

USAID/Jordan

2000 Results Review and Resource Request

March 16, 1998

Annexes

Annex A:	FY1998 - FY2000 Program Budget Tables
Annex B:	FY1998 - FY2000 Workforce Resource Allocation
Annex C:	FY1998 - FY2000 Operating Expense Tables
Annex D:	Global Field Support Request
Annex E:	Foreign National Voluntary Separation Act
Annex F:	Strategic Objective Results through FY2002
Annex G:	USAID/Jordan Strategic Construct
Annex H:	Mission Strategy Reporting Cable (March 1998)
Annex I:	1997 R4 Action Agenda

Part I: Program Performance Overview

Jordan is poised at a political and economic crossroad. The stalemated peace process has eroded popular support for King Hussein's efforts to seek peaceful solutions to the Middle East conflict. Three years after Jordan signed a historic peace agreement with Israel, the much anticipated economic benefits have yet to significantly materialize. Prevailing national sentiment suggests that few Jordanians hold prospects for an immediate future much better than the recent past.

Increasing cynicism toward the peace process coupled with growing unemployment and poverty complicate Jordan's efforts to affect lasting economic restructuring and reform. In 1997, the Government of Jordan (GOJ) placed more emphasis on quality of life issues as the Middle East peace process continued to flounder and income inequality increased. These vexing concerns form a backdrop for understanding the opportunities and constraints associated with USAID/Jordan's performance over the past year--a year in which the program grew enormously and rapidly positioned itself to respond to Jordan's most compelling development challenges well into the next century.

The Middle East Peace and Stability Fund, established in June 1997, afforded an unprecedented increase in program assistance. USAID/Jordan's assistance program grew from \$7.2 million in 1996 to \$126.1 million in 1997. Consequently, the Mission was at once presented with an extraordinary opportunity as well as an extraordinary challenge: to create a strategic agenda, supported by almost \$750 million in program resources in the coming five years, that responds to Jordan's most pressing development constraints yet remains achievable given staffing and operating expense limitations. As this year's results suggest, the Mission has successfully met this challenge thus far.

USAID/Jordan remains well prepared to continue to deliver critical development results that support USAID and GOJ development priorities as well as respond to important U.S. foreign policy objectives. For example, the Mission's Strategy directly supports the U.S. Embassy/Amman's efforts to foster political stability, promote economic prosperity and address important global issues in population and the environment. The Mission's new local currency program also directly supports the State Department's peace process initiatives, by providing funding for organizations with regional mandates.

Although the assistance arrived late in the fiscal year, the Mission achieved measurable development results in 1997 and expects to make significant progress under the Mission's three Strategic Objectives by September 2000. All three Strategic Objectives are on track and met or exceeded expectations. A new Mission Strategy, which the ANE Bureau approved in February 1998, provides a revised strategic framework that anticipates approximately \$125 million to \$150 million in annual obligations through 2001.

Improved Water Resources Management (Strategic Objective 2):

Water scarcity will continue to challenge Jordan's social and economic development for decades to come. A high population growth rate, growing industrial demand, water-intensive

agriculture and declining fresh water reserves all place an inordinate strain on existing water supplies. USAID has become the largest bilateral donor in the water sector (\$63.5 million in FY 1997) and has effectively utilized this leadership position to achieve several notable milestones. Most of the new resources will be used to finance additional activities under Intermediate Result 2, "Increased Efficiency in Use of Water Resources" and in Intermediate Result 3, "Improved Quality of Wastewater".

Treated wastewater, which comprised seven percent of Jordan's total water supplies in 1997, is increasingly important as a substitute for precious freshwater used to irrigate agricultural crops. USAID completed emergency repairs at the As-Samra wastewater treatment facility in FY1997, with operation results exceeding expectations. All key water quality indicators surpassed expectations with biological oxygen demand (BOD) statistics exceeding U.S. standards during summer months in the aerated trains.

USAID also completed the design and tendering process for a water supply and a wastewater treatment facility which will serve Petra, a World Heritage Site, and surrounding communities. USAID-financed construction of the wastewater facility (\$25 million) began in March 1998. The German and French governments are financing the co-located, water supply system (\$6 million and \$5 million, respectively). This partnership is one example which demonstrates USAID's ability to leverage additional donor resources for capital-intensive, infrastructure development activities. The Mission and the GOJ have completed design documentation to build additional wastewater treatment facilities in other areas of the country. Finally, USAID completed the Greater Amman Wastewater Masterplan in July. The World Bank and the Japanese government have committed more than \$90 million to implement this \$365 million plan which will meet the needs of the rapidly growing Greater Amman area through 2025. USAID also plans to help co-finance the first wastewater treatment plant (a \$60 million contribution) included in the Masterplan through a build, own and transfer (BOT) financial scheme or similar mechanism.

On the water policy front, the Ministry of Water and Irrigation (the Ministry) took bold initiatives in 1997 to align water-usage, tariffs and cost-recovery policies. USAID-funded technical assistance helped develop the Ministry's National Water Strategy and Water Utility Policy. The Cabinet approved these policies in April 1997 and July 1997, respectively. The ANE Bureau's FORWARD activity enabled USAID to help the Ministry develop real cost and tariff models for domestic and irrigation water. The Ministry is using these and other studies to implement policies designed to fully recover operation and maintenance costs and to restructure tariff rates which reflect the true cost of water. The Ministry reports 100 percent operation and maintenance expense recovery since October 1997 and anticipates 125 percent recovery (of Greater Amman municipal and industrial water) by 2001 once system management improvements are complete.

The Ministry also developed and adopted a new Irrigation Water Policy. This policy initiative incorporates USAID-supported provisions that address pricing, water-use efficiency and delivery scheduling issues. A recent restructuring at the Ministry, the Water Authority of

Jordan (WAJ) and the Jordan Valley Authority (JVA) includes USAID-supported Directorates to improve on-farm management and environmental monitoring of ground and surface water.

USAID is assisting the Ministry to increase water availability in Greater Amman, home to more than half of Jordan's population. The Mission's \$150,000 investment in designing a water conveyance system paid a \$30 million dividend and secured a commitment from the German government to construct the proposed new system. Once complete, Greater Amman residents will have an additional 45 million cubic meters (mcm) of "peace water" from Lake Tiberias (Sea of Galilee) in Israel and from the Yarmuk River. USAID also completed designs to rehabilitate four springs contaminated with fecal coliform. Once construction is complete later this year, these springs will satisfy the drinking water needs of 125,000 people. The Strategic Objective's share of the Middle East Peace and Stability Fund's first tranche is helping the Mission to restructure and rehabilitate a significant portion of Greater Amman's water distribution system.

Coordination among international donors and between donors and the GOJ is exceptional and will facilitate rapid implementation of new activities. For example, the Amman water distribution system management, restructuring and rehabilitation activity involves five donors. The Greater Amman water conveyance and the Wadi Mousa water and wastewater facilities include three donors each.

The appointment of a new, dynamic Minister in March 1997, combined with GOJ approval of a comprehensive new strategic plan and the availability of substantial development resources, also helped facilitate significant advances in attaining USAID/Jordan's Improved Water Resources Management Strategic Objective.

Increased Practice of Family Planning with an Emphasis on Modern Methods (Strategic Objective 3):

Rapid population growth, recently estimated at 3.7 percent per year, places severe demands on Jordan's social and economic infrastructure. The emergence of family planning as an important GOJ priority in 1994 helped ensure a productive development environment. As the largest bilateral donor in the sector, USAID/Jordan has an important leadership role. U.S. and Jordanian demographers project that given the current family planning method mix, which has not changed significantly since 1990, fertility will only reach replacement level (total fertility rate of 2.1) in 2020, with a CPR of approximately 70 percent. This suggests that USAID and its partners must maintain focus on ensuring that quality family planning services remain accessible to Jordanian couples. Eventually, policymakers will need to address the size of Jordanian households if the GOJ is serious about rapidly slowing Jordan's population growth. High numbers of young people and a high population growth rate will continue to swell the labor force for several decades. While today's positive changes in the total fertility rate will not have immediate effects on reducing labor force growth, stabilization of Jordan's population is dependent upon reducing the total fertility rate to match replacement-level.

The Mission's Family Planning Strategic Objective has improved knowledge of modern contraceptives and ensured nation-wide availability of family planning services and is now assisting the GOJ to reform healthcare financial systems to move these and other health sector services to sustainability. This strategic approach enjoys support and cooperation from the private sector, NGOs, and important opinion-makers, including the religious community.

The development environment for family planning in Jordan continues to improve and now receives proactive GOJ support. For example, the Ministry of Health and Health Care (the Ministry) requested that USAID establish nine new Postpartum Centers, bringing the total to 21. This activity's expansion reflects Ministry recognition that well-trained staff who provide quality information and other services also help increase the number of women who seek postpartum care and family planning services. With more than 95 percent of all deliveries in Jordan occurring in hospitals, the postpartum concept is a useful way to increase service access. In 1997, a National Population Commission and Ministry of Religion survey revealed that 80 percent of the religious leaders agreed that family planning principles were "in accordance with the teachings of Islam." This prevailing sentiment has enabled a progressive GOJ strategic approach and paved the way for greater private-sector involvement. As in 1996, Jordan Television provided an additional \$700,000 of free prime-time advertising to air USAID-funded method specific infomercials. In addition, the Ministry demonstrated its commitment to reach Jordan's entire population by developing low-literacy instruction pamphlets to increase family planning awareness.

To ensure that modern contraceptive supplies keep pace with demand, USAID and the United Nations Family Planning Association (UNFPA) co-designed and implemented a national contraceptive distribution network. The design of a centrally computerized logistics and information system supported by trained health care management specialists was completed, ensuring that contraceptives remain available in each of the twelve Jordanian governates, Royal Medical Services facilities and participating NGOs.

With more than 40 percent of the nation's population under the age of eighteen and approaching their reproductive years, the Mission developed a new Intermediate Result to help rationalize Jordan's health financing systems. The GOJ's cost of financing national health care services is placing an untenable strain on budget levels government-wide. In response to this concern, the Mission is also assisting the Ministry in designing a health insurance system that provides a package of essential health services. As a model, USAID partnered with the Jordanian Association for Family Planning and Protection (JAFPP) to demonstrate to the Ministry that family planning services can be provided in Jordan on a cost-recovery basis. A modest USAID investment will move JAFPP centers from 50 percent to 80 percent cost recovery rates in only three years.

