would proceed as outlined previously in this report. Continued coordination among the subcomponents should then be provided through the project director and the NPC.

The next gathering of subcomponent heads and key personnel should occur during month three (March) when data from the micro-regions has been processed and aggregated for A'laan and Wadi Musa. This meeting should be held to analyze and assess the survey results, and to incorporate it into the planning process. This should involve the directors and key staff of the Micro-Regional and Revenue-Generating subcomponents (including the planner, income-generation expert and spatial analyst from the Micro-Regional team and the Director and Economist from the

Revenue-Generation study team). This analysis of data should then be fed into the ongoing process of literature-and-project review that will be taking place within the Micro-Regional Study, and the survey of local public-sector revenue-generating projects that will be taking place within the CVDB-Revenue-Generating Study.

A third workshop should be held at the end of month six (June) partly as a mid-term evaluation of the project. The purpose of this workshop should be to review the progress made among the subcomponents; to compare and contrast initial findings; to assess coordination among the subcomponents; and, most importantly, to plan the assistance process for the projects identified in the A'laan region by both the Micro-Regional and Revenue-Generating projects in the first phases of their studies. Recommendations on a coordinated assistance strategy involving participatory institutions should emanate from the workshop and be submitted to the NPC and the interministerial committee. These recommendations should outline the beginnings of a multi-institutional assistance effort for rural village development, highlighting the identified local projects as the first examples of projects to assist. Given the importance of these recommendations, this workshop will be crucial, and should involve both key personnel and representatives of the NPC.

The last coordinating workshop should be held during the ninth month (September) and should again involve the key personnel of all subcomponents. Its purposes should be to compare central findings and suggested strategies within the micro-region; review projects identified for assistance in both the Revenue-Generating and Micro-Regional studies; review and make further recommendations on institutional coordination and follow-up; and review and assess the planning methodology, designed through the initial workshops and utilized to define micro-regional strategies and identify projects. This workshop should serve to review the results of the two subcomponents which will be terminating in the next month (the Rural Village Survey and the Revenue-Generation Study) and should lead to the issuance of a coordinated series of final reports.

VI. Follow-Up

There are four areas which should merit attention as to follow-up:

1. Budget and Contracting: As discussed during the mission, the NPC and USAID must decide upon final budget allocation and finance mechanisms for the project. USAID decisions on contract mechanisms for the provision of consultants must then be made prior to project start-up.

2. Institutional Participation/Jordanian Staff Selection: The August visit ascertained that it was premature to interview and select staff without requests for staff secondment from the NPC. This being the case, we would recommend that the NPC issue secondment requests according to the positions identified for Jordanians in this report. Once this is done, interviews and recruitment can proceed on that basis. This selection of staff should, for the most part, determine institutional participation.

For the Revenue-Generation study, the CVDB is, of course, to be the primary institution. For the Micro-Regional Study, we would expect the institutional set-up to correspond roughly to that suggested in the previous report. That is:

Position	Institution
Project Director Counterpart	NPC
Community Development Workers	Ministry of Social Development/A'laan Center
Economist (Income Generation)	Industrial Development Bank
Finance Expert	Industrial Development Bank
Hydrologist	University of Jordan
Cooperative Management Expert	Jordan Cooperative organization
Agricultural Engineer	Jordan Cooperative Organization
Civil Engineer	CVDB

As to the Rural Village Survey, a follow-up visit involving consultant(s) specializing in survey techniques and infrastructure planning and development will have to take place before final selection or implementation of Jordanian institution and counterpart staff (see below). At this time, however, we would expect that the Department of statistics, together with the University of Jordan, would be best suited to implement

the project. Based upon discussions with its leadership, the Department of Statistics appears to be well equipped in terms of staffing, institutional experience and computer facilities to assume a lead technical and logistical role in the Survey. It has carried out numerous large-scale surveys in various sectoral areas under the guidance of a number of government organizations. At the same time, the University of Jordan's social science department has been heavily involved in development, utilizing students in both a research and development-assistance capacity. It would therefore seem that the University could play the lead role in the recruitment and training of data collectors (i.e., students and finishing students) and in the design and execution of the "dialogue" aspects of the Survey, through which the data collectors will attempt to determine development priorities through interviews with village leaders on a village-by-village basis.

