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INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
AGENCY FOR INTERNATIONAL DEVELOPMENT
Washington, D.C. 20523

PROJECT PAPER
DEVELOPMENT ADMINISTRATION TRAINING III
PROJECT NO. 278-0257
USAID/JORDAN
GRANT

1983

UNCLASSIFIED

£ BEST AVAILABLE

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MISSION APPROVAL OFFICER

Walter G. Bollinger

Director

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DEVELOPMENT ADMINISTRATION TRAINING III
PROJECT NO. 278-0257

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UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

AMERICAN EMBASSY

AMMAN - JORDAN

وكالة الولايات المتحدة للانماء الدولي

السفارة الاميركية

عمان - الاردن

ACTION MEMORANDUM FOR THE DIRECTOR

DATE : June 8, 1983
FROM : Daniel L. Leaty, Program Officer
SUBJECT: Project Authorization, Development
Administration Training III (DAT III)

Purpose:

To approve/authorize the DAT III Project.

Discussion:

The purpose of the Project is to upgrade managerial skills and improve the administrative and technical capabilities of Jordanian personnel needed to plan and carry out Jordan's development efforts. The Project's main component is training. It provides for training of approximately 24 long-term academic participants in the U.S. and 148 short term participants, primarily in the U.S. When justified, modest levels of training in countries other than the U.S. will be approved. The Project also provides funds for consultancy services and other costs. It is expected that under this project, academic, technical and other training will be in priority developmental areas as defined by the GOJ manpower surveys. These priority areas include in Business Management, Personnel Management, Finance, Training of Trainers, Accounting, Computer Sciences, Manpower Planning, Hospital Administration, Health Technician Training, Nursing, Tourism, Agriculture, Educational Technology, International Law and Training of Researchers.

Congressional Notification:

Notification to Congress was made in the FY 1983 CP, page 67. Although this meets the CN requirements for FY 1983, another CN will have to be prepared in FY 1984 and submitted because the Congress has not been advised of our plan to obligate funds for the project in FY 1984.

I.

PROJECT AUTHORIZATION

Name of Country : JORDAN
Name of Project : Development Administration Training III
Number of Project: 278-0257

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 Three Million United States Dollars (\$3,000,000) over a two and one-half 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 three years from date of initial obligation.

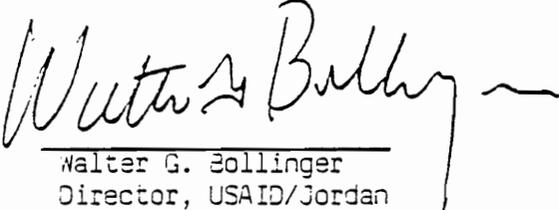
2. The Project consists of upgrading managerial skills and improving the administrative and technical capabilities of Jordanian personnel needed to plan and carry out Jordan's development efforts.

3. I approve the total level of A.I.D. appropriated funding planned for this Project of not to exceed Three Million United States Dollars (\$3,000,000) ("Grant"). The obligation of this amount will take place during Fiscal Years 1983, 1984 and/or 1985.

4. I hereby authorize the initiation of negotiation and execution of the Project Agreement in accordance with A.I.D. regulations and Delegations of Authority 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.

a. Source and Origin of Goods and Services

Goods and services, except for ocean shipping, 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. 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.


Walter G. Bollinger
Director, USAID/Jordan
Date: June 9, 1983

Issues:

No issues have been identified

Availability of Funds:

Funds have not yet been allotted for this project. Your signature on the Authorization merely refers to the substantive and programmatic approval of the life of the project, including the total planned budget. No funds will be obligated by this action.

Waivers:

No waivers are required under this project.

Required Clearances:

As indicated by the signatures below all necessary clearances have been obtained. NPC has reviewed and approved the PP and has forwarded the Project Agreement to the Prime Minister's Office for approval.

Authority:

Under Redelegation of Authority 113.3A dated March 10, 1982 you have the authority to authorize projects under \$10 million. This authority was confirmed in State 348900, the PID approval message.

Recommendation:

That you sign both the PP Data Sheet and the Project Authorization.

R. Romano	: Controller	<u><i>[Signature]</i></u>
K. O'Donnell	: R L A	<u><i>[Signature]</i></u>
S. Edmonds	: A/Chief,PO	<u><i>[Signature]</i></u>
W. Libby	: A/Chief,ENG	<u><i>[Signature]</i></u>

III. Project Rationale and Description

A. Relationship to CDSS

This project is an important component of the USAID Development Strategy Statement of FY 1984 and the subsequent FY 1985 update. It is also consistent with Jordan's development plans as set forth in the GOJ Five Year Plan, 1981-1985.

Jordan's pool of generally well-trained personnel and its well developed institutional base mean that U.S. efforts to develop institutions and transfer technology must be targeted on gaps in existing capabilities. Thus, this project will assist in filling some of the gaps in Jordan's human resource development and improve key skills required for development, especially those administrative, managerial and technical skills which are crucial for Jordan's increasingly complex and sophisticated economy.

This project will be supportive, through the training of participants, of the priority areas of program concentration as defined in the CDSS. The majority of AID projects in the Jordan portfolio have training components. This project will not duplicate training provided, or planned under other Mission projects, such as the Vocational Training Project (278-0238) or the Management Institute (278-0261) which will offer management training to the public as well as the private sector.

B. Relationship to AID Policy

This project will contribute to the AID development strategy which recommends assistance to developing countries to improve their policy-making framework, generate and apply improved technology, and stimulate private sector activities. Project goals also conform to AID's policy guidance and strategies on participant training which recommend:

1. Flexibility in determining fields of training in priority development areas in accordance with manpower needs within critical sectors.
2. Technical skills training closely coordinated with the needs of employers.
3. Higher-level training for administrators, managers, key scientists and technicians, teaching faculty and institutional leaders in all sectors; thus accomplishing technology transfer and institutional development.
4. Emphasis on short term technical training.

5. Concentration on U.S. academic graduate training programs.
6. Use of the Reimbursable Training mechanism to facilitate training by the private sector.
7. Continued emphasis to ensure that women have access to training opportunities and programs.
8. Follow-up activities.
9. Establishment of Country Manpower Training Plans.

Also, there is a universal belief in AID, tested by evaluations and frequently stressed by AID in Congressional testimony, that participant training programs are of themselves positive actions for development and that they are "good" for the individuals trained, for the developing nations, and for the United States.

C. Relationship to Host Country Priorities

Included as a major goal of the GOJ's Five Year Plan (1981-1985) is the development of the labor force through qualitative and quantitative improvements in training programs. The Plan:

1. Recognizes the importance of manpower training, particularly with respect to professional management and vocational skills to serve Jordan's own needs and those of neighboring countries.
2. Emphasizes science and technology programs.
3. Recommends developing skills in the labor force.
4. Recommends increasing the participation of women in development.

Because of its excellent experience with USAID-sponsored training programs, the GOJ considers training a priority area for the use of AID funds.

D. Project Objectives

This project will assist the Jordanian Government to meet identified training needs in priority areas essential to the carrying out of Jordan's economic and social development plans, needs that cannot more appropriately be funded under other A.I.D. projects or from other sources of assistance. It also provides funds for continuation of programs that have been started under previous training projects. The project provides for specialized training and retraining for individuals as conditions change and new technologies or procedures are introduced. This is particularly true in public institutions where individuals perceive such training as incentives to advancement.

1. Project Goal

The goal of the project is enhanced institutional capacity of organizations involved in national development to address planning, management and technology transfer requirements. The project will emphasize training for GOJ development ministries and agencies, and private Jordanian organizations in AID priority development fields. The project will not duplicate training planned through USAID's other bilateral projects.

2. Project Purpose

The purpose of this project is to upgrade managerial skills and improve the administrative and technical capabilities of Jordanian personnel needed to plan and carry out Jordan's development efforts.

3. Project Outputs

Through individual training programs this project will assist the Ministries of Finance, Industry and Trade, Tourism, Education, Interior, Agriculture, Social Development, Health and other government agencies reporting directly to the Prime Minister's Office. In addition, a number of training grants will be offered to persons working with organizations that are jointly owned and operated by elements of both the public and private sectors. These organizations are referred to as semi-private organizations. Specific outputs of the project will include:

- a. Key GOJ and private sector officials trained in analytical, administrative, managerial and technological skills in the U.S.
- b. Middle management managers in GOJ projects and semi-private organizations trained in the U.S. and third countries in management, science and technology fields and skills training..
- c. Women trained for key and middle-management positions in Jordanian organizations.
- d. Approximately 24 long-term participants at the graduate level and approximately 148 short-term participants.

Persons trained under this project will be mostly mid-level government employees or employees from semi-private organizations as described above. Examples of the latter are the Arab Potash Co., the Jordan Phosphate Co., and the Jordan Fertilizer Co.

Fields of training will be in priority developmental areas as envisaged in the GOJ manpower surveys. Initial results point to training in business management, personnel management, finance, training of trainers, accounting, computer sciences, manpower planning, hospital administration, health technicians training, nursing, tourism, certain agriculture fields, education, international law and training for Jordanian researchers, as required for Jordan's development. Training will take place mostly in the US with some third country and in-country training programs. In-country training will be in the form of seminars conducted in Jordan. The training fields and sites will depend on information contained in the National Planning Council manpower survey to be completed in January, 1984.

4. Assumptions for Achieving Project Goal

The assumptions for achieving the project goal are:

- a. Training in the U.S. and third countries: GOJ has the capability to prepare the participant's plan, manage and implement development programs effectively.
- b. Participants who have been trained will return to Jordan to utilize their acquired knowledge and skills in key positions.
- c. The GOJ will continue to assign high priority to improving the manpower needs of Jordanian institutions by providing financial assistance such as costs for international travel and salaries of participants while they are in training in the U.S. or third countries.
- d. Sufficient numbers of qualified individuals will be available for training. With past experience as a guide, there is every reason to believe that this is a valid assumption and that the GOJ will propose far more qualified individuals for training than the training funds of this project will be able to accommodate.
- e. It is also assumed that trainee nomination, selection, placement and the processing of documentation will be carried out in a timely and efficient manner by all parties concerned. This project builds in much more detailed guidelines for nomination and selection than those applied under the previous Development Administration Training Projects.

5. Project Inputs

A.I.D.'s principal input to this Project will be \$3,000,000 to be obligated in FY 1983.

The Government of Jordan will provide the costs of international travel for participants and pay their salaries during training. Total GOJ life-of-project cost is estimated to be, \$1,200,000. The GOJ will provide logistical support for special consultants brought to Jordan to assist in the development of special training programs or to participate in evaluations.

E. The Project Elements

1. Description of the Project

a. Higher Education in Jordan

Jordanian universities are located in three geographic regions: The University of Yarmouk in Irbid in the North, established in 1976; the University of Jordan, in Amman, the center of the country, established in 1962; and the University of Mou'ta in the South, established in 1980. In addition, Jordan has 24 public and 20 private community colleges spread throughout the country. According to the Council for Higher Education, it is planned that community colleges in Jordan will be supervised by, and associated with, the universities in the region in which they are located. The two major universities, the University of Jordan and Yarmouk University, are expanding their capacities and fields of education. Graduate level courses are being introduced, but in limited fields, resulting in a shortage of training at the level from which executives in Jordan are identified and selected.

The number of Jordanian students currently pursuing higher education is estimated to be around 80,000. This includes students studying in Jordan, Arab States and other foreign countries. It is estimated that around 6,000 students are now receiving academic training in the United States. According to GOJ studies, the number of graduates in certain fields of study have exceeded the number needed for Jordan's development while there are marked shortages in many specialized fields, both for the Jordanian market and as trainers or teachers in Jordan's educational institutions. Thus, this project aims at closing the gaps in the critical training areas in accordance with project objectives.

b. University Training Abroad

Over 80% of all Jordanian students seeking a university-level education obtain their education abroad. The following table presents a comparison of where Jordanians are obtaining higher education outside of the country and indicates that less than 10% of the students are attending U.S. institutions.

ESTIMATED NUMBERS OF JORDANIAN STUDENTS

OF HIGHER EDUCATION ABROAD BY COUNTRY

1980/1981

	<u>Total No. Of Students</u>
Arab World	41,129
Western Countries	6,324
USA	6,112
Other Third World	2,144
East European Countries, Excluding the USSR	6,218
USSR	<u>4,500</u>
TOTAL	<u>66,427</u>
Western Countries including USA	12,436
East European Countries including USSR	10,718

c. Vocational Training

Since the early seventies, the GOJ took major steps to improve and expand vocational school programs. This was as a result of assessments made by the GOJ, the UN and World Bank experts indicating that (1) there were shortages at the skilled manual and technician level (2) the majority of the unemployed were products of the general academic curriculum either at the secondary or university level and (3) Jordan's plans for industrial expansion necessitated increasing the supply of employable skilled workers.

Presently at the secondary (high school) level, Jordan is introducing vocational training programs for students after they have completed preparatory school education. Other in-plant training courses are also available within the private sector. Because of the increased demand for training at this level, the USAID is assisting Jordan's Vocational Training Corporation to increase and strengthen its capacity to become a viable vocational training institute (Project 278-0238). Present student enrollment is 2,874 in various industrial fields such as plant maintenance and fabrication, industrial electricity, climate control operations, automotives, woodworking, construction etc.

The VTC has centers in various parts of the country such as Ruseifeh, Zarka, Irbid, Sahab, Ghore and Wadi El-Seer.

d. Non-Academic Technical Training Institutes

Jordan has also established several non-academic training institutions to benefit the private and public sectors such as the Institute of Public Administration, and the Jordan Management Institute. The USAID and the GOJ have plans to develop an Executive Management Institute to be located at Yarmouk University in Irbid which would primarily benefit executives from the private sector.

e. Training Sponsored By AID

Since 1952 USAID has provided training for over 2500 Jordanians in academic and technical fields. USAID training activities have made a major contribution to the successful development of Jordan's private and public sector institutions. Of the eighteen current highest ranking civilian officials in the Jordanian Government ten are former AID participants. The USAID FY 1983 training program under all projects consists of 119 participants with 21 participants presently training in the US and 7 at the American University of Beirut. Current training under Mission training projects are in the following fields: Agriculture, Public Administration, Commerce, Health, Population and Engineering.

f. Training By Other Donors

Of the Western countries offering technical assistance to Jordan, Germany and the United Kingdom offer the most training. The Germans offer training mostly in agriculture, transportation and electronics. In 1983, 47 training grants were planned. The UK offers training mostly in English, health, economics and other diverse subjects. Currently 40 slots have been planned. France, Italy, Australia, Spain and Sweden also offer Jordanians training grants in various fields, although the number of trainees going to these countries is few in comparison.