Increased Economic Opportunities for Jordanians (Strategic Objective 5):

In April 1997, the ANE Bureau approved a new economic growth Strategic Objective entitled "Increased Economic Opportunities for Jordanians". As a result, the Mission has begun to address several underlying economic issues affecting Jordan's prospects for sustainable economic growth. Chief among them are promoting a vibrant micro- and small-business community and fostering an economic enabling environment that promotes broad-based economic growth through international trade and investment.

Economic reform remained a top GOJ priority during 1997. Gross domestic product growth rates over the last twelve months exceeded five percent and Jordan's foreign exchange reserves approached \$1.7 billion. At the same time, the GOJ is increasingly concerned over growing income disparities, expanding poverty and mushrooming unemployment, which by some estimates may be as high as 27 percent. These developments accentuate concerns about policies that respond to both growth *and* equity issues and further underscore the rationale for developing a Strategic Objective focused on "economic opportunities."

Effective implementation of Jordan's economic policy reform agenda has emerged as one of the GOJ's key issues. A USAID-commissioned study, concluded in September 1997, helped assess Jordanian as well as international business awareness of the policy reforms adopted thus far. Also, the Mission developed a commercial policy matrix designed to assess commercial policies and their relative degree of friendliness to private sector-led economic growth. These and other related analyses are useful in helping to solidify a strategic approach that capitalizes upon the significant policy changes already made and ensures that the private sector is aware of and able to benefit from these important changes.

Effective implementation of the GOJ's ongoing policy reform program will be the center-piece of the Mission's \$200 million cash-transfer program over the next four years. A newly approved Intermediate Result, "Improved Environment for Sustained Policy Reform", will be a critical vehicle for engaging the GOJ on several important economic issues. The first cash transfer "tranche" of \$50 million (September 1997) was linked to recently enacted GOJ economic reforms. Future tranches will include specific conditionalities to assist the GOJ in furthering the economic reform process in the areas of trade and investment, privatization and financial markets.

An emerging partnership with the World Bank, through a three-year, performance-based grant, will also provide direct technical support as the GOJ moves forward with an ambitious set of activities related to privatization, trade and investment and financial sector and legal reforms. In addition, the series of policy changes needed to assure successful accession to the World Trade Organization (WTO), a key U.S. economic policy objective for Jordan, helps focus USAID's assistance and ensure continued GOJ support upon accession. Jordan will be among the first Arab countries to enter a global international trading regime of this type.

For the majority of Jordan's population, micro- and small-business enterprises continue to drive economic activity and employment. Yet, these entities, and sustainable growth in this sector, are impeded by several fundamental issues: lack of access to credit and related business services continue to impose important constraints. A "best practices" microfinance workshop in Amman (March 1997), sponsored by USAID, the World Bank, UNDP, and the European Union helped focus greater attention in this area, especially as it relates to sustainable, microfinance delivery strategies. The widely attended conference successfully demonstrated to the GOJ, banking and NGO community that microfinance lending could meet an unfilled yet high demand market segment in need of financial services.

This partnership is continuing in a number of important areas, coordinated in part by a GOJ-organized Microfinance Development Task Force. The Task Force's mandate is to enhance the capacity and effectiveness of Jordanian microfinance credit and savings programs. A new, three-year, USAID-funded, microfinance program is targeting low- to moderate-income groups in the economically impoverished southern region of Jordan. This program will create linkages between the traditionally "least bankable" clients and the formal banking sector and provide training in microenterprise lending practices. Given the economic dynamics in southern Jordan, women-owned businesses are expected to be among the major beneficiaries.

Performance Summary Table

Objective Name	Rating	Evaluation Findings
Strategic Objective 2: <i>Improved Water Resources Management</i>	Met	New mechanisms for greater private-sector financing of major water and wastewater infrastructure activities need be explored (e.g., BOO, BOT).
Strategic Objective 3: <i>Increased Practice of Family Planning with an Emphasis on Modern Methods</i>	Met	1. Emphasis on quality assurance should be expanded to Maternal Child Health/Family Planning Centers. 2. Provide external technical assistance to help Jordan Association for Family Planning adopt cost-recovery measures.
Strategic Objective 5: <i>Increased Economic Opportunities for Jordanians</i>	Met	1. SRI Commercial Policy Assessment found Jordan in 77th percentile (good standing). 2. Save The Children Impact Study found USAID's efforts positively effecting families and empowering women.
Percentage of Funding to NGOs or PVOs¹	FY1998: 8.0%; FY1999: 2.5%; FY2000: 2.5%	

¹NGO and PVO partnerships are vital to attaining the Mission's Strategic Objectives. The Mission expects to obligate \$140 million in FY1998 and \$150 million in FY1999 and in FY2000. The overall percentage allocated to NGOs and PVOs appears relatively modest due to a large, multi-year Balance of Payments program and capital-intensive infrastructure activities in the water sector which will absorb a significant portion of the Mission's OYB during these years.

Part II: Progress Toward Achieving USAID/Jordan's Strategic Objectives

Strategic Objective 2: Improved Water Resources Management

USAID made important strides this past year toward achieving its strategic vision in improving water resource management in Jordan. With dynamic and energetic leadership from the Ministry of Water and Irrigation (the Ministry) and its executing agencies, the Water Authority of Jordan (WAJ) and the Jordan Valley Authority (JVA), Jordan's water sector met notable milestones in 1997. The Ministry has been reorganized and re-engineered to better integrate policy development and implementation, improve water monitoring and data analysis, pursue a new water sector cost-recovery initiative, increase private-sector management and investment, and improve implementation of the Jordan-Israel Peace Treaty-related provisions that will increase Jordan's water supply. International donors responded to the Ministry's invigorated agenda by committing unparalleled financial resources. The Water Resources Strategic Objective promotes economic prosperity and addresses important global issues such as the environment, both important policy objectives under the Embassy's Mission Performance Plan (MPP).

Strategic Objective-Level Performance

The Improved Water Resources Management Strategic Objective performance met Mission expectations in 1997 and exceeded expectations in the critical area of policy reform. The Mission leveraged 1996 accomplishments and made demonstrable progress toward achieving its three Intermediate Results and the Strategic Objective. The leading accomplishment for 1997 was the GOJ's adoption of the Ministry's Water Strategy and the Water Utility Policy which will guide water resource management well into the 21st century. Moreover, the Ministry completed its managerial reorganization which encompasses its companion agencies, WAJ and JVA. USAID-financed technical assistance provided major inputs to the Ministry's restructuring strategy.

The Ministry is also soliciting greater private-sector involvement in financing and managing water sector resources. Plans to transfer management of the water distribution and wastewater collection system in Greater Amman to the private sector are on schedule. Five internationally-renowned firms with water-distribution expertise have been pre-qualified and final proposals will be reviewed in 1998. The Ministry, at USAID's urging, also plans to construct new water conveyance systems and wastewater treatment facilities for Greater Amman under build, own and operate (BOO) systems or variations thereof.

The Ministry made significant advances in recovering its costs. With a municipal water price increase in October 1997, the Water Authority of Jordan now recovers 100 percent of operations and maintenance (O&M) costs in Amman. Price structures include some cross-subsidization, allowing poorer users who use less to pay less. On-going management and infrastructure improvements should put the Ministry's target of 125 percent O&M recovery by

2001 within easy reach. (Average water charges in Jordan are now higher than many developed countries including the U.S. and Canada; cost recovery for municipal water is higher than most countries in the region, including Egypt and Morocco.) The savings generated through greater cost-recovery will yield additional government resources to finance future capital investment initiatives.

The Mission essentially met two key Strategic Objective-level targets in 1997. The volume of freshwater saved (Indicator 2.1) was 41.1 mcm -- 35 mcm from Zarqa conveyance system improvements and 6.1 mcm from increased on-farm water use efficiency -- which is slightly below the 42.8 mcm target. Targets for this indicator have been increased to include freshwater saved from new activities under Intermediate Result 2. The volume of wastewater treated (Indicator 2.2) was 33.36 mcm -- which essentially meets the 35 mcm target. This is solely attributed to the As-Samra wastewater treatment facility and USAID-financed upgrades. The targets for this indicator have also been adjusted upward to include new activities under Intermediate Result 3.

Intermediate Result 1: Stronger Water Sector Institutions

The Strategic Objective's Water Policy Index (Indicator 2.1.4), which measures major water policy development and implementation achievements, greatly exceeded expectations in 1997. The Mission attributes this success to two principal factors: the GOJ's adoption of the comprehensive Water Strategy and Water Utility Policy and the development and implementation of new water cost and tariff models. The Mission, through a buy-in to the ANE Bureau's FORWARD initiative, assisted the GOJ in identifying the true cost of water. This dispute had raged for several years among the Ministry, WAJ and JVA. Due to FORWARD's participatory methodology, the Ministry's cost models for irrigation and municipal water now have broad stakeholder consensus. The Ministry now has the capability to raise tariffs on an as-needed basis after consulting municipal and irrigation water user impact surveys but without commissioning major new cost/benefit analyses.

With substantial Mission-financed technical assistance, the Jordanian Cabinet approved its first, comprehensive irrigation water policy in 1997. The irrigation policy now addresses all key issues that USAID has advocated during the past three years, including differential water pricing based upon water quality; full recovery of operation and maintenance costs; partial capital cost recovery; on-demand irrigation water supply; increased efficiency of on-farm water use through incentives and technical assistance; and farmer operated and managed irrigation systems. The Ministry also desires to change land ownership and lease policies which should provide incentives for domestic and international investment and ultimately raise water use efficiency and productivity.

The Ministry continues to make significant progress in developing an information resources management system (IRMS) [Indicator 2.1.1]. The IRMS Index reached 86 in 1997, one point ahead of its target. The Ministry has completed designs that will build, upgrade and/or rehabilitate all 42 water quantity and quality monitoring systems. The Ministry's

reorganization created an Environmental Directorate whose primary responsibility is to identify environmental concerns based upon data from the monitoring units. The Mission's continuing efforts to develop a unified management of information system also made substantial progress last year. Two of the systems are operational at the Ministry and the JVA, though existing capacity only serves a limited number of users. Connections for the entire eight floors of the Ministry's building are proceeding on schedule.