3. Further Consultant Missions. Prior to project start-up a further consulting mission will be needed. The general prupose of the visit should be to discuss NPC and USAID reactions to the recommendations made herein and to finalize this report and attendant terms of reference for the project. In addition, the following should be accomplished:

(a) Rural Village Survey. Since this is the last component to be added to the project, it is not as fully conceptualized as its two counterparts, and has yet to receive design input from consultants with specific expertise in this area. For this reason, we would recommend that a senior planner* be acquired for a two-to-three week consultancy. His/her chief tasks should be to:

(i) assess the the institutional and staff capabilities of the Department of Statistics, the University of Jordan and other institutions for participation in the study and upon this basis make recommendations regarding institutional and staff selection accordingly;

(ii) review and assess with the NPC and other appropriate institutions the content and approach of the Rural

* The consultant's qualifications should be those outlined in The Appendix for the Senior Planner position.

Village Survey as currently outlined and make recommendations for change, as appropriate;

(iii) review and assess available data processing facilities in Amman; and

(iv) begin work with counterparts toward the preliminary design of a data-collection instrument and methodology for data processing and analysis.

(b) Micro-Regional Study. The main task remaining prior to start-up is staff selection, both Jordanian and expatriate. The Jordanian staff selection should precede expatriate selection (so that as many slots as possible can be filled by Jordanians). This selection process should begin soon after the budget has been approved and staff secondment requests have been issued by the NPC. As requested by the NPC, either the project director or director of the Micro-Regional Study should be involved in interviewing and selecting staff. It is quite awkward, however, for expatriates to be directly responsible for staff selection within Jordanian institutions and for this reason we would recommend that a senior NPC professional (preferably the counterpart to the project director) be officially designated for staff selection and be present at all interviews. Again, we believe this staff selection should follow staff secondment requests, with the NPC requesting secondment, and the line agencies proferring staff to be interviewed for selection.

(c) Revenue-Generating Study. Over the past few years, the CVDB Revenue-Generation Study has been the subject of numerous permutations and delays in start-up. Hopefully, the content, structure and coordinating mechanism offered in this report will prove acceptable to all parties concerned and concrete progress can be made. Given the specific institutional concerns of the CVDB and this need for concrete progress, we would recommend that a follow-up consultancy be undertaken soon to respond to reactions to this report; to finalize the terms of reference for the study; to participate in selecting CVDB staff to work on the study and finalize timing and logistical arrangements. This mission should

be conducted by the consultant selected as Team Director for the Revenue-Generation Study.

(d) Logistics and Workshop Preparations. There remain a number of logistical details to address before project start-up. The foremost need at this time is to acquire a training site for both the Rural Village Survey data collectors and the Micro-Regional team. Initially, it was thought that the A'laan Center could adequately house up to 60 people, but at present there is still a need to finish off three of the residential areas and the dining facilities. These facilities should be inspected again for progress and if little progress has been made, the center should serve only for the Micro-Regional team. In this case, the data collectors might perhaps be trained at the University. In addition, accomodations and work facilities should also be sought for the Wadi Musa area and premises in Amman should also be acquired to house the project director and to provide a part-time office and meeting space for subcomponent members (except the Revenue-Generation component which will no doubt be accomodated by the CVDB). These logistical details should be handled by the project director.

Lastly, as there will be three workshops for team training within the first two months of the project, it will be necessary to have designed the workshops prior to project start-up. These workshops will be crucial since the methodology and workplans for the Rural Village Survey and Micro-Regional Study will be detailed through them. For this reason, we would recommend that a mission to design the workshops be undertaken by the training specialist to be involved throughout the project.

If possible, a coordinated consultancy mission of two-to-three weeks involving the aforementioned consultants should be undertaken. The mission should be initiated by discussions with the NPC and USAID -- the final terms of reference for the total project and proceed on that basis to design workshops, finalize logistical details, refine the methodology of the Rural Village Survey and select counterpart staff for the Micro-Regional Study. USAID/Amman's desire to draft an initial

project document for a project to finance projects and project-assistance mechanisms that will evolve from the subcomponents in the micro-regions can also be addressed through this mission.

BUDGET: TOTAL PROGRAM

I.	Project Administration	$ 158,160
II.	Micro-Regional Study	1,004,305
III.	Rural Village Survey	733,635
IV.	Revenue-Generation Study	398,706
	Total Project Cost	$2,294,810

APPENDIX:

TERMS OF REFERENCE

TERMS OF REFERENCE:

Project Director

Responsibilities: The Project Director will be responsible for:

(i) establishing the overall administrative and programmatic structure;

(ii) coordinating the three subcomponents of the project through facilitating regular interchange, initiating workshops, and coordinating the timing of subcomponent processes and outputs;

(iii) serving as liaison between the subcomponents and the NPC, and the interministerial committee and its member institutions;

(iv) overseeing and coordinating final products from the subcomponents;

(v) drafting interim project progress reports on key findings, evolving development strategies for identified projects and ongoing assistance efforts; and

(vi) drafting a final report outlining and assessing the general outputs of the subcomponents, the methodologies utilized in achieving results, the progress being made by identified and assisted local projects and, lastly, recommendations regarding the dissemination of results and the transference of the methodologies utilized in the micro-regions either to other micro-regions or to participating institutions.