The Western European countries have cultural agreements with the Government of Jordan. Other training is also offered by international organizations. For example the EEC allocated \$600,000 for a 4-year-annual training program (1983-1986) in various developmental fields and \$14 million in technical assistance grants, 20% of which will, as proposed, be earmarked for training. The Eastern bloc also is involved in the training of Jordanians. There are 4,500 students presently pursuing higher education in the USSR, all financed by the USSR. Yugoslavia and Romania each have around 500 students in training who are also financed by those governments.

Thus USAID, with other donors, has been involved in assisting the GOJ in closing the gap between the demand and availability of trained personnel. However, the increasing complexity of Jordan's economy has resulted in the need for people trained in specialized managerial, administrative and skills areas. This project is aimed at assisting the GOJ in meeting its requirements for training in fields identified by the GOJ and USAID which are considered important to support Jordan's development.

2. Project Execution
a. Manpower Studies

According to a study by the Royal Endowment for Culture and Education, the demand for trained persons by 1986 at various educational levels for the 64 Government ministries and departments and the 750 private institutions employing 20 or more persons is as follows:

- 1) PHD level: 668-The majority of training needs are in the social sciences, economics, mathematics, civil engineering, electronics, and English and Arabic literature.
- 2) MA/MS level: 497-The majority of training needs are in education, law, finance, political science, public administration, statistics, social science, civil engineering, electronics and foreign languages.
- 3) BA/BS level: 17,856-The bulk of the training needs are English language and literature, religion, social science, mathematics, business administration, accounting, economics, public administration, statistics, liberal arts, physics, chemistry, veterinary medicine, nursing, civil engineering, mechanical engineering and electronics.

The above manpower study deals with demand only (the survey dealing with the supply side will be conducted shortly). As noted above, this survey is based on the manpower needs of the public as well as the private sector.

The National Planning Council in cooperation with the Civil Service Commission will also conduct a manpower survey in priority fields for government agencies only, including 64 ministries and departments. It is estimated that survey will be completed by January 1984 which should allow for better planning and selection of participants under this and other Mission projects.

b. Training Plans

DAT III will have better training plans than the two previous DAT projects. In the past, the National Planning Council, received course announcements from the USAID, studied their contents and forwarded them to the pertinent GOJ ministries for nomination of candidates. Selection was then made by the NPC and approved by AID. NPC on behalf of other government agencies requested AID to develop specific training programs which usually were approved by AID. In addition to the changes mentioned in paragraph E.2nd below, two major changes will occur during the life of the project under DAT III, concerned with the selection of training plans/programs and the selection of participants. These are:

- 1) NPC identifying training plans based on the results of its manpower survey to be completed in January 1984.
- 2) Final agreement on the number and identity of nominees will require a dialogue between USAID and the NPC with NPC having the final approval for the nomination of candidates, pending their full assumption of most/all of the administrative and managerial aspects of the project.

The training plans, fields and numbers will be reviewed periodically as new training needs or skills requirements are identified. In brief, while DAT III will require scientific planning in accordance with manpower surveys and GOJ/USAID priorities, it will be flexible enough to cover unforeseen training opportunities not envisaged at the outset of the project. NPC and USAID will continue to review priority areas for training within the objectives of the training project.

c. Estimated Numbers and Types of Training Programs

Approximately 172 individuals will be selected for training programs ranging from long-term academic to short-term practical programs. Consideration will be given to providing more opportunities for graduate-level training than provided under DAT II to increase the exposure of potential key individuals to U.S. training and institutional systems.

It is estimated that 24 long-term and 143 short-term training programs will be undertaken according to the following schedule: (For planning and budgeting purposes, the average short-term is 3 months and the average long-term 18 months.)

	<u>No. Persons</u>	<u>No. of Person Months</u>
1983		
Long-Term	6	108
Short-Term	30	90
1984		
Long-Term	6	108
Short-Term	45	135
1985		
Long-Term	12	216
Short-Term	45	135
1986		
Short-Term	8	24
Total U.S. Training	<u>152</u>	<u>816</u>
In-Country and Third Country	<u>20</u>	<u>60</u>
Grand Total	<u>172</u>	<u>876</u>
	=====	=====

Note: Training will commence on/about June 1983 and terminate on May 31st, 1986.

d. GOJ/USAID Implementation Plans

This project will be jointly implemented by USAID and the GOJ, represented by the National Planning Council. Training under this project will be carried out in the USA with some training implemented in third countries. During the course of implementing the project, USAID plans to transfer most of the management and administration of training programs to the GOJ. This appears to be not only feasible but practical and desirable. The GOJ has agreed to assume more of the administrative burden associated with the training programs. Specific changes are pointed out in Annex F 1.

While details have yet to be worked out, both USAID and the GOJ are interested in establishing a Binational Foundation (BF) as a follow-on project to DAT III that will finance and administer training programs for Jordanians in the U.S. In order to establish such a Foundation, the GOJ will have to have the administrative and managerial capacity to plan and implement training programs. Transferring certain responsibilities included

under DAT III to the GOJ gradually during the life of the project will give it the necessary experience in administering and managing training programs that can serve as a basis to start such a Foundation. One of the initial purposes of the proposed BF will be the provision of scholarship assistance to Jordanians who want further training, both academic and non-academic. The BF would be established on a solid financial basis so that it would be able to function following the successful completion of the U.S. bilateral aid program.

e. Beneficiaries

The primary beneficiaries of this project will be the 172 participants who will receive training in the U.S. and third countries during the life of the project. The secondary beneficiaries are the thousands of Jordanians who will be recipients of improved administrative practices and managerial procedures. Individuals approved for training under this project will have responsible roles in the priority development sectors including, but not limited to, the health, education and agriculture sectors. If trained individuals leave their positions with the GOJ, it is anticipated that the private sector will benefit. In any case, the individuals trained will have a beneficial impact on the Jordanian society.

F. Policy Issues

1. Training Priorities and Areas of Emphasis

During the life of the project USAID will encourage the GOJ to explore in more detail such topics as: (a) increasing private sector participation in the project, including the possibility of cost sharing by private sector firms whose employees may be trained under the proposed new activity, and the relevance of training available under the project to the needs of private firms; (b) increasing the number of women trainees; and (c) strengthening the relationship of DAT III training to training provided under other AID projects.

2. Long-Term Training vs Short-Term

The split between the number of long-term participants and short-term participants presented on page 21 is illustrative. Regarding long-term participants it is noted that there are individuals trained under previous training programs during AID's 30 years in Jordan who hold influential positions and whose services are being lost as a result of retirement and other reasons. There is a case to be made for increased long-term training to prepare replacement candidates who have been trained in U.S. technology and management skills. Also, participants trained in U.S. appear to outperform others and advance professionally rapidly.

3. Training Issues

a. Selection

This project will provide training opportunities for selected GOJ and other personnel. Past experience has shown that improved procedures for nomination and selection of participants can significantly improve results of training. Therefore, this project will follow procedures as outlined below to ensure that qualified candidates are selected in fields of training which correlate with priorities of both the GOJ and AID.

Participants selected under this project, will conform to the GOJ and AID's selection criteria as follows:

The Participant must:

- 1) Be a citizen of Jordan.
- 2) Have demonstrated to the satisfaction of the GOJ awareness of the responsibilities to be assumed if selected.
- 3) Have met the age and health criteria.
- 4) Have worked for his/her employer for a minimum of two years.
- 5) Have demonstrated sufficient academic or other experience to assure the individual is qualified for the program proposed.
- 6) Have demonstrated evidence of maturity and leadership potential.
- 7) Have sufficient English language proficiency for the proposed training program in the U.S.
- 8) Be employed at the time of nomination in the field for which he/she is nominated; or have assurance of such an assignment upon completion of training.
- 9) Be willing to serve in any part of the country in his/her field of training:
- 10) Be willing to sign an agreement with employer requiring him/her to return to Jordan upon completion of training and if a GOJ employee, to serve the Government for the number of required years according to Jordanian Law.

b. Pre-departure Orientation

Pre-departure orientation for participants going to the United States will be improved under DAT III. Pre-departure orientation will be jointly conducted by the GOJ and the USAID for groups or for individual participants going to the U.S. under this or other projects. Greater efforts will be made to obtain video materials from AID/W as well as books and pamphlets. Greater use of USIA facilities can also contribute to the participants' orientation.

c. English Language Training

English is the second language in Jordan. In addition to English taught in schools and universities, Jordan has three reputable schools teaching intensive English:

- 1) The Modern Language Center, a private school originally established with USAID help.
- 2) The House of Languages, sponsored by a private corporation; and
- 3) English language training offered at the British Council.

Tuition costs are minor. Participants receiving foreign grants finance their own English language training when required. Both the GOJ and USAID believe present English language training arrangements are adequate. AMIDEAST administers the TOEFL test.

d. Follow-Up Activities

The USAID has a computerized Participant Information System using the GOJ Statistics Department's IBM 16. This system has information on participants from the inception of the program in Jordan in 1952 through 1975.

As part of this project, and during the life of the project:

- 1) The Mission, which has obtained an Apple II, plans to update the Participant Information System to include all participants.
- 2) The Mission will recruit a Training Assistant who will have as part of his/her responsibility the maintenance/operation of the above system.
- 3) The Mission will update and print a Participant Training Directory listing all participants who have received U.S. and third country training.

The establishment of a society for returned participants at this time in Jordan is not advisable. Project funds are very limited to finance such an endeavor and neither the NPC or USAID has the required staff to manage such a society. The American University of Beirut, however, does have an excellent alumni club for AUB graduates which includes Jordanians sponsored by AID. The total number of returned AUB trained Jordanians is approximately 1000.

e. Training for Women

Forty-seven percent of students receiving education in Jordan are women with 35-40 percent pursuing university education at the universities of Yarmouk and Jordan. The Jordanian Government encourages education for women and gives priority to qualified women seeking training grants.

Under DAT III, most academic training will take place at the graduate level. (The GOJ is not interested in utilizing AID funds for undergraduate training abroad). The age group from which participants are selected for graduate training is usually between 25-30 years, a time when most Jordanian women are involved in raising families. Therefore, women receiving graduate training grants are expected to be few.

Training of spouses of participants from the public sector is also difficult since Jordanian Law states that recipients of external grants must have worked for the Government for 2 years. In spite of these built in constraints every effort will be made to encourage an increased number of women to take part in DAT III training opportunities. Possibilities included:

- 1) Short-term technical training.
- 2) Training of spouses accompanying the participant if the spouse is a GOJ employee who has worked for the Government for 2 years; and
- 3) In-country training, where appropriate.

f. Training for the private sector

While it is anticipated that most trainees will be selected from GOJ employees, both the GOJ and USAID see this activity as being directly supportive of Jordan's public and private sector development effort by improving the government institutions which provide the infrastructure necessary to attract and encourage private investment. Indirectly, as in the past, it is anticipated that some recipients of training financed under the project will, if they are GOJ employees, leave the government for the private sector after having served the Government the required time according to Jordanian Law.

USAID has discussed private sector needs relating to training with the GOJ and expects to continue these discussions. No specific line item is included in the budget for financing such training, but it is intended that at least partial costs for some private sector participants who may be selected for training under this project could be funded. The GOJ is faced with the problem, not new to governments, as to how the use of public funds can be justified for this purpose and how they can be equitably distributed. The GOJ is seriously considering this problem. Any funding of participants from the private sector would be accomplished on a shared basis with the firm/industry involved contributing to the training costs. Determining the amount of GOJ and private sector contributions and to whom such contributions would be allocated are issues that must be resolved during the life of the project.

In addition to the possible provision of individual grants/scholarships to participants from the private sector, limited funding from the \$263,000 budget item for in-country training and follow-up could be used for training of private sector personnel through combined private sector and public sector workshops/seminars in management and administration. Combined private sector and public sector workshops/seminars are very attractive possibilities for providing training opportunities for elements of the private sector that need and desire such training.

Although no specific agreement has been reached with the GOJ on the provision of funding training costs for the private sector, USAID will continue to pursue this matter in an attempt to provide any necessary funding where it is needed and can be wisely utilized.

g. Reimbursable Training

AID's Reimbursable Training Program has been transferred to the Office of International Training. Under this program, government or private organizations in developing countries desiring training in the U.S., may elect to request S&T/IT to organize specific training programs for a fee. This mechanism is used by developing countries which do not receive AID assistance such as Nigeria or the Arab Gulf States, or countries with an AID program but do not have projects to the field of the training requested.

For Jordan, this may be an excellent method by which participants from the private sector could be trained.

IV. COST ESTIMATES AND FINANCIAL PLAN

A. Summary of total estimated project costs.

Historically the GOJ's overall contribution to USAID training projects has exceeded 25%. The GOJ contribution to DAT III will consist of the cost of international travel; participants' salaries during training and supplemental per diem for short-term training participants. For in-country training the GOJ will provide the necessary logistical support.

TABLE I
SUMMARY BUDGET
U.S. DOLLARS (000)

	<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86</u>	<u>TOTAL</u>
U.S. CONTRIBUTION TRAINING					
U.S. Long-Term	210	231	508	-	949
U.S. Short-Term	368	608	669	131	1,776
Other Countries Short-Term	-	68	74	-	142
TOTAL	578	907	1,251	131	2,867
TECHNICAL ASSISTANCE					
Consulting Services	-	32	35	55	122
Other Costs	-	5	6	-	11
TOTAL		37	41	55	133
TOTAL U.S.	578	944	1,292	186	3,000
GOJ CONTRIBUTION TRAINING					
U.S. Long-Term	64	71	156	-	291
U.S. Short-Term	165	273	300	59	797
Other Countries Short-Term	-	47	51	-	98
TOTAL	229	391	507	59	1,186
TECHNICAL ASSISTANCE					
Other Costs	-	7	7	-	14

B. Financial Plan

The total project cost is estimated at \$4,200,000 and A.I.D. inputs total \$3,000,000 or 71.4% of project costs. GOJ inputs total \$1,200,000 or 28.6% of the total cost. The project budget includes provision for inflation, which is estimated at a rate of 10% p/a and a provision of 5% for contingencies which has been added into the costing of each input. Project inputs are summarized below:

1. USAID Inputs

a. Training:

The total training costs for U.S. long-term, U.S. short-term and other countries short-term and in-country are computed at an estimated cost of \$2,866,976 for 172 participants and for a total of 876 person months. This cost is summarized in the following table.