USAID's continuing partnership with the Jordan Environment Society (JES), the largest environmental NGO in Jordan, actively engages local communities, religious leaders and women's groups on water issues such as efficient use and conservation. This type of outreach makes an important contribution to the Mission's participation and associational development goals. JES also worked with 55 large water consumers to help install water saving devices. For example, water saving devices have been installed in three major Amman hotels, the Gulf Hotel in Aqaba and the Jordan University of Science and Technology in Irbid. JES also completed demonstration sites for water conservation and reuse at public buildings, including mosques, schools, parks and the Parliament building in Amman. An update to the 1995 behavior baseline study concluded that Jordanians exposed to the various water information campaigns, water saving devices in particular, have a much greater knowledge base than those not exposed. No broad scale behavioral changes can be observed as yet, but changes in individual behavior are readily apparent. JES actively targets women and women's groups in public awareness campaigns, thereby promoting the Mission's broader Women-in-Development agenda. JES has strengthened its institutional capabilities as well. In 1997, increases in both number of active branches and number of volunteers/members exceeded expectations (Indicator 2.1.3). With Mission support, JES also secured a \$634,500 local currency endowment. This endowment will provide an additional \$63,450 annually to help sustain JES awareness activities for the next ten years.

Intermediate Result 2: Increased Water Use Efficiency

On-farm water use efficiency, key to this Intermediate Result's ultimate success, is rising. The USAID bi-annual survey of Central Jordan Valley farmers indicates that efficiency increased from 55 percent to 59 percent in open field drip irrigation and from 49 percent to 55.6 percent in plastic house trickle irrigation. The Mission has surpassed its annual targets (Indicator 2.2.1) since the baseline survey's inception in 1994. If extrapolated for the entire Jordan Valley, this translates into an additional 6.13 mcm of water, sufficient to irrigate approximately 1,500 acres or provide drinking water to approximately 75,000 people.

Several notable accomplishments contributed to this increase and provide optimism for additional increases in the future. Early in the year, pressurization of the delivery system was completed in the North Jordan Valley, resulting in a substantial increase in the number of farms using potentially more efficient drip irrigation. Likewise, the number of plastic houses has dramatically increased, reducing evaporation loss. In addition, USAID-financed on-farm water use information was made available to farmers. Finally, the USAID-financed reconstruction of the Tal Al Thahab weir should be completed by September 1998.

After three years of USAID technical assistance in the Jordan Valley, it is clear that farmers are anxious to have a highly efficient, on-demand irrigation scheduling system. In some cases, individual farmers are building water storage reservoirs to ensure continuous access to water. In other cases -- far superior from a cost and environmental standpoint -- farmers are trading planned irrigation schedules with other farmers to ensure water is available when needed. The newly developed Irrigation Water Policy adopts on-demand scheduling as the ideal scheduling system.

Water tariffs in irrigated agriculture remain too low. However, the Ministry is well positioned to affect an increase if the political will exists. USAID's FORWARD activity is using a collaborative problem solving methodology to help the JVA, its partners, and interested stakeholders identify and agree on the true cost of water. FORWARD is also conducting corollary studies to evaluate farmers' ability to pay and the impact of water quality on productivity. Finally, the recently completed irrigation water policy envisions full recovery of operation and maintenance costs and partial recovery of capital costs.

USAID/Jordan's substantial increase in program resources for the water sector has enabled the Mission to expand this Intermediate Result to include municipal water activities. In September 1997, the Mission designed a new activity that will rehabilitate up to 27 springs and wells contaminated with coliform or various minerals. Treatment plants for the first four -- yielding 6.3 mcm per year and meeting the needs of 125,000 people -- should be completed by December 1998. As part of a large, multi-donor supported program to improve water use efficiency in Amman, the Mission is also financing design and construction activities to restructure and rehabilitate two zones -- serving 400,000 people -- of the Greater Amman water supply system. The umbrella program, which includes a World Bank-financed contract to manage the Greater Amman water distribution and wastewater collection systems and a multi-donor financed program to restructure and rehabilitate all of Greater Amman's water distribution systems, should reduce unaccounted for water by 15 percent to 20 percent over the next four to five years (Indicator 2.2.4).

Intermediate Result 3: Improved Quality of Wastewater

Recognizing the importance of capitalizing upon all available water sources, the Ministry is aggressively pursuing proper treatment and reuse of all wastewater resources. As reported in the last R4, the USAID-financed As-Samra wastewater treatment plant emergency upgrade activity was completed two months ahead of schedule. Effluent tests conducted this past summer confirm greatly reduced BOD and ammonium levels. The communities surrounding the plant also report substantial odor reduction which is attributed to the emergency program. In response to community concerns, the Mission has begun a mosquito and insect abatement activity for the communities surrounding the As-Samra plant.

The Greater Amman Wastewater Masterplan was completed as scheduled during this reporting period. The Masterplan's net required investment is \$365 million (which funds the first phase through 2015). The Mission has entered into preliminary discussions with the

Ministry to partially finance the Masterplan's first and largest wastewater treatment plant. This plant, located close to the existing As-Samra facility, would meet the needs of Greater Amman through 2015 and would supply up to 100 mcm of high-quality, treated wastewater for irrigation purposes in the Jordan Valley. To date the World Bank has committed \$45 million in loan funds and \$45 million in a partial-risk, loan guarantee to help implement the Masterplan. The Japanese and Swedish governments will grant \$250,000 and \$500,000, respectively, to further explore and develop financing options for at least two new wastewater treatment plants through a private-sector build, own, and operate scheme (BOO) or similar approach (Indicator 2.3.3).

Construction of the USAID-financed, Wadi Mousa wastewater collection, conveyance and treatment plant is slightly behind schedule due to the Government Tender Board's lengthy procurement process, Ministry delays in finalizing contracts and USAID/Washington delays in approving the largest contract. Indicator 2.3.2 targets have been adjusted accordingly. (As discussed later, the Ministry has new procurement authority which should minimize future delays.) The lowest bidders for the three Wadi Mousa wastewater construction contracts have been identified and construction should commence in March 1998. The total cost of the wastewater system and wastewater and water supply construction supervision is \$30 million. The Mission will contribute \$25 million and the GOJ the remainder. Bidders to finance the USAID-designed, companion water supply system have also been identified: France will provide \$5 million in financing and Germany the remaining \$6 million.

The Mission has agreed to finance the expansion of the Aqaba wastewater treatment facility in southern Jordan and to construct a wastewater conveyance and treatment system for the surrounding communities of North Shuneh in the northern Jordan Valley. In January, the Ministry released a Request for Proposal (RFP) to prepare the final design and tender documents of the Aqaba activity. USAID reviewed the North Shuneh wastewater feasibility study and is working with the Ministry to resolve the remaining outstanding issues. These two activities contribute to peace process and environmental objectives by protecting the Jordan River and the Gulf of Aqaba.

Expected Progress through 2000 and Management Actions

The critical achievements of 1997 ensure that the Strategic Objective will ultimately exceed expectations, though the Mission does not anticipate that any Intermediate Result will be fully achieved before September 2000. The Mission attributes this optimistic outlook to four factors: the Ministry's enhanced leadership role combined with management and policy improvements to make water one of Jordan's most dynamic sectors; the additional resources available under the Middle East Peace and Stability Fund (an estimated \$240 million in the water sector for the next four years); an effective and collaborative donor community; and the inherent flexibility of the Mission's strategic objective construct. The Mission expects to achieve 63 percent of its Strategic Objective by September 2000.

Early last year, the Mission began a dialogue with the Ministries of Water and Irrigation and Planning and international donors regarding emerging water issues that the Strategic Objective might address. The criteria used to identify these issues included: greater water-use efficiency and treated wastewater reuse; water-related, peace process activities which support broader U.S. foreign policy objectives (e.g., protecting the Jordan River and the Gulf of Aqaba); number of people served by any new water or wastewater infrastructure; volume of water that could be saved; and contribution to USAID environmental objectives such as prevention of ground and/or surface water contamination.

When President Clinton announced the Middle East Peace and Stability Fund in June 1997, the Mission was exceptionally well-positioned to deepen its involvement in the water sector. The Mission has recently agreed to expand the Aqaba wastewater treatment plant (\$15 million), construct wastewater treatment facilities in North Shuneh (\$26 million), restructure and rehabilitate the Greater Amman water supply (\$60 million) and rehabilitate springs and wells (\$10 million). These and other activities will exhaust 1997 and 1998 obligations and consume a portion of 1999 obligations. Springs and wells rehabilitation will be quick disbursing. The capital-intensive activities will have a longer gestation period. However, the design documentation is complete for most of the new activities. The Mission's next priority will be to help the GOJ implement the \$365 million Greater Amman Wastewater Masterplan. The Mission is also designing activities to support policy dialogue, initiate the second phase of information system improvements and support the Ministry's privatization efforts. The Mission programmed more than \$23 million in local currency to support these and other mutually agreed upon water sector priorities.

To better capture the enhanced program results, the Mission shifted Strategic Objective-level Indicator 2.4 to the Intermediate Result level, added several new indicators and modified targets based upon prospects for greater success. With a revised Mission Strategy, new indicators have been added at the Strategic Objective level to measure how many people are served by new or expanded wastewater facilities and by rehabilitated existing water supplies. Per STATE 38128 (dated 04 March 1998), the Mission is modifying the water policy index (Indicator 2.1.4) to incorporate priority issues from the existing water policy matrix.

Because host-country contracting is the GOJ's primary procurement method, the Ministry sought and received Cabinet approval for full control of the Host-Country tendering process (which circumvents the arduous Government Tender Board process). The Ministry has already established and commissioned a tendering committee.

Since August 1997, the ANE Bureau has approved Initial Environmental Evaluations (IEEs) for wastewater activities in Aqaba and As-Samra; a water conveyance design study for Deir Alla/Zai/Dubuq; springs and wells rehabilitation; and restructuring the Greater Amman water distribution system. The Mission will also request approval for an Environmental Assessment (EA) to expand and upgrade the Aqaba water and wastewater facilities; an amended EA for As-Samra wastewater treatment improvements to aerate two trains; an IEE and a limited EA for the North Shuneh wastewater facilities and an IEE and an EA for the wells' second phase.