The project director will assume the key role in extending leadership and oversight to the subcomponent projects. It will be his/her role to provide policy guidance, coordinate all subcomponent activity and insure complementarity in terms of process and output. In addition, it will be the project director's responsibility to maintain the involvement of the NPC and other organizations in the project and work to institutionalize the planning and project assistance processes developed through the collaborative efforts undertaken within the project.

Duration: twelve months.

Qualifications: The position will require a senior person with a strong background in community development, small-scale enterprise

development and economic planning. S/he should also possess significant skills and experience (5-7 years) in project and program administration, research and organizational development. Previous experience in the Middle East would be highly preferable, as would demonstrable commitment to participatory village-level development and familiarity with data processing and computer programming techniques.

TERMS OF REFERENCE:
Micro-Regional Study

Community-Development Expert/Planner - Team Director

Responsibilities: The Team Director will be responsible for:

(i) playing the lead role in the design of the Micro-Regional Study methodology and its execution;

(ii) assuming overall administrative and managerial control of the team, including coordination of scheduling logistics and travel, as well as coordination of all team work and outputs;

(iii) providing policy leadership in determining the direction, process and outputs of the study at the local level;

(iv) acting as the chief intermediary between the Micro-Regional team and other subcomponent teams;

(v) assuming the lead role in the identification of local projects, in the design of assistance strategies to support local community-development and income-generation efforts, and in coordinating the production of a final report;

(vi) drafting of an analysis and assessment of the methodology utilized in arriving at regional strategy, identification of projects to assist and recommendations regarding future utilization of methodology.

The team director's role is to provide both substantive and administrative leadership to a diverse team engaged in an innovative task -- that of attempting to define and introduce a consistent methodology for assisting enterprise development through a process of community development. It will be the team director's central challenge to keep the team focused on the main objectives of identifying viable local projects which stress community development and/or income generation and establishing an assistance system to support such projects that are both technically sound and socially valid.

Duration: Twelve months.

Qualifications: Position calls for a senior-level development professional with minimum 5-7 years international experience in the planning and execution of community-development projects. The person

should have a sound grasp of both community-development process and small-business assistance techniques. S/he should also possess demonstrable managerial and leadership experience in the field, preferably the Middle East.

TERMS OF REFERENCE:
Micro-Regional Study

Income-Generation/Small-Scale Enterprise (SSE) Expert

Responsibilities: The Income-Generation specialist will be responsible within the team for:

(i) assisting in design of Rural Village Survey to insure that appropriate data is collected on SSEs;

(ii) training team members (through workshops) in identifying and developing assistance programs for SSEs;

(iii) collecting and analyzing primary and secondary data on existing community-based enterprises within the micro-regions to assess their potential in terms of expansion and diversification, and to determine both their short-to-medium term credit absorptive capacity and their specific technical and managerial upgrading needs (as outlined in the first consultant report to NPC under "income-generation study");

(iv) carrying out short-term marketing analyses locally to identify new product and service areas for enterprise development;

(v) identifying viable income-generation efforts locally for assistance; and

(vi) playing a lead role in the design of income-generation assistance programs, i.e., in the design of programs involving credit, skills training and technical and managerial assistance.

The income-generation expert will play a crucial role in assessing the current potential and constraints of existing enterprises (both group and individual); in determining their upgrading and expansion needs; in identifying innovations in enterprise development and in designing SSE assistance programs to support local efforts.

Duration: nine months.

Qualifications: Position calls for a highly skilled professional with 5-7 years minimum international experience in research, technical assistance and project identification and planning in regard to SSE development. MBA or related degree preferable. The person should be thoroughly experienced in the structuring of loan funds, in skills

training programs and in the design of technical and managerial assistance components. In addition s/he should be familiar with, and sensitive to, group, cooperative and other types of community-based enterprises, including those involving women.