TRAINING BUDGET SUMMARY

<u>Program</u>	<u>No. of Partici- pants</u>	<u>Duration Person Months</u>	<u>Total Person Months</u>	<u>Total Estimated Costs</u>
U.S. Long-Term	24	18	432	\$ 948,364
U.S. Short-Term	128	3	384	1,776,389
Other Countries Short-Term	<u>20</u>	<u>3</u>	<u>60</u>	<u>142,223</u>
TOTAL	172	24	876	2,866,976

b. Technical Assistance:

The total amount budgeted for technical assistance is \$133,024; of which \$122,446 is for the services of 6 consultants to conduct in country training programs for a total of 14 person months and includes their salaries, transportation, international per diem and in-country per diem and \$10,578 to cover the costs of materials, books and supplies for the in-country training.

2. Government of Jordan Input

a. Training:

The Government of Jordan (GOJ) will fund all salaries, international transportation and per diem for U.S. short-term and third country participants. Salaries for long-term participants will be paid at the rate of 75% of the base salaries whereas full salaries plus 2 1/2 percent of base salary will be paid as per diem for U.S. and other countries short-term. The total costs are computed at estimated costs of \$1,186,038 for 172 participants and for a total of 876 person months. This GOJ cost is summarized in the following table.

GOJ TRAINING BUDGET SUMMARY

<u>Program.</u>	<u>No. of Partici- pants</u>	<u>Duration Person Months</u>	<u>Total Person Months</u>	<u>Total Estimated Costs</u>
U.S. Long-Term	24	18	432	\$ 290,569
U.S. Short-Term	128	3	384	797,110
Other Countries Short-Term	<u>20</u>	3	<u>60</u>	<u>98,359</u>
TOTAL	172 =====		876 =====	\$1,186,038 =====

b. Technical Assistance:

The total amount budgeted by the GOJ in support of Technical Assistance (other costs) is estimated for \$14,000. This cost is computed as a provision for renting conference space for two classes, two months each class for approximately 30 participants, and is summarized as part of Annex F 2. TA for follow-up activities is also included.

c. Detailed Budget Breakdown

See Financial Analysis Annex F-1 Tables A-F

V. IMPLEMENTATION PLAN

A. Administrative Considerations

An important aspect of this project is the planning, management, implementation and coordination of the training activities. Since the project is being developed by both the GOJ and USAID, it is important that the close working relationship between officials of the National Planning Council and USAID continues.

The Mission believes that an adequate administrative/managerial base exists in the GOJ to successfully implement DAT III. It is expected, however, that certain procedural changes as shown on pages 50 and 51 which give the NPC more responsibilities in the management and administration of the project, will contribute to even more effective administrative ties and will enhance improved project results. To achieve this, the full cooperation of USAID, the NPC, technical ministries and GOJ agencies will be required. Based on past experience, the Mission is confident that the GOJ has the resources and the will to properly carry out its responsibilities in this project.

To complement the project, A.I.D. may finance one or more short-term consultants to assist in the participants' follow-up activities. In addition, consultants might be brought to Jordan to conduct specific in-country training courses. Consultant services would be financed from project sources. Supplies, books, printing costs or other items may also be funded under this project. The GOJ will fund local arrangements for any special consultants brought to Jordan to assist in the development of special training programs or participate in training evaluations.

The project is intended to be flexible enough to offer a variety of levels/types of training. It delineates general categories rather than specific fields where training is appropriate, thus allowing for new needs which may arise during the life of the project to be met. In contrast to the previous DAT projects, however, DAT III sets well-defined criteria for the planning, selection, and follow-up of candidates that will help ensure the participation of top quality people and the fullest possible utilization of their training.

B. Areas of Emphasis

This project will be concerned with three major categories in which AID-sponsored training will assist the GOJ in achieving its development goals: (1) Manpower Development; (2) Project Planning Analysis and Management; and (3) Project Maintenance. Academic training will not be approved in fields where supply exceeds demand i.e., medicine and certain engineering fields.

C. Manpower Development

Jordan is at present a labor deficit country, a situation which seems certain to continue for at least several years given the projected high level of demand from the nearby Arab states. Thus, of key concern to Jordan's planners is the training of new entrants to the work force, both youth approaching working age and women who may be eligible in terms of age but for a variety of reasons are not employed. Upgrading of skills of the already employed is also considered vitally important. Training under this project will address these GOJ concerns through programs designed for key GOJ personnel who will have policy making, managerial, or planning roles in the general areas of manpower development such as the following:

1. At the instructional level, in the training of trainers curriculum/materials development, especially in those fields where the required expertise is not readily available or well developed in Jordan, e.g., nutrition education, management training, accountancy;
2. At the level of administrators and educators, in training courses and observational tours in management or vocational education, design of community education and educational testing;
3. In providing training in vocational guidance and counselling with specific emphasis on bringing women into the work force.
4. For the statistical analysts and manpower planners, in current methods in assessing manpower availability, employment requirements, demographic trends, etc.

D. Implementation Tasks

1. Joint Planning

The GOJ and USAID officials will meet regularly to:

- a. Develop training plans in accordance with the GOJ's manpower surveys and training needs.
- b. Decide where training takes place: the US, third countries or in-country.
- c. Make selection of participants.

- d. Monitor participants.
- e. Evaluate the project.
- f. Assure that participants return to assume positions in areas of the training received.

2. Nomination of Participants

The GOJ, represented by the National Planning Council, will send letters to the various GOJ Ministries requesting nominations for the fields of training agreed upon by the GOJ and USAID. It is also important that training opportunities be offered to persons from the various governorates of Jordan in addition to participants from Amman. Nominations will then be reviewed by the NPC to ensure the best possible selection including the selection of women participants.

3. Selection

Nominees must be first approved by the Ministries or Departments in which they work.

Selection of participants will be based on GOJ and AID criteria and regulations, which will take into account project objectives. Once the NPC has made final selection, candidates' names will be sent to USAID for concurrence and for processing for departure which will be the joint responsibility of the GOJ and USAID. If, during the life of the project, NPC undertakes complete administrative and managerial responsibility for the project, concurrence in the selection of participants by USAID will not be necessary.

4. Receipt of Training Requests in AID/Washington

S&T/IT requires 150 days for processing academic training and 90 days for short-term technical training. A training request (PIO/P) will be written on each participant and will include funds for health insurance. A curriculum vitae will be attached to the training request. The GOJ, the participant and USAID will agree on the training requested for the participant and will approve the training plan developed by Washington before the participant leaves for the U.S.

5. Processing of Participants

Once the participant has been selected and approved and has met the English language or third country language requirements, the USAID and the NPC will prepare him/her for departure to the U.S. or a third country. This includes medical clearances, visas, international travel and maintenance advance. Finally, a cable of arrival will be sent to the country of training so that the participant may be met at the port of entry.

6. Pre-Departure Orientation for U.S. Participants

A joint-GOJ/USAID pre-departure orientation will be given to each participant which will include a discussion on the culture and life in the U.S. and what a Jordanian participant can expect when he/she first arrives in the U.S.

7. Travel Arrangements

The GOJ will finance international travel of participants. Project funds will be used for domestic travel within the United States.

8. Monitoring of Participants

S&T/IT or a third country will monitor the participant's program and will send periodic reports to the USAID who will discuss the training reports with the GOJ. The Mission and the GOJ should also evaluate the participant's progress while in training, through the academic enrollments and term reports.

9. Return of Participants to Jordan after Completion of Training

At least one month before the participant's departure from the U.S., S&T/IT will send a cable to the USAID/GOJ advising them of the participant's estimated time of departure (ETD). The USAID and the GOJ will assure AID/W that the participant did in fact return. Upon arrival the participant will visit the NPC and complete a follow-up-form for returned participants.

10. Bonding

To ensure that trainees return to Jordan and remain in Government service a reasonable period of time, the GOJ requires every trainee to sign documents stating that he/she will serve the Government at least two years for every one year of academic training and four times the period of training for practical programs. Another individual, usually a member of the trainee's family countersigns, agreeing to pay the costs of training if the trainee defaults on his service obligation or fails to return to the country. The default rate under projects 278-0146 and 278-0214 is very small, and the non-returnee rate is almost zero. There is no evidence to indicate that these factors will change during the life of this project, leading to the conclusion that participants will return and meet training objectives.

11. Follow-up Activities

Under this project more emphasis will be placed on follow-up activities. The statutory requirements of keeping track of the whereabouts of trainees for three years after their return from training were being complied with under previous DAT projects, but it is believed that more effective monitoring can, and should, be done in this project. To achieve improvements in follow-up under this project, plans are being made for the NPC to prepare and issue an annual report of the training program, employment status and position of each individual trained under the grant. Each returnee will appear in the report for three consecutive years. The USAID/Jordan Training Assistant will assist the NPC in preparation of the report. USAID will be primarily responsible for providing dates and types of training for the report. The NPC will be primarily responsible for providing information on current employment status and position. In addition to its obvious uses as a project management and evaluation tool, the report will be circulated by NPC among GOJ ministries, the universities, and other donor agencies for their information and use as appropriate.

A small amount of funds, as indicated in Annex F 1, will be earmarked under this project for participant follow-up activities including participants whose training was financed through earlier AID training programs.

12. Responsibility for Training Tasks

Throughout the life of the project the NPC will be assuming more responsibilities in the management and administration of training programs. Below is a chart indicating the training tasks to be implemented by the GOJ and USAID. Note that the final decision for selection of the participant is placed with NPC. This will be the case only when NPC has assumed all/most of the administrative and managerial responsibilities under the project.

DAT III - MANAGEMENT OF TRAINING PROGRAM

<u>Steps in the Training Process</u>	<u>Current</u>			<u>Proposed</u>		
	<u>Mission</u>	<u>NPC</u>	<u>AID/W</u>	<u>Mission</u>	<u>NPC</u>	<u>AID/W</u>
1. Evaluation of Manpower Requirements					X	
2. Evaluation of Course Offerings	X			X		
3. Distribution of Course Offerings		X			X	
4. Evaluation of Candidates Credentials	X				X	
5. Evaluation of English Proficiency	X				X	
*6. Final Decision to Send	X				X	
7. Preparation of PIO/P	X			X		
8. Placement of Candidates			X			X
9. Requesting Advance Maintenance Allowance	X			X		
10. Issuing Visa	X			X		
11. Ticketing		X			X	
12. Briefing before Departure	X			X		
13. Arrival Notice	X			X		
14. Meeting in USA			X			X
15. Paying Maintenance Allowance			X			X
16. Monitoring in the USA			X			X
17. Notification of Program extension or Completion			X			X
18. Follow-Up on Return	X				X	
19. Evaluation of Training	X				X	

* Pending most major administrative and managerial responsibilities.

VI. MONITORING PLAN

A. Monitoring of Training Tasks

It is the Mission's project officer's duties to assure that the USAID and the GOJ complete their training tasks in an efficient and timely manner. See Chart, DAT III-Management of Training Programs, page 26 which lists the training tasks to be implemented by the GOJ and USAID.

B. Monitoring of Participant Program

Monitoring of participant training programs in the United States will be the responsibility of the Office of International Training. For academic long-term participants it is OIT's responsibility to send the USAID and the GOJ periodic reports on grades and courses selected. The reports should be reviewed and evaluated by the GOJ and the USAID. To date, for short-term technical training no progress reports have been sent by AID/W. However, the Mission recognizes the need to be kept informed on the status of short-term technical participants and requests AID/W to devise ways to keep both Mission and host Government informed of participants' progress.

The above pertains to the actual training programs developed by OIT. Monitoring of third country training will be the responsibility of USAID/Jordan's Training Office with the cooperation of the USAID Mission where the training is being conducted. For in-country training, Mission technical staff will be responsible for monitoring the participant training process.

VII. SUMMARY OF ANALYSES

A. Administrative Analysis

The GOJ has demonstrated an adequate administrative/managerial base to successfully implement this project. Over the life of the project a dialogue between USAID and GOJ will address the turning over of most (if not all) major responsibilities to the GOJ. which will enhance project results.

B. Social Soundness Analysis

There is no reason to believe that training offered under this project will be rejected by the target population because of the values, beliefs, social structure, or organizations within Jordanian communities. All available evidence and previous experience indicates a strong belief in the value of education.

C. Economic Analysis

Based on experience with previous Development Administration Training Projects it is accepted as a given fact that economic benefits will, as a result of the project, accrue both to the recipients as well as the Hashemite Kingdom of Jordan.

VIII. CONDITIONS AND COVENANTS

A. Conditions Precedent to Disbursement.

Prior to the disbursement of any funds under the Grant or to the issuance by AID of any implementing document, the GOJ will furnish to AID in form and substance acceptable to AID:

1. An opinion of counsel that this Agreement has been duly authorized and/or ratified by, and executed on behalf of the GOJ, and that it constitutes a valid and legally binding obligation of the GOJ in accordance with all of its terms and
2. A statement of the name of the person holding or acting in the office of the GOJ, and of any additional representative together with a specimen signature of each person specified in such statement.

B. Notification

When A.I.D. has determined that the conditions precedent have been met, it will promptly notify the GOJ.

C. Terminal Dates for Conditions Precedent

If all the conditions specified have not been met within 120 days from the date of the Grant Agreement or such other dates as A.I.D. may specify in writing, A.I.D., at its option, may terminate the Agreement by written notice to the GOJ.

IX. Evaluation Arrangements

A. Interim Evaluation

An interim or midterm, evaluation will be conducted at the mid-point of the project and will focus on (1) assessing progress towards achieving project objectives and (2) identifying problem areas and recommended solutions. In addition, a review of key project components will be conducted. These will include:

- a. Selection criteria
- b. Pre-departure orientation program
- c. Monitoring arrangements
- d. Effect of regulations governing training grants.

It is envisaged at this time that the internal/midterm evaluation would be conducted by both NPC and Mission staffs with assistance from AID/W only as required.

B. Final Evaluation

A final/terminal evaluation, will be conducted at the end of the project and will assess the relevance of DAT III and the impact of previous DAT projects on Jordanian Development. It will be too early to evaluate the impact of the DAT III project; however, it can be assumed that the impact the previous DAT projects have had on Jordanian development will be the same for the DAT III project.