PERFORMANCE DATA TABLE FOR JORDAN SO2

<p>OBJECTIVE: Improved Water Resources Management APPROVED: 05/13/97 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: (SO Level)</p>			
<p>INDICATOR: 2.1 Volume of freshwater saved.</p>			
<p>UNIT OF MEASURE: Cubic Meters.</p> <hr/> <p>SOURCE: Ministry of Water and Irrigation records; surveys of technical irrigation efficiency.</p> <hr/> <p>INDICATOR DESCRIPTION: Cumulative cubic meters of water made available as a result (in whole or in part) of USAID activities. These activities include increased technical efficiency in irrigation, rehabilitation of stream water quality such that water can be put to more effective use, rehabilitation of contaminated springs and wells, restructuring/rehabilitation of Amman network which will decrease the leakage of water, and other such activities that might be initiated in the near future. Could include activities that increase water supply (good water resources management considers supply options as well as demand management). "Saved" in this context encompasses water savings through improvements in efficiency, preservation of the quality of water, and storage. The water saved in 1996 and 1997 will be used for irrigation in the Jordan Valley.</p> <hr/> <p>COMMENTS: The indicator substantially met expectations in 1997. The actual amount of water saved is slightly lower than the target due to only 6.13 MCM savings from irrigated agriculture. Nine MCM of the water saved in 1996 is due to construction of a conveyance system to divert saline spring water from the Zarqa River, allowing the water (which originates at the King Talal Reservoir, in which As-Samra treatment plant effluent is stored for reuse) to be used more efficiently (less water needed for leaching of salts), more productively (agricultural production per cubic meter of water is higher for lower salinity waters), and for a wider range of crops. The same conveyance system will save 35 MCM of water in 1997, when it has been in operation for a full year. Added to the 7.8 MCM of savings expected from increased technical efficiency of irrigation [Indicator 2.2.1], the target for 1997 is 42.8 MCM of water saved. Targets for 1998 encompass 4.5 MCM savings from rehabilitating the contaminated springs and wells, as well as expected savings from the increased technical efficiency of irrigation water use. The target for 1998 has been reduced from 57.1 to 55 based on slightly lower than anticipated savings in irrigated agriculture. Targets for 1999 encompass 12.5 MCM savings from rehabilitating the contaminated springs and wells, in addition to 10 MCM from the restructuring/ rehabilitation of the Amman network; added to that are the savings expected from increased technical efficiency of irrigation water use. The targets for 2000 and 2001 encompass savings from increased technical efficiency of irrigation water use, savings from rehabilitating the contaminated springs and wells, and savings from restructuring/rehabilitation of the Amman network. These targets may be increased following development of new activities which would begin in FY 1999.</p>	YEAR	PLANNED	ACTUAL
	1994		
	1995		
	1996	(new indicator)	9 MCM
	1997	42.8	41.13 MCM
	1998	55	
	1999	87	
	2000	100	
	2001	110	

PERFORMANCE DATA TABLE FOR JORDAN SO2

OBJECTIVE: Improved Water Resources Management APPROVED: 05/13/97 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: (SO Level)			
INDICATOR: 2.2 Volume of wastewater treated to allow safe use in irrigation.			
UNIT OF MEASURE: Cubic Meters.	YEAR	PLANNED	ACTUAL
SOURCE: WAJ records for treatment plant effluents (quality and quantity).	1995	0	0
INDICATOR DESCRIPTION: Cubic meters of water that meets WHO safety standards for unrestricted irrigation.	1996	0	0
COMMENTS: The Indicator met expectations in 1997. Most of the increase is due to improved treatment at As-Samra, which represents approximately 78% percent of the wastewater treated in Jordan. The targets for 1998, 1999 and 2000 are for As-Samra only. The increase each year is due to increased volumes of wastewater. The 2001 target includes treated effluent from the Wadi Mousa wastewater treatment plant. Targets for 1998 and 1999 have been adjusted to conform with the Greater Amman Wastewater Masterplan that was completed in August 1997. Targets for 2000 and 2001 have been added. Critical Assumptions: Emergency upgrading of As-Samra wastewater treatment plant completed in early 1997. Also mobilization of financing in 1996 and completion of construction of Wadi Mousa facility in 2000. Flow rates continue to increase at current rates. Ministry of Health continues to allow chlorination of effluent.	1997	35 MCM	33.36 MCM
	1998	50 MCM	
	1999	53 MCM	
	2000	56 MCM	
	2001	60 MCM	

PERFORMANCE DATA TABLE FOR JORDAN SO2

OBJECTIVE: Improved Water Resources Management APPROVED: 05/13/97 COUNTRY/ORGANIZATION: USAID/Amman			
RESULT NAME: (SO Level)			
INDICATOR: 2.3 Number of USAID-funded technical assistance activities leveraged into infrastructure financing by the GOJ, other donors, multilateral lending institutions, or the private sector.			
UNIT OF MEASURE: Number of studies (cumulative). <hr/> SOURCE: Discussions with donors, multilateral lending institutions, GOJ Ministries of Planning and of Finance. <hr/> INDICATOR DESCRIPTION: Number of planning or design activities which donors, multilateral lending institutions, the private sector, and/or the GOJ firmly commit to fund the implementation of, either orally or in writing. <hr/> COMMENTS: The indicator exceeded expectations in 1997. In the case of the Greater Amman wastewater master plan, each component of the plan is considered one unit for funding purposes, resulting in five TA activities for funding (i.e. conveyance system, two treatment plants, and expansion of the Ain Ghazal headworks). The World Bank has committed to provide \$90 million to finance treatment plants in the Greater Amman Wastewater Master Plan. While not actual construction, the Government of Japan committed \$250,000 and the Government of Sweden committed \$500,000 for further design of these wastewater activities including a study of BOT and BOO options for the treatment plants. The engineering design and environmental assessment for the Wadi Mousa water system leveraged \$2 million in USAID funds into \$13 million in construction funds from Germany and France. With design of the new pipeline costing \$140,000 that will increase the supply capacity of Zai/Dabouk system from 45 MCM to 90 MCM, USAID leveraged \$25 million from the Government of Germany for construction of the pipeline. Increased the target for 1998 from 4 to 5 and the target for 1999 from 5 to 6 based on better than expected progress in 1997 and added targets for 2000 and 2001. ++: WQIC MIS design report of 1995 used by KFW to upgrade computer operations for King Abdullah Canal, by JVA to upgrade all Amman offices (CIP funds) and by WAJ to upgrade a portion of their system (CIP funds). Critical Assumptions: GOJ, other donors, multilateral lending institutions, private parties are willing to make the necessary investments in the water sector.	YEAR	PLANNED	ACTUAL
	1995	0	2 (conveyance system and Ain Ghazal headworks expansion)
	1996	1	2++ (Conveyance system to divert saline springs from Zarqa River; Wadi Mousa water system.)
	1997	3	4 (Conveyance system to divert saline springs from Zarqa River; Wadi Mousa water system; the support for Amman Wastewater Master Plan by the World Bank; the Zai/Dabouk pipeline by the Germans .)
	1998	5	
	1999	6	
	2000	7	
	2001	8	

PERFORMANCE DATA TABLE FOR JORDAN SO2

OBJECTIVE: Improved Water Resources Management APPROVED: 05/13/97 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: 2.1 Stronger Water Sector Institutions			
INDICATOR: 2.1.1 Water Resources Information System Development Index.			
UNIT OF MEASURE: Index points.	YEAR	PLANNED	ACTUAL
SOURCE: Ministry of Water and Irrigation records and contractor (DAI) quarterly reports.	1994		
INDICATOR DESCRIPTION: The Index measures progress towards a fully functional water resources data management system. Each item counts as one point. Definitions of "designed", "operational", "upgraded", "trained", etc. can be obtained from the [anticipated] DAI SOW modification. a. MIS designed b. MIS installed c. MIS operational d. WAJ lab upgraded e. JVA lab upgraded f. Lab personnel trained g. New monitoring plans designed h. New monitoring stations installed and operational i. Existing monitoring stations rehabilitated and operational j. Collection of water use data improved by improving function of water meters in the middle Jordan Valley (rehabilitation of Tel Al Thahab weir) k. Selected databases are regionally compatible (Numbers in parentheses denote number of X, e.g. "h (20)" indicates 20 new monitoring stations are operational.)	1995	a (1) g (4) Total = 5	a (1) g (4) Total = 5
	1996	g (34) h (20) i (35) Total = 89	g (24) h (20) i (14) Total = 58
	1997	d(1), e(1), f(1) b (2) g (10) h (20) i (50) Total = 85	d (1), f(1) b (2) g (18) h (7) i (57) Total = 86
COMMENTS: The indicator met expectations in 1997. The JVA lab upgrade is half completed and will be finished in the coming year. The targets for element (h) were not fully achieved because WAJ was not able to access local currency funds. This problem has been corrected for 1998. Adjusted targets for 1998 from 85 to 102 and for 1999 from 1 to 2 based on actual progress in 1997. Critical Assumption: MWI continues with current commitment to unified databases, despite difficulties that will arise during harmonization of existing (conflicting) databases. GOJ and other regional parties (Palestinian and Israeli) continue commitment to regionally compatible databanks (k).	1998	c (2) b (1) j(1), e(1) h (23) i (74) Total = 102	
	1999	c (1) k (1)	