TERMS OF REFERENCE:
Micro-Regional Study

Regional Planner/Economist

Responsibility: The regional planner/economist will be responsible within the team for:

(i) playing a lead role in designing the Micro-Regional analysis and planning methodology (including survey instruments where necessary);

(ii) training team members through workshops in regional economic analysis and planning methodology;

(iii) collecting, reviewing and analyzing economic and social data along various sectoral lines (according to information categories outlined in first report to NPC under "socio-economic study");

(iv) assisting in the identification of viable income-and-employment generating projects at local levels;

(v) carrying out cost-benefit and micro-economic analysis on identified projects; and

(vi) playing a lead role in devising a practical micro-regional development strategy which highlights potential areas of economic development and which provides the rationale for the development of the local projects identified by the team.

The regional planner will thus play a pivotal role on the team in establishing a planning methodology, in carrying out an economic analysis of the region, and in identifying and assessing local projects. S/he will work closely with the project director, geographer and income-generation expert. S/he will also be heavily involved in upgrading the economic-analysis skills of counterpart team members.

Duration of Consultancy: nine months.

Qualifications: Position calls for senior-level regional economic planner with at least five years international field experience in micro and regional economic analysis and planning. Middle East and small-scale enterprise background are preferable.

TERMS OF REFERENCE:
Micro-Regional Study

Physical Geographer/Spatial Analyst

Responsibilities: The Physical Geographer/Spatial Analyst will be responsible within the team for:

(i) setting a spatial analysis framework for the Micro-Regional Study (as specified in the first report to the NPC under "spatial analysis");

(ii) training other team members, especially Jordanian counterparts in spatial analysis and spatial planning techniques;

(iii) analyzing the physical resources of the micro-regions;

(iv) assisting other team members in identifying pilot projects and in assessing their feasibility in terms of local resources;

(v) spatially articulating the development strategies, projects and rationales emanating from the Micro-Regional Study.

The geographer will play a crucial role in assisting the team to understand and utilize spatial analysis tools in planning and project identification and in analyzing physical resources within the micro-regions for the prupose of suggesting strategies and projects. In this latter work, s/he will work closely with the team's agronomist, hydrologist and economic planner. S/he will be responsible for making inputs to staff training; for issuing spatially articulated reports on Micro-Regional physical and economic resources; and for assisting in the preparation of a final report.

Duration of consultancy: six months.

Qualifications: Position calls for PhD-level geographer with 3-5 years field experience in development-related work with physical resource assessment and spatial planning and analysis. Sensitivity to working with community-development-type efforts and previous experience in semi-arid regions are preferable.

TERMS OF REFERENCE:
Micro-Regional Study

Training Expert

Responsibilities: The training expert will be responsible for designing and assisting in carrying out the training components of both the Micro-Regional and Rural Village Survey components of the projects. This will include:

(i) assisting the project director in devising the initial workshop on project design;

(ii) working with the project director in designing workshops for team training on the Micro-Regional Study (setting workshop goals and content; devising a group methodology for training and a feedback mechanism for evaluation of the training);

(iii) assisting the project director of the Rural Village Survey to design a training program for data collectors (i.e., devising a training program covering both the use of the data collection instrument and interviewing techniques of village leaders, as specified in Section III of this report); and

(iv) monitoring feedback and assessing results from all training components.

Duration: four to six months

Qualifications: Position calls for a training-design expert with 3-5 years of international experience in planning and executing training programs in the field of development assistance, particularly community development. S/he should also be familiar with, and capable of designing, training programs involving data collection and analysis and project assistance.

4

TERMS OF REFERENCE:
Micro-Regional Study

Agriculturist/Agronomist

Responsibility: The Agricultural expert will be responsible for:

(i) providing input to the design of the Micro-Regional Study and the Rural Village Survey in regard to agricultural data;

(ii) collecting, reviewing and analyzing data on agricultural practice within the micro-regions, i.e., assessing land-holding patterns, crop types, farming production and marketing methods, etc.;

(iii) determining the relative efficiency, expansion capacity, diversification potential, and technical upgrading needs of local farmers;

(iv) identifying viable local agriculture and/or agriculture-related projects for assistance;

(v) assisting in the design of appropriate technical and financial inputs for local agriculture projects, especially those attempting crop diversification or organizational innovations.

The agriculturist/agronomist will be a central figure in terms of Project output, since agriculture and related activities appear to be major areas in which viable income-generation projects can be developed. The identification of feasible alternatives with regard to crops and farming methods, including irrigation systems, will be the main contribution to be made by this professional. S/he will be expected to work closely with the animal husbandry expert, the hydrologist and the physical geographer.

Duration: four months.