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ANNEX A
OUTGOING TELEGRAM

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GCFL-01 GCNE-01 CGGT-02 CTR-02 IT-06 NENE-03 RELO-01
HAST-01 TV-08 /035 AM

INFO OCT-08 NEA-07 /042 R

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AIO/GC/NE, MARLEINJAN (DRAFT)
AIO/PPC/PB, ELECHARD
AIO/NE/PO, ICELL
AIO/ST/IT, LMOGANMAN (DRAFT)
AIO/NE/TECH/HRST, SHEYMAN (DRAFT)
AIO/NE/TECH/SARD, WFOX (DRAFT)
AIO/NE/OP, PSELLAR (DRAFT)
AIO/NE/OP/PAE, JUVILLIS (DRAFT)
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SUBJECT: DEVELOPMENT ADMINISTRATION TRAINING III PID:
278-9257

REF: A) STATE 24459, B) AMMAN 98448, C) STATE 297104

1. THE NEAR EAST ADVISORY COMMITTEE MET ON FRIDAY, DECEMBER 3, 1982 AND APPROVED THE SUBJECT PID. THE MISSION MAY PROCEED WITH THE DEVELOPMENT AND APPROVAL OF THE PROJECT PAPER IN ACCORDANCE WITH THE FOLLOWING GUIDELINES DISCUSSED AT THE NEAC.
2. IN KEEPING WITH JORDAN'S DEVELOPMENTAL MATURITY AND MOVEMENT TOWARD A POST-AID RELATIONSHIP, THE PP NEEDS TO ADDRESS THE INSTITUTIONAL ARRANGEMENTS FOR THE PARTICIPANT SELECTION, MANAGEMENT AND FOLLOW UP PROCESS. THE PROJECT PRESENTS AN OPPORTUNITY TO BEGIN MOVING THE TRAINING PROGRAM TOWARD GREATER JORDANIAN RESPONSIBILITY AND BUILDING THE BASIS FOR A TRAINING PROGRAM WITHIN THE BINATIONAL FOUNDATION CONCEPT. THE PROJECT PAPER DESIGN SHOULD REFLECT THE STRATEGIC CONCEPT OF BUILDING A RELATIONSHIP WITH JORDANIAN SOCIETY WHICH WILL BE PERPETUATED LONG AFTER AID

WITHDRAWS ITS FUNDING SUPPORT AND CARRY THIS AS FAR AS THE MISSION CONSIDERS DESIRABLE WITH REGARD TO THIS PROJECT. WHAT CAN BE DONE TO FURTHER DEVELOP A SELECTION/MANAGEMENT SYSTEM ON THE JORDANIAN SIDE THAT WILL MOVE THE ENTIRE PARTICIPANT TRAINING PROGRAM INTO GOJ HANDS IS A CRUCIAL CONDITION FOR THE LONG-RANGE SUCCESS OF THIS AND ANY SUBSEQUENT PARTICIPANT TRAINING PROJECT IN JORDAN. WITH USAID AND GOJ CONCURRENCE ON SELECTION CRITERIA, THE ROLE OF USAID COULD BE LIMITED TO NON-OBJECTION/POST AUDIT REVIEW.

3. THE NEAC RECOMMENDED THAT THE USAID STRENGTHEN

LIAISON WITH PAST TRAINEES THROUGH JOURNALS, PROFESSIONAL ASSOCIATIONS AND PERIODIC REUNIONS. WHILE THE QUESTIONNAIRE MENTIONED IN REF. 8 WILL PROVIDE SOME FEEDBACK ON RETURNEES UNDER OAT II, THE MISSION SHOULD CONSIDER INITIATING AN ASSOCIATION OF RETURNED PARTICIPANTS OF THE KIND AID HAS SPONSORED IN KOREA AND THAILAND TO MEET PERIODICALLY, PUBLISH A NEWSLETTER, AND ARRANGE FOR SPECIAL PARTICIPANT-RELATED FUNCTIONS. (AID/V IS ATTEMPTING TO OBTAIN ADDITIONAL INFO ON THESE MODELS AND WILL PROVIDE WHEN AVAILABLE.) SUCH AN ASSOCIATION COULD BE EXPANDED TO INCLUDE ALL RETURNED U.S. AND OTHER FREE WORLD PARTICIPANTS, WHETHER AID-SPONSORED OR NOT. THE NEAC FELT THAT A PROGRAM OF FOLLOW-UP OF ALL JORDANIANS TRAINED IN THE U.S., REGARDLESS OF FUNDING SOURCE, WOULD PROVIDE A CLEARER PICTURE OF THE IMPACT OF U.S. TRAINING ON BOTH THE PUBLIC AND PRIVATE SECTORS IN JORDAN AND WOULD HELP BUILD LONG TERM JORDANIAN-U.S. BONDS. THE NEAC WOULD SUPPORT THE MISSION'S ADDING FUNDING TO THE PROJECT TO INITIATE AN INSTITUTIONAL MODEL FOR CONTINUOUS FOLLOW-UP/EVALUATION/CONTACTS ON A COUNTRY-WIDE BASIS. PREVIOUS EVALUATIONS OF OTHER NE GENERAL PARTICIPANT TRAINING PROJECTS HAVE NOTED DEFICIENCIES IN PARTICIPANT FOLLOW-UP AND THE IMPORTANCE OF STRENGTHENING THIS.

4. ALTHOUGH USAID DID NOT HAVE THE RECENT NE BUREAU GUIDELINES ON CONTRACTING PLANS WHICH ARE NOW TO BE INCLUDED IN EACH PID AND PP, THE MISSION SHOULD INCLUDE SUCH INFORMATION IN THE PP. WE WOULD ENCOURAGE STRONG CONSIDERATION FOR SA FIRMS TO PROVIDE SHORT-TERM CONSULTANTS AND HANDLE IN-COUNTRY TRAINING (PID, PAGE 3, BOTTOM). NE/TECH WILL SUGGEST POSSIBLE CONTRACTORS ONCE MORE PRECISE INFORMATION IS OBTAINED.

5. THE MISSION SHOULD INCLUDE IN ITS IMPLEMENTATION SCHEDULE SOME PROVISION FOR EXTERNAL EVALUATIONS. TO DATE, AID/V HAS NOT RECEIVED A PES FOR EITHER OF THE TWO PREVIOUS OAT PROJECTS ALTHOUGH WE ACKNOWLEDGE THE MISSION HAS DONE SEVERAL INTERNAL ONES IN 1978 AND 1980. NE/TECH WILL FURNISH MISSION COPIES OF PARTICIPANT TRAINING EVALUATIONS DONE IN PORTUGAL, THAILAND AND OTHER COUNTRIES TO USE AS SAMPLE STUDIES AND TO INCLUDE IN PP BIBLIOGRAPHY. AN SA CONTRACTOR COULD BE IDENTIFIED TO CONDUCT EXTERNAL EVALUATIONS OF THIS PROJECT. THE FINAL PP EVALUATION PLAN SHOULD INCLUDE, INTER ALIA, MEASUREMENTS OF PROGRESS IN ACHIEVING THE OBJECTIVES AND ACTIVITIES DISCUSSED IN PARAGRAPHS 2 AND 3 ABOVE AND PARAGRAPH 9 BELOW.

6. WHILE THE NEAC DOES NOT EXPECT LENGTHY ANALYSES, IN ACCORDANCE WITH THE HANDBOOK 3: PROJECT ASSISTANCE, THE FOLLOWING PP ANALYSES WILL BE REQUIRED: TECHNICAL, FINANCIAL, ECONOMIC, SOCIAL SOUNDNESS AND ADMINISTRATIVE. NE/TECH WILL FURNISH COPIES OF RECENT TRAINING PPS WHICH INCLUDE SUCH ANALYSES. THE MISSION IS ENCOURAGED TO UPDATE ITS 1978 PARTICIPANT DIRECTORY TO INCLUDE ADDITIONAL RETURNEES. SUCH INFORMATION COULD FORM THE BASIS FOR SEVERAL ELEMENTS OF PROJECT ANALYSES.

7. THE GOJ SHOULD BE EXPECTED TO CONTRIBUTE TOWARD THIRD COUNTRY AND IN-COUNTRY TRAINING. INTERNATIONAL TRAVEL, SALARIES OF PARTICIPANTS AND PER DIEM WOULD BE VIABLE GOJ CONTRIBUTIONS TOWARD THIRD COUNTRY TRAINING. LOCAL TRAVEL, PER DIEM, SALARIES AND FACILITIES MIGHT ALSO BE CONTRIBUTIONS TOWARD IN-COUNTRY TRAINING. ALTHOUGH THE GOJ HAS ALREADY AGREED TO AN APPROPRIABLE CONTRIBUTION, IT SHOULD NEVERTHELESS ASSUME ITS SHARE OF RESPONSIBILITY FOR EACH TRAINING CATEGORY.

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8. MISSION SHOULD GIVE SERIOUS CONSIDERATION TO INCLUDING IN THE DAT III PP A TARGET OF AT LEAST 25 PERCENT FOR WOMEN PARTICIPANTS FOR BOTH OUT-OF-COUNTRY AND IN-COUNTRY TRAINING. THE MEASURES OF ENCOURAGING FEMALE PARTICIPATION WITHIN THE PID AND THE CABLED RESPONSE (AMMAN 08448) ARE POSITIVE AND SHOULD HELP. ADDITIONALLY, WHEN A FEMALE SPOUSE, ACCOMPANYING HER HUSBAND ON LONG-TERM TRAINING, IS HERSELF QUALIFIED FOR TRAINING, CONSIDERATION SHOULD BE GIVEN TO PROCESSING SPOUSE ALONG WITH HER HUSBAND. WITH A HUSBAND AND WIFE TEAM, TRAINING COSTS CAN BE SAVED.

9. MORE ATTENTION SHOULD BE PAID TO OPPORTUNITIES FOR THE PRIVATE SECTOR TO BENEFIT FROM AID TRAINING, AND WE THEREFORE SUGGEST THAT SOME OF THE CANDIDATES BE SELECTED FROM THE PRIVATE SECTOR EVEN THOUGH WE UNDERSTAND THAT TWO OTHER PROPOSED PROJECTS ARE LIKELY TO HAVE A PRIVATE SECTOR FOCUS. EVENTUAL EMPLOYMENT IN PRIVATE INDUSTRY, FOR EXAMPLE, AFTER A GIVEN NUMBER OF YEARS IN PUBLIC SERVICE AFTER AID TRAINING IS NOT SUFFICIENT. SOME ARRANGEMENT COULD BE WORKED OUT FOR COST SHARING BETWEEN AID AND EITHER PRIVATE SECTOR ORGANIZATIONS OR INDIVIDUALS WHO PLAN TO STUDY IN THE U.S., THEREBY INCREASING THE NUMBER OF TRAINING RECIPIENTS AND FURTHERING JORDAN'S ECONOMIC DEVELOPMENT. THIS POSSIBILITY WAS BUILT INTO THE CYPRUS-AMERICAN SCHOLARSHIP PROGRAM, A COPY OF WHICH HAS BEEN POUCHED TO THE MISSION.

10. WE ASSUME THAT THERE WILL BE NO TRAINING UNDER THIS PROJECT THAT RELATES TO SECURITY FORCES (PER PAGE 1 OF THE PID), GIVEN THE WELL-KNOWN LEGAL AND POLICY PROHIBITIONS HERE.

11. NEAC EXPRESSED HOPE AND EXPECTATION THAT ELIGIBLE FIELDS OF TRAINING WILL BE SPECIFICALLY DELINEATED IN THE PP TO REINFORCE AND IMPLEMENT THE GENERAL STATEMENT OF INTENT IN THE PID TO ENSURE THAT THE TRAINING SUPPORTS THE MISSION'S GOALS AND AREAS OF PROGRAM CONCENTRATION.

12. AID/W IS LOOKING FORWARD TO RECEIVING THE APPROVED PP FROM THE MISSION. DO NOT HESITATE TO CABLE NE/TECH IF QUESTIONS ARISE OR MATERIALS ARE NEEDED. OAM

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Life of Project:
From FY 83 to FY 88
Total US Funding 3,000,000
Date Prepared 7/27/82

Project Title & Number Development Administration Training III
278-0257

Page 1

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective to which this project contributes: (A-1)</p>	<p>Measures of Goal Achievement: (A-2)</p>	<p>(A-3)</p>	<p>Measures for achieving goal targets: (A-4)</p>
<p>The goal of the project is enhanced institutional capacity of organizations involved in national development to address planning, management and technology transfer requirements.</p>	<p>Returned participants occupying positions of authority/responsibility</p>	<p>Follow-up activities to verify positions held by returned participants. Objectives assessment of level of such positions and opportunity for exercise of authority/responsibility</p>	<p>Returned participants will be used in productive manner beneficial both to the trainees and to Jordan. Combination of incentives/requirements will be sufficient to ensure that trainees return to Jordan and remain in employer's service a reasonable period of time.</p>

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK



Project Title & Number DEVELOPMENT ADMINISTRATION TRAINING III
278-0257

Life of Project:
From FY 83 to FY 88
Total US Funding 3,000,000
Date Prepared 7/27/82

Page 2

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Project Purpose: (B-1)	Conditions that will indicate purpose has been achieved: End-of-project status: (B-2)	(B-3)	Assumptions for achieving purpose: (B-4)
Upgrade managerial skills and improve the administrative and technical capabilities of personnel needed to plan and carry out Jordan's development efforts.	Trainees returned to service in positions for which they were trained or positions at a higher level.	Follow-up activities to verify employment of trainees.	Training courses provided by various institutions are relevant and effective. Trainees are receptive and capable.

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Project Title & Number DEVELOPMENT ADMINISTRATION TRAINING III
278-0257

Life of Project:
From FY 83 to FY 88
Total US Funding 3,000,000
Date Prepared 7/27/82

Page 3

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Project Outputs: (C-1)	Magnitude of Outputs: (C-2)	(C-3)	Assumptions for Achieving Outputs: (C-4)
Trained personnel	About 152 trained personnel; Approximately 24 long-term trainees and 128 short term trainees complete their programs and return to Jordan.	AID and COJ participant training records. COJ training plans submitted as part of the participant selection process.	Sufficient qualified individuals are available for training. Trainee nomination, selection placement, and appropriate processing of documentation carried out in a timely and efficient manner.