PERFORMANCE DATA TABLE FOR JORDAN SO2

<p>OBJECTIVE: Improved Water Resources Management APPROVED: 05/13/97 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: 2.1 Stronger Water Sector Institutions</p>			
<p>INDICATOR: 2.1.3 Index of the sustainability of the Jordan Environment Society.</p>			
<p>UNIT OF MEASURE: Index points.</p> <hr/> <p>SOURCE: Records of Jordan Environment Society (JES).</p> <hr/> <p>INDICATOR DESCRIPTION: Three point index consisting of:</p> <p>a. Fraction of JES revenues from non-USAID sources increases by 5% per year; b. Number of active JES branches increases by 5% per year (three year running average); c. Number of JES members increases by 10% per year (three year running average).</p> <p>Meeting a, b, or c in each year yields one point, for a maximum of three points each year, cumulative over the years.</p> <hr/> <p>COMMENTS: The indicator exceeded expectations in 1997.</p> <p>The reason why element (a) of the index would not have been met in 1995 (if this had been an indicator at that time, which it was not) is that in 1994, total JES revenue was small (84,000 JD) and USAID's grant began late in the year, contributing only 20,000 JD. In 1995, JES revenue grew to 204,000 JD, with the USAID contribution becoming a proportionally larger portion of the total (84,000 JD).</p> <p>JES revenue for 1996 totalled JD 278,945, of which JD 81,000 came from USAID.</p> <p>JES revenue figures for 1997 will be available in March 1997, when the annual audit is complete.</p>	YEAR	PLANNED	ACTUAL
	1994		<p>a. 75% of budget is from non-USAID sources b. 12 branches c. 2141 members</p> <p>0 points (baseline)</p>
	1995	new indicator in 1997	<p>a. 58% b. 18 c. 2979</p>
	1996	<p>a. 5% increase (from 58% to 63%) b. 5% increase (from 18 to 19) c. 5% increase (from 2979 to 3128)</p>	<p>2-year running averages: a. 70% b. 11.5% c. 35%</p> <p>Achieved three of three points</p>
	1997	6	<p>a. not yet available b. 10% c. 10%</p>
	1998	9	
	1999	12	

PERFORMANCE DATA TABLE FOR JORDAN SO2

<p>OBJECTIVE: Improved Water Resources Management APPROVED: 05/13/97 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: 2.1 Stronger Water Sector Institutions</p>			
<p>INDICATOR: 2.1.4 Index of water policy change.</p>			
<p>UNIT OF MEASURE: Index points (cumulative).</p> <hr/> <p>SOURCE: Ministry of Water and Irrigation records.</p> <hr/> <p>INDICATOR DESCRIPTION: Ministry of Water and Irrigation is better able to formulate and effect water policy that will allow for sustainable water supplies in the future.</p> <p>Index:</p> <ul style="list-style-type: none"> a. Water policy framework covering critical issues is adopted; b. Detailed implementation plan is developed collaboratively for at least 2 key policies; c. At least one key policy change is accomplished. <p>One point is given for each item achieved, cumulative over the years.</p> <hr/> <p>COMMENTS: The Indicator greatly exceeded expectations in 1997.</p> <p>During 1997 "Jordan's Water Strategy" and the "Water & Utility Policy" were issued and approved by the Council of Ministers, these include many issues that USAID has been pressing for. The FORWARD project activities to develop cost/tariff models for the agricultural and municipal/industrial sectors are near completion with full use expected in February and March of 1998. Also during 1997 three key policy changes were accomplished: the restructuring of the MWI, the establishment of the new Environment Department within the Ministry, and the establishment of an Irrigation Advisory Unit in the Jordan Valley Authority. Both of these offices were created because of the documentation provided by USAID financed activities.</p> <p>During 1998 we expect the Irrigation Water Policy paper that was finalized this year to be adopted. We also expect the cost/tariff models for the agricultural and municipal/industrial sectors to lead to changes in the water tariffs for these sectors. In addition to that we expect the on-going studies of FORWARD and the "Irrigation Water Policy", to lead to the development of detailed implementation plans for at least 2 key policies</p> <p>During 1999 we expect a detailed implementation plan to be developed for at least 1 key policy, in addition to one key policy change accomplished.</p> <p>Increased the target for 1998 from 3 to 10 based on better than expected progress in 1997 and added a target for 1999 of 11.</p> <p>The entire indicator is being revised based on current discussions with the MWI to provide additional technical assistance in this area. The focus will be on cost recovery, water pricing including differential pricing based on water quality and private sector involvement in management and financing of water infrastructure.</p>	YEAR	PLANNED	ACTUAL
	1994	NA	NA
	1995	NA	NA
	1996	1 (a)	1 (a)
	1997	2 (a + b)	7 (2a+2b+3c)
	1998	10 (3a+2b+5c)	
	1999	11 (3a+2b+6c)	

PERFORMANCE DATA TABLE FOR JORDAN SO2

<p>OBJECTIVE: Improved Water Resources Management APPROVED: 05/13/97 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: 2.2 Increased efficiency in use of water resources</p>			
<p>INDICATOR: 2.2.1 Technical efficiency of on-farm irrigation water use.</p>			
<p>UNIT OF MEASURE:</p> <p>Percentage, with 100% being the highest possible efficiency in the system (optimum efficiencies that can be expected in well-designed and managed systems generally run from 70% to 80%).</p> <hr/> <p>SOURCE:</p> <p>Bi-annual (every two years) survey conducted for the purposes of obtaining this data.</p> <hr/> <p>INDICATOR DESCRIPTION:</p> <p>Efficiency is comprised of two distinct components: a measure of physical system performance and a measure of system management. 1994 actuals are based on a basket of higher value, export-type crops which were included in the USAID-funded 1994 baseline survey (report titled "Irrigation Management and Water Quality in the Central Jordan Valley.")</p> <p>This indicator is a simplified version of the old Indicator 2.2.1.</p> <p>OF = open field trickle irrigation PH = plastic house trickle irrigation</p> <hr/> <p>COMMENTS:</p> <p>The indicator met expectations in 1997.</p> <p>Annual precipitation rate can significantly affect efficiencies (higher precipitation generally results in lower technical efficiency).</p> <p>Critical assumptions: GOJ commits adequate resources to system maintenance and to an active farmer training program. Farmers are willing to make necessary investments in improvements.</p> <p>For the purposes of calculating the volume of water saved (Indicator 2.1), it is estimated that each percent increase in technical efficiency results in a savings of 1.3 MCM of water (based on the fact that 130 MCM of irrigation water in the Valley is used for drip irrigation). Water saved will continue to be used in irrigation.</p> <p>USAID support to on-farm irrigation water use currently ends in November 1998. Therefor targets do not go beyond 1999.</p>	YEAR	PLANNED	ACTUAL
	1994		OF = 55% PH = 49%
	1995	new indicator	
	1996	OF = 56% PH = 50%	not measured
	1997	OF = 58% PH = 52%	OF = 59% PH = 55.6%
	1998	OF = 60% PH = 55%	
	1999	OF = 65% PH = 60%	

PERFORMANCE DATA TABLE FOR JORDAN SO2

OBJECTIVE: Improved Water Resources Management APPROVED: 05/13/97 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: 2.3 Improved quality of wastewater			
INDICATOR: 2.3.1 Percent of wastewater treated at As-Samra wastewater treatment plant to allow safe use in unrestricted irrigation.			
UNIT OF MEASURE: Percent.	YEAR	PLANNED	ACTUAL
SOURCE:	1994	0	0
WAJ records for quantity and quality of wastewater at As-Samra treatment plant.	1995	0	0
INDICATOR DESCRIPTION:	1996	0	0
Cubic meters of wastewater that meets WHO health standards for unrestricted irrigation divided by total cubic meters of wastewater treated.	1997	100% 35 MCM	100% 33.36 MCM
COMMENTS:	1998	100% 50 MCM	
The Indicator met expectations in 1997.	1999	100% 53 MCM	
Targets have been adjusted based on actual schedule contained in the Greater Amman Wastewater Masterplan, completed in August 1997.	2000	100% 55.6 MCM	
	2001	100% 58.6 MCM	

PERFORMANCE DATA TABLE FOR JORDAN SO2

<p>OBJECTIVE: Improved Water Resources Management APPROVED: 05/13/97 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: 2.3 Improved quality of wastewater</p>			
<p>INDICATOR: 2.3.3 Percent of total infrastructure financing needed to implement the greater Amman Wastewater Master Plan through the year 2010 that has been obtained.</p>			
<p>UNIT OF MEASURE: Percent.</p> <hr/> <p>SOURCE: WAJ records and discussions with donors/multilateral lending institutions/private sector.</p> <hr/> <p>INDICATOR DESCRIPTION: "Obtained" means firm funding commitments made by donors (other than USAID), multilateral lending institutions, private sector, and/or the GOJ, orally or in writing.</p> <hr/> <p>COMMENTS: The indicator exceeded expectations in 1997. The total value of the Greater Amman Wastewater Master Plan is \$365 million.</p> <p>1) While the Master Plan goes through the year 2025, funding commitments received by 1999 are unlikely to cover anything beyond the year 2015.</p> <p>2) The \$70 million in donor funding obtained in 1995 (for expansion of the Ain Ghazal headworks and construction of a parallel conveyance siphon) resulted from USAID-funded studies which were completed prior to the current Master Plan activity. They are included here because they will be important parts of the Master Plan currently under development.</p> <p>3) The World bank is committed to providing a \$45 million loan and a \$45 million loan guarantee.</p> <p>4)The Government of Japan committed \$250,000 to support the World Bank activity to finance the wastewater plant.</p> <p>5) The Government of Sweden committed \$500,000 to study the BOT and BOO options for the treatment plant units.</p> <p>Critical Assumption: GOJ, donors etc. continue to place priority on adequate treatment and reuse of wastewater.</p>	YEAR	PLANNED	ACTUAL
	1994		
	1995	no target at this time	\$70 million (cannot yet be reported as percentage of total, as total cost of infrastructure needed is not yet developed)
	1996	No target at this time; ww master plan will be completed in July 1997	
	1997	20%	25% (\$9,750,000)
	1998	35%	
	1999	50%	

Strategic Objective 3: Increased Practice of Family Planning with an Emphasis on Modern Methods

The long-term economic and social implications of Jordan's high population growth rate ensure that the GOJ will continue to focus on family planning issues. USAID, as the largest bilateral donor in the health sector, made significant progress in 1997 toward reaching its Strategic Objective. During the past year, the Mission achieved its third Intermediate Result which ensures modern contraceptive products are available and affordable through the private sector. The adoption of the National Population Policy in 1996, a dynamic and improved policy environment and a proactive public and private-sector health sector will facilitate and hasten attainment of the Mission's family planning strategy. The Strategic Objective, which focuses on a very topical and key women's issue, also supports U.S. foreign policy global issues included in the Embassy's MPP such as stabilizing world population growth and improving human health as well as safeguarding prospects for Jordan's economic prosperity.