Qualifications: Position calls for qualified agriculturist or agronomist with 3-5 years experience in the field, preferably in the Middle East. S/he should have experience in delivering or designing programs for technical assistance to farmers and in crop diversification, especially in arid-to-semi-arid regions.

TERMS OF REFERENCE:
Micro-Regional Study

Animal Husbandry Expert

Responsibilities: The Animal Husbandry expert will have responsibility for:

(i) assisting in the design of the Rural Village Survey and Micro-Regional studies to insure that data on animal husbandry practice is collected and analyzed;

(ii) collecting and analyzing data on animal husbandry practices to determine the potential for expansion and diversification of herds together with an assessment of financial and non-financial inputs needed by farmers at local levels; and

(iii) assisting in defining an appropriate assistance strategy for local herders, involving credit and technical and managerial assistance.

Like the agriculturist, the animal husbandry expert will have a critical role to play in identifying alternative stock and herding practices as a means of increasing local incomes.

Duration: four months

Qualifications: Sound international experience (2-3 years minimum) animal husbandry practice, preferably in arid or semi-arid climates; appropriate academic qualifications (MS minimum), and experience in stock diversification are all necessary for this position.

TERMS OF REFERENCE:
Micro-Regional Study

Organizational Development Expert

Responsibilities: The organizational development expert will have responsibility for:

(i) assisting in the design of the Rural Village Survey as to data collection of local development organizations;

(ii) carrying out analysis of assistance institutions participating in the Micro-Regional Study (as detailed in "institutional study" section of the first consultant report to the NPC); and making recommendations regarding the future assistance roles and organizational upgrading needs of these institutions;

(iii) assisting the micro-regional team, particularly the counterpart cooperative-management person to assess local-level organizations, both formal and informal, engaged in development, i.e., to determine their size, structure, role in the community, scope of activity, relative impact and potential for diversification and further expansion;

(iv) assisting to define an assistance strategy , both financial and non-financial, to support the upgrading, expansion and program diversification of local-level organizations engaged, or potentially engaged, in social and economic development activity, either as a project (e.g., women's clothes-making organization) or as an assistance effort.

Duration: four to six months.

Qualifications: Position calls for development professional with considerable skills and experience (3-5 years of international experience) working in an assistance capacity both with local-level, participatory development organizations and with larger assistance entities. S/he should possess strong capabilities in institutional assessment, technical assistance delivery to organizations and assistance planning (for both existing organizations and start-up organizations; and for both local-level organizations and large assistance entities).

TERMS OF REFERENCE:
Rural Village Survey

Senior Planner (Team Director)

Responsibilities: The Senior Planner/Team Director will have responsibilities for:

(i) playing a lead role in designing (with the data analyst) data collection methodology and survey instruments for the study (as outlined in Section III of this report);

(ii) assuming a coordinating role in integrating input from other subcomponents and appropriate ministries; and in determining the data content of the survey;

(iii) designing (with the assistance of the training specialist) and coordinating training program for data collectors;

(iv) assuming overall administrative and managerial control of the project, including coordination of finances, logistics, travel, etc.;

(v) structuring (with the data analyst and counterparts) the data analysis program for breakdown and display of survey data by sector, region, etc.; and

(vi) coordinating production of the final report on the survey which will detail its process and methodology, explain its data breakdown and draw conclusions on the status of development in rural villages as based upon analysis of the data.

The team director will assume the key role in determining the form, content and methodology of the survey. It will be his/her responsibility, together with that of the overall project director, to insure that input in design is received from all appropriate parties, and that resulting data breakdowns prove appropriate for use by different entities. The team director will directly administrate all aspects of the survey and be responsible for both insuring adequate methodological results and transferring knowledge and skills to Jordanian counterparts.

Duration: nine months.

Qualifications: Position calls for senior economic planner (preferably PhD-level) with minimum 5-7 years international experience

in large-scale, multi-sectoral research and planning studies. S/he should have strong skills in research design, data analysis and computer programming together with higher-level managerial and administrative experience, preferably related to infrastructure and facility planning.

TERMS OF REFERENCE:
Rural Village Survey

Data Analyst

Responsibilities: The Data Analyst will assist the team director in all facets of the survey and will have responsibility for:

(i) technically designing the data collection instrument;

(ii) developing appropriate computer programs for processing the survey data;

(iii) maintaining responsibility for all data processing and computer operations; and

(iv) training counterparts in appropriate data processing and programming techniques.

Duration: nine months.

Qualifications: Senior-level international experience in data processing and analysis, preferably related to economic surveys and infrastructure and facility planning.