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK



Project Number & Title	<u>DEVELOPMENT ADMINISTRATION TRAINING III</u>	Life of Project:	
	278-0257	From FY 81 to FY 88	
		Total US Funding	3,000,000
		Date Prepared	7/27/82

Page 4

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Project Inputs: (D-1)	Implementation Target (Type and Quantity) (D-2)	(D-3)	Assumptions for providing Inputs (D-4)
<u>USAID:</u>			
Funds for participant training.	An average of \$1,000,000 per year for three years	Controller's Records.	Funds will be provided as scheduled by both AID and GOJ.
<u>GOJ:</u>			
International Travel and salaries of participants during training.	Approximately \$1,000,000 over the life of the project.	PIO/Ps	

ANNEX B-4

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5C(2) PROJECT CHECKLIST

Annex C

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 REVIEWED FOR THIS PROJECT?

Country Checklist is prepared in AID/W. Standard items reviewed by Mission.

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: State of

(b) Yes

2. FAA 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 programs.
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 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.
- 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) (c) and (e).
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 provide a portion of Project-funded services
-

9. FAA Sec. 612(b), 636(h);
FY 1982 Appropriation
Act Sec. 507. 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 project agreement will
provide for the normal AID/GOJ
cost-sharing. 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 productive
capacity becomes
operative, and is such
assistance likely to
cause substantial injury
to U.S. producers of the
same, similar or
competing commodity?
- None of the assistance is for the
production of any commodity for
export.
13. FAA 118(c) and (d).
Does the project comply
with the environmental
procedures set forth in
AID Regulation 16? Does
- The project will have no significant
impact on the environment. The
project qualifies for categorical
exclusion under
AID Regulation 16.
-

the project or program take into consideration the problem of the destruction of tropical forests?

- 14. FAA 121(d). If a Sabel 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

a. FAA Sec. 102(b), 111, 113, 281(a). Extent to which activity will (a) effectively involve the poor in development, by extending access to economy at local level, increasing labor-intensive production and the use of appropriate technology, spreading investment out from cities to small towns and rural areas, and insuring wide participation of the poor in the benefits of development on a sustained basis, using the appropriate U.S. institutions; (b) help develop cooperatives, especially by technical assistance, to assist rural and urban poor to help themselves toward better life, and

institutional development;
and supports civil
education and training in
skills required for
effective participation in
governmental processes
essential to self-government.

2. Development Assistance Project NA
Criteria (Loans Only)

- a. FAA Sec. 122(b).
Information and conclusion
on capacity of the country
to repay the loan, at a
reasonable rate of interest.
- b. FAA Sec. 620(d). If
assistance is for any
productive enterprise which
will compete with U.S.
enterprises, is there an
agreement by the recipient
country to prevent export
to the U.S. of more than
20% of the enterprise's
annual production during
the life of the loan?
- c. ISDCA of 1981, Sec. 724
(c) and (d). If for
Nicaragua, does the loan
agreement require that the
funds be used to the
maximum extent possible for
the private sector? Does
the project provide for
monitoring under FAA Sec.
624(g)?

3. Economic Support Fund
Project Criteria

- a. FAA Sec. 531(a). Will Yes
this assistance promote
economic or political



stability? To the extent possible, does it reflect the policy directions of FAA Section 102? Yes

- b. FAA Sec. 531(c). Will assistance under this chapter be used for military, or paramilitary activities? No
- c. FAA Sec. 534. Will ESF funds be used to finance the construction of the operation or maintenance 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? No
- d. FAA Sec. 509. 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(d). If the cooperating country discriminates against marine insurance companies authorized to do business in the U.S., will commodities be insured in the United States against marine risk with such a company? NA
 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(a). 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. 603. 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

Yes

Federal agencies will be utilized, are they particularly 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. 122(b). If development loan, is interest rate at least 2% per annum during grace period and at least 3% per annum thereafter? NA
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(b). 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 (1) Yes
-

- planning or to motivate or coerce persons to practice abortions; (2) to pay for performance of involuntary sterilization as method of family planning, or to coerce or provide financial incentive to any person to undergo sterilization; (3) to pay for any biomedical research which relates, in whole or part, to methods or the performance of abortions or involuntary sterilizations as a means of family planning; (4) to lobby for abortion? (2) 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 financial support for police, prisons, or other law enforcement forces, except for narcotics programs? Yes
- 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 Yes

adjusted service
compensation for military
personnel?

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. Will
assistance be provided
for the purpose of aiding
the efforts of the
government of such
country to repress the
legitimate rights of the
population of such
country contrary to the
Universal Declaration of
Human Rights? 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

Annex D

THE HASHEMITE KINGDOM
OF JORDAN
NATIONAL PLANNING COUNCIL
AMMAN

Tel. { 44488 - 44470
44381 - 44385

Tlx : 21319 - P. O. Box 555
Teleg. NPC - Amman



المجلس القومي للتخطيط
عمان

الهاتف : ٤٤٤٧٠ - ٤٤٤٦٦ }
٤٤٣٨٥ - ٤٤٣٨١ }
تلكس : ٢١٣١٩ - ص.ب. ٥٥٥

No. 531/1810
Date 25/4/1983
Ref. _____

Mr. Walter Bollinger
Director
USAID/J
Amman.

Dear Mr. Bollinger,

Reference is made to the Development Administration Training project no. 278-0214 dated July 8, 1979 in the amount of two million United States dollars (\$2,000,000).

Training and upgrading Government personnel are not only means used to support development projects, but also to improve civil servants' performance and efficiency. Therefore, you are kindly requested, either to amend said project, or to initiate a new training project in the amount of three million United States dollars (\$3,000,000), under the USAID technical assistance program to cover the period from mid 1983 to mid 1985. We would anticipate that the Government of Jordan's contribution to this grant would consist of the costs of international travel and salary support of the participants in training.

I should be grateful if you would take the necessary steps thereon.

Sincerely yours,

President

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ANNEX E

A.I.D. PROJECT NO. 278-0257

PROJECT

GRANT AGREEMENT

BETWEEN

THE HASHEMITE KINGDOM OF JORDAN

AND THE

UNITED STATES OF AMERICA

FOR

DEVELOPMENT ADMINISTRATION TRAINING III

Date: 2 August, 1983

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ANNEX 1 AMPLIFIED PROJECT DESCRIPTION		
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Project Grant Agreement

Date: August 2, 1983

Between

The Hashemite Kingdom of Jordan ("Grantee"),
acting through the National Planning Council
("N.P.C.")

And

The United States of America, acting through the
Agency for International Development ("A.I.D.").

Article 1: The Agreement

The purpose of this Agreement is to set out the understandings of the parties named above ("Parties") with respect to the undertaking by the Grantee of the Project described below, and with respect to the financing of the Project by the Parties.

Article 2: The Project

SECTION 2.1. Definition of Project. The Project, which is further described in Annex 1, will consist of funding goods and services intended to assist the Hashemite Kingdom of Jordan ("Jordan") in upgrading managerial skills and improving the administrative and technical capabilities of Jordanian personnel needed to plan and carry out Jordan's development efforts. Within the limits of the above definition of the Project, elements of the amplified description stated in Annex 1 may be changed by written agreement of the authorized representatives of the Parties named in Section 8.2 without formal amendment to this Agreement.

SECTION 2.2. Incremental Nature of Project Funding.

(a) A.I.D.'s contribution to the Project will be provided in increments, the initial contribution of One Million United States Dollars (\$ 1,000,000) being made available in accordance with Section 3.1 of this Agreement. Subsequent increments will be subject to availability of funds to A.I.D. for the purpose, and to the mutual agreement of the Parties, at the time of a subsequent increment, to proceed.

The total A.I.D. contribution over the life of the Project will not exceed Three Million United States Dollars (\$ 3,000,000).

(b) Within the overall Project Assistance Completion Date stated in this Agreement, A.I.D., based upon consultation with the Grantee, may specify in Project Implementation Letters appropriate time periods for the utilization of funds granted by A.I.D. under an individual increment of assistance.

Article 3. Financing

SECTION 3.1. The Grant. To assist the Grantee to meet the costs of carrying out the Project, A.I.D., pursuant to the Foreign Assistance Act of 1961, as amended, agrees to grant the Grantee under the terms of this Agreement not to exceed One Million United States Dollars (\$1,000,000) ("Grant"). The Grant may be used to finance Foreign Exchange Costs, as defined in Section 6.1, and Local Currency Costs, as defined in Section 6.2, of goods and services required for the Project.

SECTION 3.2. Grantee Resources for the Project

(a) The Grantee agrees to provide or cause to be provided for the Project all funds, in addition to the Grant, and all other resources required to carry out the Project effectively and in a timely manner.

(b) It is estimated that the total resources to be provided by Grantee for the Project over the life of the Project will be approximately the equivalent of U.S. \$ 1,200,000, including costs borne on an "in-kind" basis.

SECTION 3.3. Project Assistance Completion Date

(a) The "Project Assistance Completion Date" (PACD), which is August 1, 1986, or such other date as the Parties may agree to in writing, is the date by which the Parties estimate that all services financed under the Grant will have been performed and all goods financed under the Grant will have been furnished for the Project as contemplated in this Agreement.

(b) Except as A.I.D. may otherwise agree in writing, A.I.D. will not issue or approve documentation which would authorize disbursement of the Grant for services performed subsequent to the PACD or for goods furnished for the Project, as contemplated in this Agreement, subsequent to the PACD.

(c) Requests for disbursement, accompanied by necessary supporting documentation prescribed in Project Implementation Letters, are to be received by A.I.D., or any bank described in Section 7.1, no later than nine (9) months following the PACD, or such other period as A.I.D. agrees to in writing. After such period, A.I.D., giving notice in writing to the Grantee, may at any time or times reduce the amount of the Grant by all or any part thereof for which requests for disbursements, accompanied by necessary supporting documentation prescribed in Implementation Letters, were not received before the expiration of said period.

Article 4: Conditions Precedent to Disbursement

SECTION 4.1. First Disbursement. Prior to the first disbursement under the Grant, or to the issuance by A.I.D. of documentation pursuant to which disbursement will be made, the Grantee will, except as the Parties may otherwise agree in writing, furnish to A.I.D. in form and substance satisfactory to A.I.D.:

(a) An opinion of counsel acceptable to A.I.D. that this Agreement has been duly authorized and/or ratified by, and executed on behalf of, the Grantee, and that it constitutes a valid and legally binding obligation of the Grantee in accordance with all of its terms; and

(b) A statement of the name of the person holding or acting in the office of the Grantee specified in Section 8.2., and of any additional representatives, together with a specimen signature of each person specified in such statement.

SECTION 4.2. Notification. When A.I.D. has determined that the conditions precedent specified in Section 4.1 have been met, it will promptly notify the Grantee.

SECTION 4.3. Terminal Dates for Conditions Precedent. If the conditions specified in Section 4.1 have not been met within sixty (60) days of the date of this Agreement, or such later date as A.I.D. may agree to in writing, A.I.D., at its option, may terminate this Agreement by written notice to the Grantee.

Article 5: Project Evaluation

The Parties agree to establish an Evaluation Program as a part of this Project. Except as the Parties may otherwise agree in writing, the program will include, during the implementation of the Project:

(a) Evaluation of progress toward attainment of the Project;

(b) Identification and evaluation of problem areas or constraints which may inhibit such attainment;

(c) Assessment of how such information may be used to help overcome such problems; and

(d) Evaluation, to the degree feasible, of the overall development impact of the Project.

Article 6: Procurement Source.

SECTION 6.1 Foreign Exchange Costs. Disbursements pursuant to Section 7.1 will be used exclusively to finance the costs of goods and services required for the Project having their source and origin in the United States at the time orders are placed or contracts entered into for such goods or services ("Foreign Exchange Costs"), except as A.I.D. may otherwise agree in writing, and except as provided in the Project Grant Standard Provisions Annex, Section C.1 (b), with respect to marine insurance.

SECTION 6.2. Local Currency Costs. Disbursements pursuant to Section 7.2 will be used exclusively to finance the costs of goods and services required for the Project having their source and, except as A.I.D. may otherwise agree in writing, their origin in Jordan ("Local Currency Costs").

Article 7: Disbursement.

Section 7.1 Disbursements for Foreign Exchange Costs.

(a) After satisfaction of Conditions Precedent, the Grantee may obtain disbursements of funds under the Grant for the Foreign Exchange Costs of goods or services required for the Project in accordance with the terms of this Agreement by such of the following methods as may be mutually agreed upon:

(1) by submitting to A.I.D. with necessary supporting documentation as prescribed in Project Implementation Letters, (a) requests for reimbursement for such goods or services, or (b) requests for A.I.D. to procure commodities or services in Grantee's behalf for the Project; or

(2) by requesting A.I.D. to issue Letters of Commitment for specified amounts (a) to one or more U.S. banks, satisfactory to A.I.D. committing A.I.D. to reimburse such bank or banks for payments made by them to contractors or suppliers, under Letter of Credit or otherwise, for such goods or services, or (b) directly to one or more contractors or suppliers, committing A.I.D. to pay such contractors or suppliers for such goods or services.

(b) Banking charges incurred by Grantee in connection with Letters of Commitment and Letters of Credit will be financed under the Grant unless the Grantee instructs A.I.D. to the contrary. Such other charges as the Parties may agree to may also be financed under the Grant.

SECTION 7.2. Disbursement for Local Currency Costs.

(a) After satisfaction of Conditions Precedent, the Grantee may obtain disbursements of funds under the Grant for Local Currency Costs required for the Project in accordance with the terms of this Agreement, by submitting to A.I.D., with necessary supporting documentation as prescribed in Project Implementation Letters, requests to finance such costs.

(b) The local currency needed for such disbursements may be obtained:

(1) by acquisition by A.I.D. with U.S. Dollars by purchase and/or

(2) by A.I.D.'s (a) requesting the Grantee to make available the local currency for such costs and (b) thereafter making available to the Grantee, through the opening or amendment by A.I.D. of Special Letters of Credit in favor of the Grantee or its designee, an amount of U.S. Dollars equivalent to the amount of local currency made available by the Grantee, which dollars will be utilized for procurement from the United States under appropriate procedures described in Project Implementation Letters.

The U.S. Dollar equivalent of the local currency made available hereunder will be, in the case of subsection (b) (1) above, the amount of U.S. dollars required by A.I.D. to obtain the local currency, and in the case of subsection (b)(2) above, an amount calculated at the rate of exchange specified in the applicable Special Letter of Credit Implementation Memorandum hereunder as of the date of the opening or amendment of the applicable Special Letter of Credit.