Strategic Objective-Level Performance

Progress toward achieving the Increased Practice of Family Planning Strategic Objective is encouraging as USAID continues to benefit from an increasingly open policy environment. The Mission surpassed its *modern* Comprehensive Prevalence Rate (CPR) target of 37.1 in 1997, which indicates that family planning information and services are now more widely available in the public and private sector than ever before. With growing private sector involvement and productive partnerships with the Ministry of Health and Health Care (the Ministry), the United Nations Family Planning Association (UNFPA) and several NGOs, the Family Planning Strategic Objective's performance remained on target in 1997. Supported by a modest increase in program resources for the next four years, the Strategic Objective is well positioned to sustain results obtained and respond to new trends and the emerging issues discussed below.

The preliminary Demographic Health Survey (DHS) report, issued in January 1998, affords valuable insight into the Strategic Objective's strong performance and Jordan's notable accomplishments in meeting its family planning goals. Preliminary data from the USAID-financed DHS corroborate the 1996 Knowledge Attitude and Practice Survey (KAP) survey indicating that Jordan has embarked on a demographic transition toward greater contraceptive use, lower fertility rates and smaller families. The DHS revealed that the 1997 total Comprehensive Prevalence Rate (CPR) is 52.6². From a 1990 baseline of 40 percent, this rate nearly reaches the Strategic Objective-level CPR target of 53.6 percent by 2000 as well

²The final KAP report, dated October 1997, states the CPR as 48 and the modern CPR as 39.

as the National Population Commission's 2000 target *three years early*. Similarly, modern CPR increased from 27 percent (1990) to 37.7 percent (1997), a strong indication that the 2000 target of 41.5 percent will be easily met.

The 1996 KAP results helped sharpen the focus of the Mission's family planning program. To promote greater acceptance of family planning methods, USAID assisted the National Population Commission (NPC) in developing the National Population Information Education and Communication (IEC) Strategy. This strategy addresses the two primary constraints to greater family planning acceptance: male attitudes towards family planning and Jordanian misperceptions of religious leaders' beliefs regarding family planning.

The KAP suggests that while the vast majority of the female respondents believe that family planning is consistent with their religious views or *halal*, many are uncertain about the religious stance on certain methods. Approximately 72 percent of men who have never practiced family planning believe that family planning is *halal*; however, only 49 percent of those who have never used modern, family planning methods approve. The conventional wisdom among policy makers and other influentials is that Muslim religious leaders do not support family planning and believe it is *haram* or forbidden by Islam -- a misperception discussed below. The new IEC Strategy will address this important gender issue. USAID continued to assist the Ministry and the NGO community to improve the accessibility and quality of services and to meet nationwide demand for reproductive health services.

Intermediate Result 1: Improved Knowledge of Contraceptives

The 1996 KAP and the 1997 DHS reaffirmed that knowledge of modern contraceptive methods is almost universal. However, there remains a large knowledge gap with respect to the safety and efficacy of methods among clients, spouses, service providers and religious leaders. To address this knowledge gap, the family planning program continues to use a variety of tools to inform different population segments. The IEC Strategy thus became a collaborative effort led by the NPC, USAID and all the major stakeholders in the public and private sector, including senior and well-known religious leaders.

The Mission's public awareness campaign continues to make significant progress. The number of married couples of reproductive age that correctly comprehended a given family planning message reached 70 percent, ten percent higher than last year's target. In 1997, Jordan Television, in cooperation with the Ministry, provided \$700,000 worth of free, prime-time advertising space to broadcast five infomercials concerning method-specific, family planning options. In addition, the television station aired informative talk shows about family planning and reproductive health topics. The 1997 Omnibus survey revealed that 75 percent of respondents correctly comprehended the messages of the new television spots. Responding to the 1996 KAP findings and to address this gender concern, a national male motivation campaign has been devised to address male concerns regarding family planning methods. The national campaign rolls out in the spring of 1998.

The Strategic Objective's Comprehensive Postpartum (CPP) activity developed a variety of learning materials for clients and providers. Both public and private sector awareness activities utilize USAID materials. Results from 22 focus groups indicate that clients are now more comfortable with their choices and providers are more comfortable in giving information. Information and service providers also indicate that training has quelled fears about safety. Post-test questionnaires continue to show that 85 percent to 90 percent of trainees can provide accurate information about family planning and agree that counseling is an important part of family planning service delivery.

An NPC-commissioned survey of Jordanian religious leaders was conducted in the summer of 1997. Of the 1,810 religious leaders employed by the Ministry of *Awkaf* (Religious Affairs), 92 percent completed the self-administered questionnaire. Surprisingly, 83 percent of the religious leaders believe that family planning is *mubah* or permitted, according to Islamic principals. Approximately 35 percent of the men and 51 percent of the women (women comprised four percent of the sample survey) have lectured on family planning. A strategy is currently being developed to inform political leaders, other influentials, and the public of these findings and to increase involvement of religious leaders in the family planning program. This participatory approach strengthens the constituency for maintaining an open family planning environment.

To ensure that the climate for family planning and reproductive health services remains open and supportive, USAID funded several population policy activities in 1997. Through the Policy Project, the IEC Strategy is being revised according to the 1994 International Conference on Population and Development recommendations. Reproductive health and gender concepts are also being integrated into the Strategy. Additionally, the Policy Project is assisting the NPC to deliver advocacy presentations to policy makers. An Arabic version of RAPID (Resource Awareness on Population Impact on Development), a computer simulation model, is being used to educate policy makers at the national and local levels. A RAPID companion booklet for planners and policy makers has been developed and is being used in the advocacy activities.

Intermediate Result 2: Increased Availability of Family Planning Services

The Mission made outstanding progress toward achieving the Strategic Objective's second Intermediate Result. The 1997 DHS revealed that modern contraceptive prevalence increased from 27 percent in 1990 to 37.1 percent in 1997. The ultimate target for this Intermediate Result is a *modern* CPR rate of 41.5 percent by 2000.

During the past year, the Mission worked closely with the Ministry and the NGO community to ensure that access to family planning services continues to expand throughout the Kingdom. Co-locating family planning services with primary and secondary healthcare facilities has proven to successfully serve two important objectives: to increase the likelihood that mothers will return for postpartum care and/or family planning services; and to increase the prospects that mothers previously unexposed to family planning services will have a convenient and reliable source of information as well as the full range of family planning services.

Baseline information in 1990 revealed that only six percent of Jordanian women return for postpartum services. In 1997, just one year after CPP Centers began operating, 30 percent of women who delivered in hospitals that offer postpartum and family planning services are returning for family planning services. This percentage indicates that the activity is on track and will reach the target of 60 percent by 1998. The referral system to link clients from the CPP centers to the model family planning and maternal and child health centers and vice versa is operational and one year ahead of schedule. Training is on target under all Intermediate Result activities. For example, USAID helped train 500 additional service information providers in management, clinical skills, logistics and counseling this past year. In addition to the 12 USAID-financed CPP centers, 123 Ministry maternal and child health centers are providing a full range of family planning services. Finally, more than \$3.4 million in local currency has been programmed to upgrade services in CPP centers and Quality Assurance Centers (QACs).

The Ministry's policymakers and the NGO community recognize that customer satisfaction is important to continuing use of contraception. As such, rapid appraisals and client exit interviews have become standard tools to ensure that all family planning programs meet clients' needs. One of USAID's NGO partners piloted a community-based service project to disseminate family planning information in Zarqa. After the first round of home visits, the percentage of modern family planning users increased from 35 percent to 48 percent. The majority of the new users were women who had not previously used any modern contraceptive method. This pilot activity demonstrated to other NGOs that home visits can increase modern CPR among their client populations.

The Ministry continues to be an advocate for incorporating quality assurance (QA) principles into all Ministry programs. QA has been added to all USAID CPP training curricula; protocols and standards developed by the Family Health Services activity have also been adopted and approved by the Ministry. QA activities are *de rigueur* in all clinics of the Jordanian Association for Family Planning and Protection (JAFPP), Jordan's predominant and premier NGO family planning service provider. Seventeen JAFPP clinics now provide the full complement of family planning services. The Mission is pleased to report that the target for this indicator was met in 1997.

Finally, USAID continues to collaborate with UNFPA to ensure that the Ministry is positioned to respond to growing demands for modern contraceptives. In 1997, the Ministry and USAID designed the Contraceptive Distribution and Logistics Management Information System (CDLMIS). Operational manuals and training curricula have been developed and Ministry training staff have been trained. A nation-wide training program begins in 1998. USAID also computerized the inventory system for the central warehouse in 1997. No stock-outs occurred in the last six months, a dramatic change from last year when 75 percent of the Ministry facilities were out of stock of at least one product. Moreover, the Ministry did not have to make a single emergency contraceptive shipment in 1997.

Intermediate Result 3: Increased Availability and Affordability of Family Planning Products in the Private Sector

The private sector has been the leading provider of family planning services in Jordan since 1991. The 1997 DHS reported that 72 percent of married women of reproductive age (MWRA) purchased family planning services in the private sector. All modern contraceptive products are now available at affordable prices -- prices which have not increased since 1994 (Indicator 3.3.3) -- and all four modern family planning methods are also available in Jordan (Indicator 3.3.1). Consequently, the extended Strategic Objective Team determined that this Intermediate Result has been fully achieved. Since the Strategic Objective's inception, the Mission demonstrated that a contraceptive social marketing program that uses a multi-media approach to inform clients about contraceptives, increases the variety of contraceptives in the market place, reduces product costs and enables pharmacists to provide correct information and refer the customer to a trained physician can be extremely effective.

Despite this achievement, USAID's experience around the globe demonstrates that to attain the national family planning program's goal of 41.5 by 2000, the private sector must remain engaged. Therefore, the Mission is developing a new private-sector strategy, which will become Intermediate Result 5, based upon the DHS and KAP findings. This new Intermediate Result will promote private-sector participation in providing family planning services. The ANE Bureau approved development of this new Intermediate Result in the February 1998, Mission Strategy review. Once designed, the Mission will request that the ANE Bureau review and approve the Intermediate Result later this year.

Intermediate Result 4: Increased Rationalization of Health Financing Systems

This new Intermediate Result, approved in April 1997, will assist the GOJ to explore the healthcare and financial implications of reducing costs while improving efficiency. The Ministry and major stakeholders subsequently developed a Country Action Plan (CAP) using a collaborative, participatory approach that included USAID, the Royal Medical Services³ and the private sector. Approved by the Ministry in September 1997, the CAP will enable the GOJ to address equity and efficiency concerns, reduce waste and contain cost escalation, as well as to preserve the gains made in family planning and primary health care. Moreover, the CAP will also enable the Ministry to develop National Health Accounts as a policy tool to improve the capacity of decision makers to identify health sector problems and to develop, monitor and modify reform strategies, as necessary. The first activity, technical assistance to the Ministry to explore options for universal health insurance, began in November 1997.