SECTION 7.3. Other Forms of Disbursement. Disbursements of the Grant may also be made through such other means as the Parties may agree to in writing.

SECTION 7.4. Rate of Exchange. Except as may be more specifically provided under section 7.2, if funds provided under the Grant are introduced into Jordan by A.I.D. or any public or private agency for purposes of carrying out obligations of A.I.D. hereunder, the Grantee will make such arrangements as may be necessary so that such funds may be converted into the currency of Jordan at the highest rate of exchange which, at the time the conversion is made, is not unlawful in Jordan.

Article 8: Miscellaneous:

SECTION 8.1. Communications. Any notice, request, document, or other communication submitted by either Party to the other under this Agreement will be in writing or by telegram or cable, and will be deemed duly given or sent when delivered to such party at the following addresses:

To the Grantee:

Mail Address: The National Planning Council
Amman, Jordan

To A.I.D.:

Mail Address: U.S.A.I.D. Mission
Amman, Jordan

All such communications will be in English, unless the Parties otherwise agree in writing. Other addresses may be substituted for the above upon the giving of notice.

SECTION 8.2. Representatives. For all purposes relevant to this Agreement, the Grantee will be represented by the individual holding or acting in the office of the President, National Planning Council, and A.I.D. will be represented by the individual holding or acting in the office of Mission Director, each of whom, by written notice, may designate additional representatives for all purposes other than amending this Agreement.

The names of the representatives of the Grantee, with specimen signatures, will be provided to A.I.D., which may accept as duly authorized any instrument signed by such representatives in implementation of this Agreement, until receipt of written notice of revocation of their authority.

SECTION 8.3. Annexes. An "Amplified Project Description" (Annex 1) and a "Project Grant Standard Provisions Annex" (Annex 2) are attached to and form part of this Agreement.

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IN WITNESS WHEREOF, the Grantee and the United States of America, each acting through its duly authorized representative(s), have caused this Agreement to be signed in their names and delivered as of the day and year first above written.

THE HASHEMITE KINGDOM OF JORDAN

BY: 
Hanna Odeh

TITLE: President, National Planning Council

THE UNITED STATES OF AMERICA

BY: 
Walter G. Bollinger

TITLE: Director, USAID/Jordan

Annexes: As Stated

ANNEX 1

DEVELOPMENT ADMINISTRATION TRAINING III
AMPLIFIED PROJECT DESCRIPTION

1. Project Goal

The goal of the Project is enhanced institutional capacity of GOJ organizations involved in national development to address planning, management and technology requirements in Jordan.

2. Project Purpose

The purpose of the Project is to upgrade managerial skills and improve the administrative and technical capabilities of Jordanian personnel needed to plan and carry out Jordan's development efforts.

3. Project Components

The Project's main component is training. It provides for training of approximately 24 long-term academic participants in the U.S. and 148 short term participants, primarily in the U.S., when justified, modest levels of training in countries other than the U.S. will be approved. The Project also provides funds for consultancy services and other costs.

4. Priority Training Categories

It is expected that, under this Project, academic, technical and other training will be in priority developmental areas as envisioned in the GOJ manpower surveys. These priority areas include Business Management, Personnel Management, Finance, Training of Trainers, Accounting, Computer Sciences, Manpower Planning, Hospital Administration, Training of Health Technicians, Nursing, Tourism, Agriculture, Educational Technology, International Law and Training of Researchers.

Persons trained under this Project will be mostly mid-level employees from government ministries (primarily Finance, Industry and Trade, Tourism, Education, Interior, Agriculture, Social Development, Health, and other agencies reporting directly to the Prime Minister's office) and from quasi-private companies such as Arab Potash Company, Jordan Phosphate Company and Jordan Fertilizer Company.

Training under the Project will emphasize the following:

- Training in analytical, administrative, managerial and technological skills;
- Training in Management Science and Skills training; and
- Training of increased numbers of women for middle-management and other key positions in Jordanian organizations

In addition, the Project will fund minor levels of equipment and goods, and consultancy services will be provided both in the above priority areas and, where cost-effective, for private sector training on an industry-wide basis.

5. A.I.D. Contribution

A.I.D.'s contribution to the Project will finance training, consultants and other costs and will not exceed Three Million Dollars (\$3,000,000). Details follow (estimates):

	<u>(In Thousands)</u>
Training	
U.S. Long-Term	\$ 949
U.S. Short-Term	1,776
Other Countries/Short Term	<u>142</u>
T O T A L	2,867
Technical Assistance	
Consulting Services	122
Other Costs	<u>11</u>
T O T A L	<u>133</u>
TOTAL FOR PROJECT	<u>\$ 3,000</u> =====

6. GOJ Contribution

The GOJ's contribution to the Project will consist of salaries of participants during training, international travel, supplemental per diem and logistic support for in-country training and for consultants. The total GOJ contribution is estimated to be the equivalent of approximately One Million, Two Hundred Thousand U.S. Dollars (\$ 1,200,000), including in-kind costs and contributions in Jordanian currency. Break-down follows (estimates):

	<u>In Thousands</u>
Training	
US-Long Term	\$ 291
US-Short Term	797
Other Countries-Short Term	98
TOTAL	<u>\$ 1,186</u>
Technical Assistance	
Other Cost	<u>14</u>
TOTAL FOR PROJECT	<u>\$ 1, 200</u> =====

7. Illustrative Budget:

Life of Project is estimated to be three years (mid FY 83 to FY 86). A summary budget for the project follows:

	Training	Technical Service	Total
FY 83	578	-	578
FY 84	907	37	944
FY 85	1,251	41	1,292
FY 86	131	55	186
TOTAL	<u>2,867</u> =====	<u>133</u> =====	<u>3,000</u> =====

8. Implementation

This Project will be jointly implemented by USAID and the GOJ, as represented by the National Planning Council. As was the case with past DAT projects USAID will take primary responsibility for processing of participants. However, during the course of implementation, USAID plans to transfer most of the management and administration of training programs, gradually, to the GOJ. The Parties will periodically discuss the details of such a transfer.

In addition, both USAID and the GOJ are interested in establishing, eventually, a Binational Foundation (BF) to finance and administer training programs for Jordanians in the U.S. One of the initial purposes of the proposed BF is expected to be the provision of scholarship assistance to Jordanians who want further training, both academic and non-academic. The BF would be established on a solid financial basis so that it would be able to function successfully even in the absence of support from the U.S. bilateral aid program. Funding and establishment of the BF are not contemplated under the current Development Administration Training III Project but, nonetheless, will be periodically discussed by the Parties during the course of DAT III implementation.

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PROJECT GRANT STANDARD
PROVISION ANNEX

Definitions: As used in this Annex, the "Agreement" refers to the Project Grant Agreement to which this Annex is attached and of which this Annex forms a part. Terms used in this Annex have the same meaning or reference as in the Agreement.

Article A: Project Implementation Letters

To assist Grantee in the implementation of the Project, A.I.D., from time to time, will issue Project Implementation Letters that will furnish additional information about matters stated in this Agreement. The parties may also use jointly agreed-upon Project Implementation Letters to confirm and record their mutual understanding on aspects of the implementation of this Agreement. Project Implementation Letters will not be used to amend the text of the Agreement, but can be used to record revisions or exceptions which are permitted by the Agreement, including the revision of elements of the amplified description in the Project in Annex 1.

Article B: General Covenants

SECTION B.1. Consultation. The Parties will cooperate to assure that the purpose of this Agreement will be accomplished. To this end, the Parties, at the request of either, will exchange views on the progress of the Project, the performance of obligations under this Agreement, the performance of any consultants, contractors, or suppliers engaged on the Project, and other matters relating to the Project.

SECTION B.2. Execution of Project. The Grantee will:

(a) carry out the Project or cause it to be carried out with due diligence and efficiency, in conformity with sound technical, financial, and management practices, and in conformity with those documents, plans, specifications, contracts, schedules or other arrangements, and with any modifications therein, approved by A.I.D. pursuant to this Agreement; and

(b) provide qualified and experienced management for, and train such staff as may be appropriate for the maintenance and operation of the Project, and, as applicable for continuing activities, cause the Project to be operated and maintained in such manner as to assure the continuing and successful achievement of the purposes of the Project.

Article B: General Covenants (Continued)

SECTION B.3 Utilization of Goods and Services.

(a) Any resources financed under the Grant will, unless otherwise agreed in writing by A.I.D., be devoted to the Project until the completion of the Project, and thereafter will be used so as to further the objectives sought in carrying out the Project.

(b) Goods or services financed under the Grant, except as A.I.D. may otherwise agree in writing, will not be used to promote or assist a foreign aid project or activity associated with or financed by a country not included in Code 935 of the A.I.D. Geographic Code Book as in effect at the time of such use. (See HB 18.).

SECTION B.4. Taxation

(a) This Agreement and the Grant will be free from any taxation or fees imposed under laws in effect in the territory of the Grantee.

(b) To the extent that (1) any contractor, including any consulting firm, any personnel of such contractor financed under the grant, and any property or transaction relating to such contracts and (2) any commodity procurement transaction financed under the Grant, are not exempt from identifiable taxes, tariffs, duties or other levies imposed under laws in effect in the territory of the Grantee, the Grantee will, as and to the extent provided in and pursuant to Project Implementation Letters, pay or reimburse the same with funds other than those provided under the Grant.

SECTION B.5. Reports, Records, Inspections, Audit

The Grantee will:

(a) furnish A.I.D. such information and reports relating to the Project and to this Agreement as A.I.D. may reasonable request;

(b) maintain or cause to be maintained, in accordance with generally accepted accounting principles and practices consistently applied, books and records relating to the Project and to this Agreement, adequate to show, without limitation, the receipt and use of goods and services acquired under the Grant. Such books and records will be audited regularly, in accordance with generally accepted auditing standards, and maintained for three years after the date of last disbursement by A.I.D.; such books and records will also be adequate to show the nature and extent of solicitations of prospective suppliers of goods and services acquired, the basis of award of contracts and orders, and the overall progress of the Project toward completion; and

(c) afford authorized representatives of a Party the opportunity at all reasonable times to inspect the Project, the utilization of goods and services financed by such Party, and books, records, and other documents relating to the Project and the Grant.

SECTION B.6. Completeness of Information. The Grantee confirms:

(a) that the facts and circumstances of which it has informed A.I.D., or cause A.I.D. to be informed, in the course of reaching agreement with A.I.D. on the Grant, are accurate and complete, and include all facts and circumstances that might materially affect the Project and the discharge of responsibilities under this Agreement;

(b) that it will inform A.I.D. in timely fashion of any subsequent facts and circumstances that might materially affect, or that it is reasonable to believe might so affect, the Project or the discharge of responsibilities under this Agreement.

SECTION B.7. Other Payments. Grantee affirms that no payments have been or will be received by any official of the Grantee in connection with the procurement of goods or services financed under the Grant, except fees, taxes, or similar payments legally established in the country of the Grantee.

SECTION B.8. Information and Marking. The Grantee will give appropriate publicity to the Grant and the Project as a program to which the United States has contributed, identify the Project site, and mark goods financed by A.I.D., as described in Project Implementation Letters.

Article C: Procurement Provisions

SECTION C.1. Special Rules

(a) The source and original of ocean and air shipping will be deemed to be the ocean vessel's or aircraft's country of registry at the time of shipment.

(b) Premiums for marine insurance placed in the territory of the Grantee will be deemed an eligible Foreign Exchange Cost, if otherwise eligible under Section C.7 (a).

(c) Any motor vehicles financed under the Grant will be of United States manufacture, except as A.I.D. may otherwise agree in writing.

(d) Transportation by air, financed under the Grant, of property of persons, will be on carriers holding United States certification, to the extent service by such carriers is available. Details on this requirement will be described in a Project Implementation Letter.

SECTION C.2. Eligibility Date. No goods or services may be financed under the Grant which are procured pursuant to orders or contracts firmly placed or entered into prior to the date of this Agreement, except as the Parties may otherwise agree in writing.

SECTION C.3. Plans, Specifications, and Contracts. In order for there to be mutual agreement on the following matters, and except as the Parties may otherwise agree in writing:

(a) The Grantee will furnish to A.I.D. upon preparation,

(1) any plans, specifications, procurement or construction schedules, contracts, or other documentation relating to goods or services to be financed under the Grant, including documentation relating to the prequalification and selection of contractors and to the solicitation of bids and proposals. Material modifications in such documentation will likewise be furnished to A.I.D. on preparation;

(2) such documentation will also be furnished to A.I.D., upon preparation, relating to any goods or services, which, though not financed under the Grant, are deemed by A.I.D. to be of major importance to the Project. Aspects of the Project involving matters under this subsection (a)(2) will be identified in Project Implementation Letters;

(b) Documents related to the prequalification of contractors, and to the solicitation of bids or proposals for goods and services financed under the Grant will be approved by A.I.D. in writing prior to their issuance, and their terms will include United States standards and measurements;

(c) Contracts and contractors financed under the Grant for engineering and other professional services, for construction services, and for such other services, equipment or materials as may be specified in Project Implementation Letters, will be approved by A.I.D. in writing prior to execution of the contract. Material modifications in such contracts will also be approved in writing by A.I.D. prior to execution; and

(d) Consulting firms used by the Grantee for the Project but not financed under the Grant, the scope of their services and such of their personnel assigned to the Project as A.I.D. may specify, and construction contractors used by the Grantee for the Project but not financed under the Grant, shall be acceptable to A.I.D.

SECTION C.4. Reasonable Price. No more than reasonable prices will be paid for any goods or services financed, in whole or in part, under the Grant. Such items will be procured on a fair and, to the maximum extent practicable, on a competitive basis.

SECTION C.5. Notification to Potential Suppliers. To permit all United States firms to have the opportunity to participate in furnishing goods and services to be financed under the Grant, the Grantee will furnish A.I.D. such information with regard thereto, and at such times, as A.I.D. may request in Project Implementation Letters.

SECTION C.6. Shipping.

(a) Goods which are to be transported to the territory of the Grantee may not be financed under the Grant if transported either: (1) on an ocean vessel or aircraft under the flag of a country which is not included in A.I.D. Geographic Code 935 as in effect at the time of shipment, or (2) on an ocean vessel which A.I.D., by written notice to the Grantee has designated as ineligible; or (3) under an ocean or air charter which has not received prior A.I.D. approval.

(b) Costs of ocean or air transportation (of goods or persons) and related delivery services may not be financed under the Grant, if such goods or persons are carried: (1) on an ocean vessel under the flag of a country not, at the time of shipment, identified under the paragraph of the Agreement entitled "Procurement Source: Foreign Exchange Costs," without prior written A.I.D. approval; or (2) on an ocean vessel which A.I.D., by written notice to the Grantee, has designated as ineligible; or (3) under an ocean vessel or air charter which has not received prior A.I.D. approval.

(c) Unless A.I.D. determines that privately owned United States-flag commercial ocean vessels are not available at fair and reasonable rates for such vessels, (1) at least fifty percent (50%) of the gross tonnage of all goods (computed separately for dry bulk carriers, dry cargo liners and tankers) financed by A.I.D. which may be transported on ocean vessels will be transported on privately owned United States-flag commercial vessels, and (2) at least fifty percent (50%) of the gross freight revenue generated by all shipments financed by A.I.D. and transported to the territory of the Grantee on dry cargo liners shall be paid to or for the benefit of privately owned United States-flag commercial vessels. Compliance with the requirements of (1) and (2) of this subsection must be achieved with respect to both any cargo transported from U.S. ports and any cargo transported from non-U.S. ports, computed separately.

SECTION. C.7. Insurance.

(a) Marine insurance on goods financed by A.I.D. which are to be transported to the territory of the Grantee may be financed as a Foreign Exchange Cost under this Agreement provided (1) such insurance is placed at the lowest available competitive rate, and (2) claims thereunder are payable in the currency in which such goods were financed or in any freely convertible currency. If the Grantee (or government of Grantee), by statute, decree, rule, regulation, or practice discriminates with respect to A.I.D.-financed procurement against any marine insurance company authorized to do business in any State of the United States, then all goods shipped to the territory of the Grantee financed by A.I.D. hereunder will be insured against marine risks and such insurance will be placed in the United States with a company or companies authorized to do a marine insurance business in a State of the United States.

(b) Except as A.I.D. may otherwise agree in writing, the Grantee will insure, or cause to be insured, goods financed under the Grant imported for the Project against risks incident to their transit to the point of their use in the Project; such insurance will be issued on terms and conditions consistent with sound commercial practice and will insure the full value of the goods. Any indemnification received by the Grantee under such insurance will be used to replace or repair any material damage or any loss of the goods insured or will be used to reimburse the Grantee for the replacement or repair of such goods. Any such replacements will be of source and origin of countries listed in A.I.D. Geographic Code 935 as in effect at the time of replacement, and, except as the Parties may agree in writing, will be otherwise subject to the provisions of the Agreement.

SECTION C.8. U.S. Government-Owned Excess Property. The Grantee agrees that wherever practicable, United States Government-owned excess personal property, in lieu of new items financed under the Grant, should be utilized. Funds under the Grant may be used to finance the costs of obtaining such property for the Project.

Article D: Termination; Remedies.

SECTION D.1. Termination. Either Party may terminate this Agreement by giving the other Party 30 days written notice. Termination of this Agreement will terminate any obligations of the Parties to provide financial or other resources to the Project pursuant to this Agreement, except for payment which they are committed to make pursuant to noncancellable commitments entered into with third parties prior to the termination of this Agreement. In addition, upon such termination A.I.D. may, at A.I.D.'s expense, direct that title to goods financed under the Grant be transferred to A.I.D. if the goods are from a source outside Grantee's country, are in a deliverable state and have not been offloaded in ports of entry of Grantee's country.

SECTION D.2. Refunds.

(a) In the case of any disbursement which is not supported by valid documentation in accordance with this Agreement, or which is not made or used in accordance with this Agreement, or which was for goods or services not used in accordance with this Agreement, A.I.D., notwithstanding the availability or exercise of any other remedies under this Agreement, may require the Grantee to refund the amount of such disbursement in U.S. Dollars to A.I.D. within sixty (60) days after receipt of a request therefor.

(b) If the failure of Grantee to comply with any of its obligations under this Agreement has the result that goods or services financed under the Grant are not used effectively in accordance with this Agreement, A.I.D. may require the Grantee to refund all or any part of the amount of the disbursements under this Agreement for such goods or services in U.S. Dollars to A.I.D. within sixty days after receipt of a request therefor.

(c) The right under subsection (a) or (b) to require a refund of a disbursement will continue, notwithstanding any other provision of this Agreement, for three years from the date of the last disbursement under this Agreement.

(d) (1) Any refund under subsection (a) or (b), or (2) any refund to A.I.D. from a contractor, supplier, bank or other third party with respect to goods or services financed under the Grant, which refund relates to an unreasonable price for or erroneous invoicing of goods or services, or to goods that did not conform to specifications, or to services that were inadequate, will (A) be made available first for the cost of goods and services required for the Project, to the extent justified, and (B) the remainder, if any, will be applied to reduce the amount of the Grant.

(e) Any interest or other earnings on Grant funds disbursed by A.I.D. to the Grantee under this Agreement prior to the authorized use of such funds for the Project will be returned to A.I.D. in U.S. Dollars by the Grantee.

SECTION D.3. Nonwaiver of Remedies. No delay in exercising any right or remedy accruing to a Party in connection with its financing under this Agreement will be construed as a waiver of such right or remedy.

SECTION D.4. Assignment. The Grantee agrees, upon request, to execute an assignment to A.I.D. of any cause of action which may accrue to the Grantee in connection with or arising out of the contractual performance or breach of performance by a party to a direct U.S. Dollar contract with A.I.D. financed in whole or in part out of funds granted by A.I.D. under this Agreement.

ADMINISTRATIVE ANALYSIS

USAID/Jordan and the GOJ, represented by the National Planning Council (NPC), have successfully implemented the Development Administration Training Projects I and II. During the life of these Projects, administrative arrangements between the NPC and USAID were established to effectively achieve project objectives. Within these arrangements, the organizations enjoy positive working relationships. The Mission believes that an adequate administrative/managerial base exists in the GOJ to successfully implement DAT III. It is expected, however, that certain procedural improvements as discussed in Sections III and V will contribute to even more effective administrative ties and to improve project results. To achieve such improvements, the full cooperation of USAID, the NPC, and Ministries and Agencies of the GOJ will be required. Based on past experience, and with no evidence to indicate change in this favorable experience, the Mission is confident that the GOJ has the resources and the will to properly carry out its responsibilities in this project.

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Financial Analysis

This analysis consists of a series of Tables breaking out in detail both the US costs and the GOJ costs. Contingency and inflation factors are built in based on NE Bureau guidance.

TABLE A
(U.S. CONTRIBUTION)
Long-Term Academic Training In U.S.

<u>No. of Participant</u>	<u>Duration Person Months</u>	<u>Total Per-son Months</u>	<u>FY 83 P. Mos.</u>	<u>FY 84 P. Mos.</u>	<u>FY 85 P. Mos</u>
24	18	432	108	108	216

<u>U.S. Costs</u>			<u>5% Contingency</u>	<u>Total</u>
FY 83 108 mos @	\$ 1,850 =	\$ 199,800	9,990	209,790
FY 84 108 mos @	2,035 =	219,780	10,989	230,769
FY 85 216 mos @	2,239 =	483,624	24,181	507,805
TOTAL 432		903,204	45,160	948,364
		=====	=====	=====

Budget Factors for Long-Term Academic in U.S.

1. Base cost is computed @ \$1,850/month for FY 83
2. 10% inflation factor is calculated for each subsequent year
3. Any resulting savings from duration of training, inflation, contingency and any unutilized funds in all budget components would permit additional number of participants to receive training.

TABLE B
(U.S. CONTRIBUTION)
Short-Term Technical Training in U.S. & Other Countries

	<u>No. of Partici- pants</u>	<u>Duration Person Months</u>	<u>Total Person Months</u>	<u>FY 83 P. Mos</u>	<u>FY 84 P. Mos</u>	<u>FY 85 P. Mos</u>	<u>FY 86 P. Mos</u>
	128 a/	3	384	90	135	135	24
	<u>20 b/</u>	<u>3</u>	<u>60</u>	<u>-</u>	<u>30</u>	<u>30</u>	<u>-</u>
Total	148		444	90	165	165	24
	=====		=====	=====	=====	=====	=====

a/ In U.S.

b/ Other Countries

<u>U.S. Short-Term Training Costs</u>				<u>5% Contingency</u>	<u>Total</u>
FY 83	90 mos @	\$ 3,900 =	\$ 351,000	17,550	368,550
FY 84	135 mos @	4,290 =	579,150	28,958	608,108
FY 85	135 mos @	4,719 =	637,065	31,853	668,918
FY 86	<u>24 mos @</u>	<u>5,191 =</u>	<u>124,584</u>	<u>6,229</u>	<u>130,813</u>
TOTAL	384		1,691,799	84,590	1,776,389
	===		=====	=====	=====

<u>Other Countries Short-Term Costs</u>				<u>5% Contingency</u>	<u>Total</u>
FY 84	30 mos @	\$ 2,150 =	\$ 64,500	3,225	67,725
FY 85	<u>30 mos @</u>	<u>2,365 =</u>	<u>70,950</u>	<u>3,543</u>	<u>74,498</u>
TOTAL	60		135,450	6,773	142,223
	==		=====	=====	=====

Budget Factors for Short-Term Training in U.S. & Other Countries

1. Base cost is computed; (a) U.S. Costs @ \$3,900/month for FY 83 and (c) other countries @ \$2,150/month for FY 84.
2. 10% inflation factor is calculated for each subsequent fiscal year.
3. Any resulting savings from duration of training, inflation, contingency and any unutilized funds in all budget components would permit additional number of participants to receive training.

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TABLE C
(U.S. CONTRIBUTION)
Technical Services Costs for In-Country Training

	<u>No. Of Persons</u>	<u>Duration Person Months</u>	<u>Total Person Months</u>	<u>FY 84 Person Months</u>	<u>FY 85 Person Months</u>	<u>FY 86 Person Months</u>
Consulatns	6	2.3	14	4	4	6

	<u>Salaries</u>	<u>Transportation</u>	<u>Int'l Per Diem</u>	<u>In-Country Perdiem</u>	<u>Sub-Total</u>
FY 84 4 mos @\$3,960	15,840	3,600	500	10,440	30,380
FY 85 4 mos @ 4,356	17,424	3,960	550	11,530	33,454
FY 86 6 mos @ 4,790	28,740	4,356	605	19,080	52,781
Total	<u>62,004</u>	<u>11,916</u>	<u>1,655</u>	<u>41,040</u>	<u>116,615</u>
	=====	=====	=====	=====	=====

		<u>5% Con- tingency</u>	<u>Total</u>
FY 84 costs	\$ 30,380	1,519	31,899
FY 85 costs	33,454	1,673	35,127
FY 86 costs	52,781	2,639	55,420
Total	<u>116,615</u>	<u>5,831</u>	<u>122,446</u>
	=====	=====	=====

Materials Books and supplies

		<u>5% Contin- gency</u>	<u>Total</u>
FY 84 costs	\$ 4,797	240	5,037
FY 85 costs	5,277	264	5,541
Total	<u>10,074</u>	<u>504</u>	<u>10,578</u>
	=====	=====	=====

Budget Factors for Consultants, Materials, Books & Supplies.

1. Salary cost is computed @ \$ 3,960/month for FY 84
2. Transportation Cost is computed @ \$1,800 per round trips ticket for FY 84.
3. International perdiem is computed @ \$250 per round trips ticket.
4. In country perdiem is computed @ \$ 87 per dy for FY 84
5. Materials, Books and supplies estimated \$ 4,797 for FY 84
6. 10% inflation factor is calculated for each subsequent fiscal year
7. Any resulting savings from any unutilized funds in all budget components would permit additional number of participants to receive training.

TABLE D
(G.O.J. CONTRIBUTION)
LONG-TERM ACADEMIC TRAINING IN U.S.

<u>No. of Participant</u>	<u>Duration Person Months</u>	<u>Total Person Months</u>	<u>FY 83 P.Mos</u>	<u>FY 84 P. Mos</u>	<u>FY 85 P.Mos</u>
24	18	432	108	108	216
<u>GOJ Costs</u>	<u>Salaries</u>	<u>Transportation</u>	<u>Sub-Total</u>	<u>5% Contingency</u>	<u>Total</u>
FY 83	\$ 48,600	12,600	61,200	2,060.	64,260
FY 84	53,460	13,860	67,320	3,366	70,686
FY 85	<u>117,720</u>	<u>30,492</u>	<u>148,212</u>	<u>7,411</u>	<u>155,623</u>
Total	<u>219,780</u>	<u>56,952</u>	<u>276,732</u>	<u>12,837</u>	<u>290,569</u>
	=====	=====	=====	=====	=====

Budget Factors for Long-Term Academic Training in U.S.

1. Base cost for salaries is computed @ 75% of \$ 600/month for FY 83 (\$450 per month)
2. Transportation cost is computed @ \$ 2,100 per round trip ticket for FY 83.
3. 10% inflation factor is calculated for each subsequent fiscal year.
 - a. Salaries - FY 83 @ \$ 450; FY 84 @ \$495; FY 85 @ \$545.
 - o. Cost of ticket - FY 83 @ \$2,100 for 6 tickets; FY 84 @ \$2,310 for 6 tickets; FY 85 @ \$ 2541 for 12 tickets.

TABLE E
(G.O.J. CONTRIBUTION)
SHORT-TERM TECHNICAL TRAINING IN U.S.

No. of Participant	Duration Person Months	Total Person Months	FY 83 P. Mos	FY 84 P. Mos	FY 85 P. Mos	FY 86 P. Mos
123	3	384	90	135	135	24

GOJ Costs	Salaries	Transportation	Per-diem	Sub-total	5% Contingency	Total
FY 83	\$ 54,000	63,000	40,500	157,500	7,875	165,375
FY 84	89,100	103,950	66,825	259,875	12,994	272,869
FY 85	98,010	114,345	73,508	285,863	14,293	300,156
FY 86	19,176	22,360	14,378	55,914	2,796	58,710
Total	260,286	303,655	195,211	759,152	37,958	797,110

Budget Factors for Short-Term Technical Training In U.S.