This Intermediate Result has also been expanded to include a cost-recovery initiative in partnership with the JAFPP, which provides 24 percent of Jordan's family planning services. In 1997, JAFPP recovered 50 percent of its operating expenses. Utilizing this NGO as a national model, USAID-funded technical assistance will enable JAFPP to recover 80 percent

³The Royal Medical Services is a military medical system which provides services to civilians in areas where no Ministry health facilities exist. The Mission obtained a waiver to work with these facilities in October 1993.

of its costs by 2000 (see new Indicator 3.4.2). Given JAFPP's outreach capabilities, this success will strengthen the Mission's associational development and community outreach goals.

Expected Progress through 2000 and Management Actions

The Mission's Family Planning Strategic Objective made excellent progress in 1997 and met expectations, as confirmed by the DHS and NPC results. The Mission expects to achieve 98.5 percent of the Strategic Objective's results by September 2000. USAID assistance remains critical to sustain the gains attained, however, in assisting the Ministry to slow Jordan's rapid population growth rate. The Mission will continue to focus on health policy, disseminating family planning information, expanding service delivery and improving the quality of family planning services. A male motivation campaign will be one new activity in intensifying efforts to remove barriers to wider family planning acceptance and practice. Additional activities will be initiated to more fully involve the religious community as advocates and supporters of Jordan's broader national family agenda. Two new indicators will be added to Intermediate Result 1 that measure the increase in male and religious leaders support for family planning.

In the policy arena, the Mission will focus future efforts on disseminating the 1997 DHS and RAPID findings to draw GOJ policymakers' attention to the relationship between population growth and the GOJ's broader social-economic goals. USAID will also develop the capacity of the Princes Basma Women's Research Center to conduct policy relevant research and develop a research agenda for women.

USAID will continue to be a principal supplier of modern contraceptives. Within the next few months, Wyeth brand contraceptives will be registered for use in Jordan. Talks are underway to include a line item for contraceptives in the Ministry's budget beginning in 2000. The CDLMIS will be completed by the end of 1998. By 2000, nine additional CPP centers will be completed, bringing the total number to 21 thus reaching 95 percent of all women who deliver in public hospitals.

Finally, the Mission will intensify efforts to assist the Ministry to contain rising health service delivery costs through improved information, planning and management of the health sector. This has important equity considerations, given the Ministry's tendency to emphasize high-end medical interventions rather than more cost-efficient public health services. Private and public-sector partnerships will be established to reduce management and cost inefficiencies, ensure high quality care in private-sector facilities and improve access to essential preventive and curative care (especially maternal and child health services). During 1998, the Mission will assess current health insurance schemes to identify key areas for intervention. The Mission will also support JAFPP's efforts to increase cost recovery. A new indicator will be added to Intermediate Result 4, "Increase JAFPP's cost recovery efforts from 50 percent in 1997 to 80 percent by 2000".

PERFORMANCE DATA TABLE FOR JORDAN SO3

OBJECTIVE: Increased Practice of Family Planning with an Emphasis on Modern Methods APPROVED: 7/3/96 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: (SO Level)			
INDICATOR: 3.2 Modern Method Contraceptive Prevalence Rate.			
UNIT OF MEASURE: Women 15-45.	YEAR	PLANNED	ACTUAL
SOURCE: 1997 Demographic Health Survey.	1990		27%
INDICATOR DESCRIPTION: Modern methods consist of oral contraceptives, IUD, DMPA, Foam, Condom, Norplant and Tubal ligation.	1996	35.8	38.8% ¹
COMMENTS: The SO exceeded expectations in 1997.	1997	37.1	37.8 ²
Footnotes: 1. The 1996 KAP reported 38.8% modern method CPR using a sample of 1,000 women. 2. Preliminary 1997 DHS reported 37.8% on a sample of 5,000 women. The team believes results are close enough to be comparable and demonstrate the program is on target.	1998	39.3	
	1999	40.3	
	2000	41.5	

PERFORMANCE DATA TABLE FOR JORDAN SO3

<p>OBJECTIVE: Increased Practice of Family Planning with an Emphasis on Modern Methods APPROVED: 7/3/96 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: 3.1 Improved Knowledge of Contraceptives</p>			
<p>INDICATOR: 3.1.1 60% of MCRA correctly comprehend a given message.</p>			
<p>UNIT OF MEASURE:</p> <p>Percent of married couples who, having heard a method - specific message, are able to paraphrase the main idea.</p> <hr/> <p>SOURCE:</p> <p>Results of 22 focus groups discussions¹ and 54 individual interviews.</p> <p>Result of Omnibus survey.²</p> <hr/> <p>INDICATOR DESCRIPTION:</p> <p>Method specific IE&C. Print material¹ that indicate where to find quality FP products in the private sector.</p> <hr/> <p>COMMENTS:</p> <p>The IR exceeded expectations in 1997.</p> <p>Footnotes: 1. CPP IE&C activity 2. Social Marketing Activity</p> <p>Target achieved, but we will continue to report as new materials are developed every year.</p>	YEAR	PLANNED	ACTUAL
	1995	60	60
	1996	60	70
	1997	60 ¹	84 ¹
		60 ²	75 ²
	1998	60	
	1999	60	
	2000	60	

PERFORMANCE DATA TABLE FOR JORDAN SO3

<p>OBJECTIVE: Increased Practice of Family Planning with an Emphasis on Modern Methods APPROVED: 7/3/96 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: 3.2 Increased Availability of Family Planning Services.</p>			
<p>INDICATOR: 3.2.1 Number of NGOs which provide "a full range" of quality FP services increases from 14 in 1995 - 17 in 1998.</p>			
<p>UNIT OF MEASURE: Number of clinics.</p> <hr/> <p>SOURCE: NGO records.</p> <hr/> <p>INDICATOR DESCRIPTION: "Full-range" of personnel trained to provide pills, IUDs, condoms, DMPA and LAM.</p> <hr/> <p>COMMENTS: The IR met expectations in 1997. These NGO clinics are recovering an average of 50% of their costs. Some are recovering 122% of their costs. * Target achieved. We will no longer report on this indicator.</p>	YEAR	PLANNED	ACTUAL
	1995		14
	1996	15	15
	1997*	17	17

PERFORMANCE DATA TABLE FOR JORDAN SO3

<p>OBJECTIVE: Increased Practice of Family Planning with an Emphasis on Modern Methods APPROVED: 7/3/96 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: 3.2 Increased availability of FP services</p>			
<p>INDICATOR: 3.2.2 Number of Public sector sites which provide a "full range" of "quality" FP services from 63 in 1995 to 133 in 1998.</p>			
UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
Number of clinics.	1995		63
SOURCE:	1996	98	85
MOH clinic records	1997	133	123
INDICATOR DESCRIPTION:	1998	133	
"Full range" of personnel trained to provide pills, IUDs, condoms, DMPA and LAM.			
COMMENTS:			
The IR did not meet expectations in 1997.			
123 clinics are providing all FP methods except IUD. Culturally only female doctors can insert IUD's. There are insufficient numbers of women gynecologists who work for the public sector. Nurses & midwives are scarcer than physicians and are not allowed, by Jordanian law, to insert IUDs. All FP model centers have women physicians trained to insert IUDs.			

PERFORMANCE DATA TABLE FOR JORDAN SO3

<p>OBJECTIVE: Increased Practice of Family Planning with an Emphasis on Modern Methods. APPROVED: 7/3/96 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: 3.3 Increased Availability & Affordability of FP Products in the Private sector.</p>			
<p>INDICATOR: 3.3.1 By 1998 the number of FP products available in the private sector increases from 2-4.</p>			
<p>UNIT OF MEASURE: Number of products.</p> <hr/> <p>SOURCE: GOJ Products Registry; SOMARC annual reports.</p> <hr/> <p>INDICATOR DESCRIPTION: FP Products consist of orals, IUD, DMPA and Norplant.</p> <hr/> <p>COMMENTS: The IR exceeded expectations in 1997. * Target achieved. We will no longer report on this indicator.</p>	YEAR	PLANNED	ACTUAL
	1995		3
	1996*	3	4

PERFORMANCE DATA TABLE FOR JORDAN SO3

<p>OBJECTIVE: Increased Practice of Family Planning with an Emphasis on Modern Methods APPROVED: 7/3/96 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: 3.3 Increased Availability & Affordability of FP Products in the Private Sector.</p>			
<p>INDICATOR: 3.3.3 By 1998, the price of oral contraceptives, CUT380A IUDs and DMPA in the market place remains at an affordable price.</p>			
<p>UNIT OF MEASURE: Cost of products.</p> <hr/> <p>SOURCE: GOJ Products Registry; SOMARC annual reports.</p> <hr/> <p>INDICATOR DESCRIPTION: FP Products are orals, IUD and DMPA.</p> <hr/> <p>COMMENTS: This IR met expectations in 1997. Target achieved. We will no longer report on this indicator.</p>	YEAR	PLANNED	ACTUAL
	1995	OCs 1.280 JD IUD 5.000 DMPA 4.000	OCs 1.280JD IUD 5.000 DMPA 4.000
	1996	OCs 1.280 JD IUD 5.000 DMPA 4.000	OCs 1.280JD IUD 5.000 DMPA 4.000
	1997	OCs 1.280 JD IUD 5.000 DMPA 4.000	OCs 1.280JD IUD 5.000 DMPA 4.000

Strategic Objective 5: Increased Economic Opportunities for Jordanians

For most Jordanians, the prospect of greater and lasting economic prosperity was a determining factor in making peace with Israel in 1994. At the same time, on-going structural reform is shaping Jordan's economic landscape for market-oriented growth. The reform process, however, is not yet complete. Three years later, most Jordanians find themselves less prosperous and confronting greater economic insecurity. In response, the GOJ intensified its focus on domestic economic and social issues during 1997.