1. Base cost for salaries is computed @ \$ 600/month for FY 83
2. Transportation cost is computed @ \$2,100 per round trip ticket for FY 83
3. Per Diem is computed @ \$15 per day for FY 83
4. 10% inflation factor is calculated for each subsequent fiscal year
 - a. Salaries - FY 83 @ \$600; FY 84 @ \$ 660; FY 85 @ \$ 726; FY 86 @ \$799.
 - b. Cost of ticket - FY 83 @ \$2,100 for 30 tickets; FY 84 @ \$2,310 for 45 tickets; FY 85 @ \$ 2541 for 45 tickets; FY 86 @ \$ 2795 for 8 tickets.
 - c. Perdiem - FY 83 @ \$ 15.00 per day for (90 mos x 30 days) = 2700 days; FY 84 @ \$ 16,50 per day for (135 mos x 30 days) = 4050 day; FY 85 @ \$18.15 for (135 mos x 30 days); FY 86 @ \$ 19.97 for (24 mos x 30 days) = 720 days.

TABLE F
(G.O.J. CONTRIBUTION)
SHORT-TERM TECHNICAL TRAINING IN OTHER COUNTRIES

G.O.J. Costs	No. of Partici- pants	Duration Person Months	Total Person Months	FY 84 P.Mos	FY 85 P.Mos	Total
	20	3	60	30	30	
	<u>Salaries</u>	<u>Transportation</u>	<u>Per- diem</u>	<u>Sub- total</u>	<u>5% Contin- gency</u>	
FY 84	19,800	10,000	14,850	44,650	2,233	46,883
FY 85	21,780	11,000	16,245	49,025	2,451	51,476
Total	41,580	21,000	31,095	93,675	4,684	98,359
	=====	=====	=====	=====	=====	=====

Budget Factors for Short-Term Technical Training in Other Countries

1. Base cost for salaries is computed @ \$600/month for FY 83.
2. Transportation cost is computed @ 1,000 per round trip ticket for FY 84.
3. Per diem is computed @ \$15 per day for FY 83.
4. 10% inflation factor is calculated for each subsequent fiscal year.
 - a. Salaries - FY 83 @ \$600; FY 84 @ \$660; FY 85 @ \$ 726
 - b. cost of ticket - FY 84 @ \$1,000 for tickets; FY 85 @ \$1,100 for 10 tickets.
 - c. Per diem - FY 83 \$ 15 per day; FY 84 \$ 16.50 per day for (30 mos x 30 days) 900 days; FY 85 @ \$18.15 per day for (30 mos x 30 days) = 900 days

TABLE G
(G.O.J. CONTRIBUTION)
TECHNICAL SERVICES COSTS FOR IN-COUNTRY TRAINING

Provision for renting conference space for two classes, (2 months each class) for approximately 30 participants; one in FY 84 and another in FY 85.

G.O.J. COSTS

Other Costs for Conference rental

		5% Contin- gency	<u>Total</u>
FY 84 costs	\$ 6,332	317	6,649
FY 85 Costs	<u>6,965</u>	<u>348</u>	<u>7,313</u>
Total	<u>13,297</u>	<u>665</u>	<u>13,962</u>
	=====	=====	=====

Budget Factors for Conference rental

1. Base cost for conference rental in FY 84 is estimated @ \$ 6,632 for two months
2. 10% inflation factor is calculated for FY 85.

Social Soundness DAT III

Education in general, and development training of personnel specifically, command high interest not only on the part of the government but are well imbedded in the socio-cultural context of the population. Parents aspire to having their children attain professional status and will sacrifice their own income, time and efforts to this end. Jordan, as a non-oil producing country, surrounded by oil rich neighbors, must depend on the export of technical, managerial and professionally skilled personnel as a significant foreign exchange earning factor. The country sees itself as a regional training center for the Gulf countries in the future, and expansion of the two major universities and the 47 vocational training centers is directed towards this goal. The search for advanced technology in specialized fields such as solar energy, computer and communication technology continues unabated through such institutions as the Royal Scientific Society and in the university setting. Female involvement in this process is unparalleled by comparison with any of the surrounding countries and female participation in the labor force has expanded from 4% to 16% in the past decade. Female enrollment in the universities is now approaching 35-40%.

The demand for skilled technical, professional, and management personnel exceeds supply, particularly within Jordan. This is due to the higher wage structure in the oil rich countries exercising a full employment effect and may hinder development in the country in areas of high technology. The government recognizes the problem and is conducting surveys and projections of personnel needs so that the problem can be managed in a manner that will enhance the development capabilities within the country.

This project is targeted to assist this effort and to make the best use of scarce resources to ensure the high level of expertise within the country.

Economic Analysis

Annex F-4

This project is designed to upgrade Jordan's supply of trained manpower in order to meet productivity and economic development needs. Jordan faces difficulty in relating the supply of trained efficient managers and administrators to Government operations in specific skill areas. In the modern wage economy shortages of mid level technical and management personnel constrain new investment, full utilization of available capital and effective delivery of services. In this age of new technology it is vitally important that managers and administrators continually upgrade their skills and knowledge to adapt operations to meet new demands in both the private and public sectors.

Thus, this project focuses on short term technical and skills training for Government and private sector key employees. This type of training has proven to be cost effective and yields high returns as compared to more costly long term training which will be restricted to a few in the leadership cadre.

Jordan is a major provider of skilled manpower for the neighboring Arab Gulf states. These workers, in turn, provides remittances amounting to an estimated 1.3 Billion Dollars to the Jordanian economy in 1982. In a time of reduced oil revenues it is necessary that the Jordanian pool of skilled manpower be more productive to compete on the labor market with those from other countries such as Pakistan. It is also a known fact that eventually these workers return to the Jordanian labor force.

In summary, this project will yield an excellent rate of return for the resources committed to it.

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ANNEX G

MEMORANDUM

TO : NE/TECH/HRST, Ann M. Domicion
FROM : NE/PD/ENV, Stephen F. Linter
SUBJECT : Jordan - Development Administration Training III,
Project Identification Document (278-0257) -
Environmental Clearance

I have reviewed the subject Project Identification Document and concur with the recommendation of the Mission that the project is exempted from environmental review by the provision of 22 CFR 216.2(c) (2) (i), "A.I.D. Environmental Procedures."

cc: GC/NE, M. Kleinjan
AID/Amman, A. Ahmad, Mission Environmental Officer
AID/Amman, N. Nasr, Training Officer
AID/Amman, K. O'Donnell, Regional Legal Advisor.

NE/PD/ENV: SFLinter:ojn.

BIBLIOGRAPHY

1. The Administrator's Guidance Message on Participant Training State 024382.
2. Discussion Paper on the Implementation of Development Training Policy (Draft)-Human Resources Sector Council 2/16/83.
3. Government of Jordan Five Year Plan - 1981-1985.
4. Jordan's Manpower Survey - 1982-1986 Sponsored by the Royal Endowment for Culture and Education, Jordan (Arabic version).
5. Development Administration Training, 278-0146 dated 12/77 .
6. Development Administration Training II, 278-0214 dated 6/29/79
7. USAID/Jordan's Participant Training Project: Review and Recommendations, dated 6/78.
8. Statistical Yearbook Ministry of Education, 1980/1981 dated 3/80.
9. Statistical Yearbook, Ministry of Education, 1979/1980 dated 3/81.
10. AID Handbook No. 10, Participant Training.
11. Participant Directory - Joint Jordan, USAID sponsored Training Program, FY 1952 - December 31, 1975.
12. Appraisal of an Education Project in the HKJ IBRD and IDA, Feb., 1975.
13. Education in Jordan 1921 - 1977 by Dr. Ahmad Al-Tall Feb., 1978. Nat'l Book Foundation, Islamabad.
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15. Education in Jordan, Rev. Ed. By Najati Al-Bukhari Jordan Ministry of Culture and Information, 1973.
16. Report and Recommendations on a Proposed Loan to HKJ for a Third Education Project World Bank Nov., 1979.
17. Jordan Education Sector Impact Evaluation. PPC, January 11, 1982.
18. Vocational Training - PP - 278-0238.
19. Development and Management Training Project Paper (India 386-0437).
20. Cyprus Scholarship Program. (PP - 233-0002).

Congressional Notification

AUGUST 3, 1983

WE WISH TO INFORM YOU OF PROPOSED ACTIONS
IN THE AGENCY'S PROGRAMS DURING FISCAL YEAR
1983:

PANAMA - TECHNICAL NOTIFICATION

WEST BANK AND GAZA - HOLY LAND CHRISTIAN MISSION PRE-SCHOOL
EDUCATION - # 625

NEAR EAST REG. - TECHNICAL NOTIFICATION - # 622

✓ JORDAN - DEVELOPMENT ADMINISTRATION TRAINING III - # 623

THE ATTACHED NOTIFICATIONS WERE SENT TO THE HILL ON 8/3/83.
OBLIGATION MAY BE INCURRED ON 8/18/83.

MARIANNE O'SULLIVAN
PROGRAM PRESENTATION DIVISION
OFFICE OF LEGISLATIVE AFFAIRS

81-

AGENCY FOR INTERNATIONAL DEVELOPMENT

ADVICE OF PROGRAM CHANGE

Date: August 3, 1983

Country: Jordan

Project Title: Development Administration Training-III

Project Number: 278-0257

FY 1983 CP Reference: Near East Volume, Annex IV, Page 67

Appropriation Category: Economic Support Fund

Life of Project Funding: \$3.0 million (grant)

Intended FY 83 Obligation: \$1.0 million (grant)

This is to advise that AID intends to obligate \$1,000,000 in FY 1983 for this project. This is a new project for which a Planned Project Summary Sheet was included in the FY 1983 Congressional Presentation. The life-of-project cost is \$3 million.

The project will upgrade managerial skills and improve the administrative and technical capabilities of Jordanian personnel needed to plan and carry out Jordan's development efforts. Further details are provided in the attached Activity Data Sheet.

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Clearances: NE/TECH: K. Sherper S
 NE/ME: R. Brown RB
 GC/LP: R. Lester J
 NE/DP: C. Johnson caj
 DAA/NE: B. Langmaid Langmaid
 AA/NE: W. Ford W. Ford

Draft: NE/DP: F. Pollac/L. Downing

**AGENCY FOR INTERNATIONAL DEVELOPMENT
ACTIVITY DATA SHEET**

PROGRAM: Jordan

CP 81-08 (8-79)

TITLE Development Assistance Training III		FUNDING SOURCE Economic Support Funds		PROPOSED OBLIGATION (In thousands of dollars)		
				FY 1983	\$1,000	LIFE OF PROJECT (Auth.) \$3,000
NUMBER 278-0257	NEW <input checked="" type="checkbox"/>	PRIOR REFERENCE FY 1983		INITIAL OBLIGATION	ESTIMATED FINAL OBLIGATION	ESTIMATED COMPLETION DATE
GIANT <input type="checkbox"/> LOAN <input type="checkbox"/>	CONTINUING <input type="checkbox"/>	Near East Annex IV, P. 67		FY 1983	FY 1984	OF PROJECT FY 1987

Project Purpose: To upgrade managerial skills and improve the administrative and technical capabilities of personnel needed to plan and carry out Jordan's development efforts.

Background: The number of trained personnel available to deal directly with Jordan's development problems falls considerably short of its needs. Jordan's significant development achievements have created a far more complex and sophisticated economy, requiring adoption and effective utilization of modern technologies and management techniques. Further, Jordan's relatively well-trained human resources and talent remain in demand in neighboring Saudi Arabia and the Gulf Oil States, where a premium is paid for trained personnel with technical, managerial and professional skills. Jordan accordingly, also serves as a regional source of trained personnel who remit significant foreign exchange earnings, and is a potential regional training center. Training needs are being addressed by the two universities in Jordan and other educational institutions ranging from community colleges and polytechnics to post-junior high school skills training programs. While the efforts of the training infrastructure are judged to be expanding and effective, demands for trained manpower will continue to exceed output in the near future.

AID, with other donors, has been assisting the Government of Jordan to close the gap between the demand and availability of trained personnel. The more than 2300 Jordanians trained under AID auspices have contributed significantly to the success of development efforts in Jordan. Demand for specialized training continues to exist, especially in those technological, administrative and managerial fields in which U.S. training is deemed most appropriate and is highly valued. An evaluation of Development Administration I, conducted in FY 1979, concluded that most participants were successfully utilizing their training in their jobs.

Project Description: It was originally planned that the Development Administration II (DAT) project would finance 30 long-term and 179 short-term training programs. Training costs have almost doubled in recent years, thus decreasing the number of actual training programs which can be funded under DAT II.

Accordingly, a third development Administration Training project is proposed. The planned activity includes provision for an estimated 24 long-term and 148 short-term training programs in such fields as economics, administration, management, engineering, and planning. Training will be in priority development sectors including, but not limited, to water, health and agriculture.

Relationship of Project to A.I.D. Country Strategy: Upgrading of practical, technical and professional skills of Jordanians is an integral part of the AID program and a high priority for the Government of Jordan as well. This proposed project complements ongoing efforts and provides additional training that otherwise would not be available.

Beneficiaries: The immediate beneficiaries will be those trained and the various Government of Jordan agencies/offices involved in development activities related to AID development assistance programs. Ultimate beneficiaries will be the large percentage of the Jordanian population that will benefit from improved productivity and development programs.

Host Country and Other Donors: The Government of Jordan will provide an estimated \$1.2 million in the form of international travel for participants their salaries during training, and logistical support for special consultants brought to Jordan to assist in the development of special training programs or to participate in evaluations.

Major Outputs

Key GOJ and private sector officials trained in analytical, administrative, managerial, and technological skills in the U.S.

All Years

80

Middle management managers in GOJ projects and semi-private organizations trained in the U.S. and third countries in management, science and technology fields and skills training.

92

(\$ Thousands)

AID-Financed Inputs

Technical Assistance

6 short term (14 pm)

123

Training

US Long term (432 pm)

948

US Short term (384 pm)

1,777

Other Country short term (60 pm)

142

Commodities

Books and materials

10

3,000

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	U.S. FINANCING (In thousands of dollars)			PRINCIPAL CONTRACTORS OR AGENCIES
	Obligations	Expenditures	Unliquidated	
Through September 30, 1981	-	-	-	To be determined
Estimated Fiscal Year 1982	-	-	-	
Estimated Through September 30, 1982	-	-	-	
		Future Year Obligations	Estimated Total Cost	
	1,000	2,000	3,000	

67

93