USAID/Jordan's "Increased Economic Opportunities for Jordanians" Strategic Objective, approved in April 1997, provides a timely and strategic response to both macro- and micro-economic issues affecting Jordan's prospects for sustainable, private-sector led economic growth. The Strategic Objective met expectations in 1997 and contributes to a key U.S. Embassy/Amman MPP policy objective in building a stable, prosperous economic community in the heart of the Middle East.

Since April 1997, USAID/Jordan has achieved noteworthy results in microfinance and made substantial progress in preparing to assist the GOJ implement a far-reaching, macro-economic reform agenda. At the Strategic Objective-level, the Mission far exceeded all microfinance targets for 1997. Consequently, new targets have been established for 1998 through 2002. During the past year, the Mission also completed a significant design and contracting effort to launch two Intermediate Results that will assist the GOJ achieve its long-term economic development objectives.

Establishment of the Middle East Peace and Stability Fund in June 1997 substantially bolstered the Mission's ability to support the GOJ's economic reform program. With invaluable assistance from the ANE Bureau, the Mission was able to obligate an additional \$50 million (within two months) to launch a major multi-year, policy-based balance of payments support program. This new Intermediate Result, approved in June 1997 and entitled "Improved Environment for Sustained Policy Reform", envisions approximately \$200 million in conditionality-based, balance of payments support over the next four years to strengthen and deepen the GOJ's economic reform effort.

Strategic Objective-Level Performance

The Increased Economic Opportunities for Jordanians Strategic Objective performance met Mission expectations in 1997, despite a considerable time investment in designing new activities, evaluating proposals and selecting implementation partners. Results under all three Strategic Objective-level indicators significantly surpassed targets, especially under Intermediate Result 1, "Increased Access to Business Services"⁴. These achievements are particularly noteworthy because a relatively small increase in 1997 microfinance training and

¹ The ANE Bureau approved the expansion of this Intermediate Result which was entitled "Increased Access to Financial Services" to "Increased Access to Business Services" during the Mission's February Strategy Review. New indicators will be developed to capture this Intermediate Result's broader purpose. However, for the purposes of this R4, progress achieved is measured by the indicators and targets approved in last year's R4.

lending funds has afforded an immediate and visibly positive impact on the poorest segment of Jordan's population. In 1997, the Mission expected that 4,560 microentrepreneurs and small business owners would access loans from the commercial banking sector (Indicator 5.2). The Mission exceeded this target by 190 percent, with more than 8,680 enterprises engaged in the formal banking sector -- a 289 percent increase above the 1996 baseline figure. Women accounted for 97.7 percent of the borrowers. This outstanding performance can largely be attributed to Group Guaranteed Lending and Savings program implemented by Save the Children (SAVE) and its local NGO partner, Jordan Women's Development Society (JWDS) through Mission and G-Bureau PRIME funds. This "best practices" program targets very poor women in urban and rural communities.

The Mission is also addressing Jordan's underlying impediments to sustainable growth in economic policy implementation and is fostering an effective economic enabling environment. Strategic Objective-level Indicator 5.1, Increased Number of Companies Registered, is a proxy for business optimism and business community knowledge of market-oriented reforms. The Mission exceeded its 1997 target of a one percent increase in companies registered by 80 percent. While the actual number of new companies registered in 1997 was not large (4,294), it does demonstrate a modicum of business optimism and continuing interest in GOJ economic reforms. Despite the economic vagaries associated with the struggling peace process and the national economic implications of a debilitated Iraq, efforts to implement and publicize policy reforms continue to improve prospects for new business ventures and opportunities.

The Mission's third Intermediate Result, entitled "Improved Environment for Sustained Policy Reform", was formally approved in the February 1998 Strategy review. This Intermediate Result, supported by a \$50 million balance of payments support payment in 1997, will help encourage the GOJ to take the difficult yet necessary economic restructuring steps needed to expand Jordan's economy and promote private sector-led economic growth. Future cash-transfers will be disbursed based upon evidence that the GOJ has met specific restructuring benchmarks and milestones. These conditions will feature trade and investment policy reforms, financial and legal sector reforms, privatization and other public sector reforms. The Mission, in coordination with the World Bank, developed a Policy Reform Matrix which will serve as a roadmap for USAID/Jordan's policy reform agenda over the next four years. With authority delegated to the field, the Mission will soon negotiate specific benchmarks which the GOJ must meet to receive balance of payments support in 1998. Similar agreements will be negotiated in consultation with the ANE Bureau in subsequent years as part of the annual cash transfer process through 2001. These results demonstrate that despite a stalemated peace process and its implications for regional investment, the trend for new business ventures and job creation is positive and on-target.

Intermediate Result 1: Increased Access to Business Services

USAID's efforts to expand financial services for Jordan's microentrepreneurs is succeeding. The first Intermediate Result is on track: the Mission far exceeded 1997 expectations and the Intermediate Result will be fully achieved well before 2002. USAID exceeded three targets in 1997. For example, the Mission nearly doubled the number of female micro-entrepreneurs receiving microfinance loans in 1997. The 1997 target for women borrowers was 4,320.

However, more than 8,485 women accessed credit through an on-going grant to Save The Children (SAVE) and the Jordan Loan Guarantee Corporation (JLGC) [Indicator 5.1.1]. Most of these women (8,464) received sustainable micro-enterprise loans of less than JD 500 (\$705) through SAVE's Group Guaranteed Lending Scheme. Twenty-two of the women-borrowers were JLGC clients and received small business loans under 10,000 Jordanian Dinars. Exceeding this particular target is highly significant since it measures the "depth" of financial outreach (i.e., whether credit services are reaching the poor and lower income Jordanians, especially very poor women). This indicator also helps address GOJ and USAID concerns to ensure that this population segment shares in and benefits from on-going economic reform. Finally, this success bodes well for SAVE's efforts to implement an "exponential microfinance growth" strategy.

Under Indicator 5.1.2, "Operational Sustainability of USAID-Supported Microfinance Institutions", the Mission also exceeded expectations. The 1997 target was 21 percent operational sustainability in the second year of USAID assistance. SAVE achieved 34.6 percent fully loaded, operational sustainability for its combined urban and rural programs. This is especially noteworthy since 1997 was a year when SAVE expanded its activities to non-urban areas which are in more expensive-to-serve rural areas and attract newer, less experienced borrowers. The Mission believes this indicator is crucial in assessing prospects for long-term, sustainable microfinance program once donor assistance ends.

USAID's commitment to microfinance in Jordan is based entirely upon applying best practice principles. In March 1997, the Mission teamed with the World Bank, the United Nations Development Programme and the European Commission, to host a "best practices" microfinance workshop in Amman, Jordan. Widely attended by government policymakers, the banking community, micro-enterprise entrepreneurs and microfinance practitioners, this event inaugurated a new GOJ commitment to help assist a hugely untapped economic resource which USAID anticipates will ultimately become a growing economic force in Jordan. The Mission, in cooperation with the Global Bureau's Economic Growth Center, Office of Microenterprise Development, sent 12 individuals (representing four Jordanian NGOs and one international NGO) to a two-month microfinance training program at the University of Colorado's Economic Institute. This cadre of professionals has now become a catalyst for improving and expanding best practice microfinance principles in Jordan.

Intermediate Result 2: More Effective Identification and Implementation of Policy Reform

The second Intermediate Result, approved in last year's R4 and revised in February 1998, will assist the GOJ to expand, strengthen and deepen the policy environment for trade and investment created over the past several years. The Mission's strategic approach will facilitate an integrated and self-reinforcing economic policy framework to open Jordan's doors for domestic and international investment, privatization, banking sector reform and international trade. The GOJ has already adopted many of the economic reforms necessary to significantly increase Jordan's economic productivity. Implementing these important policy changes, however, will be USAID's primary focus, thereby engendering a private sector-friendly business environment that encourages growth with equity and supports both domestic and international investment as well as trade.

The Mission was unable to quantitatively determine progress toward achieving this Intermediate Result during the past ten months. Since the GOJ does not have reliable baseline data available to assess the effectiveness of its on-going business development and trade and investment reform program, the Mission must develop its own surveys and instruments. USAID expected to complete two surveys in 1997. One assessment was not undertaken due to personnel changes at the Investment Promotion Corporation (IPC). The second survey was completed and a baseline for Indicator 5.2.1 was established with a 1998 target. Consequently, no empirical data is available to accurately assess progress toward this Intermediate Result in 1997. In December 1997, USAID did fund an additional Stanford Research Institute survey that assessed Jordan's commercial policy environment. Survey results suggest that Jordan's current commercial policy environment, in comparison to other Middle Eastern countries, is on par with that of Lebanon and ahead of Egypt, Israel, Morocco, Tunisia and Cyprus.

Chemonics, the new Economic Opportunities Strategic Objective's institutional contractor, will undertake one study early in 1998 to establish baseline data which will enable the Mission to track progress on customs efficiency. The Mission has already identified the customs clearance process as a major impediment to increasing domestic production and improving the quality of export-destined goods. The success of the Mission's interventions in customs reforms during the next four years will be tracked under Indicator 5.2.3, "Better trained customs officers perform duties in a more efficient manner". The World Bank should have completed a customs study in March 1998 which will also help establish baseline data. The Chemonics study should be complete in July 1998. Once baseline data is available, the Mission will submit all targets (based upon the agreed indicators approved in April 1997) for ANE Bureau approval in late FY 1998.

The Mission did not meet its target for Indicator 5.2.2, "Increased investments as a result of investment incentives". With a 1996 baseline of \$492 million, actual investment in 1997 totaled \$494 million, less than a one percent increase over last year and far below the 1997 target of 20 percent. While disappointing, this performance is not surprising since the Mission's initiatives to increase investment has just begun. In addition, the figure's stability is encouraging, given a moribund peace process, controversial national elections and continued political uncertainty within the region. Under the newly established local currency program associated with the cash-transfer, the Mission and GOJ have allocated more than \$4 million in 1998 to support privatization, investment promotion and customs processing and clearance. These and other initiatives will underpin the GOJ's efforts to increase domestic and international investment.

Due to the Strategic Objective's start-up activities this past year, no major results were achieved in 1997. However, the Mission is confident that this Intermediate Result will be on target within one year. The four-year, performance-based institutional contract, combined with the new, three-year performance-based grant to the World Bank (which also began in February 1998) will provide the technical assistance, training and policy-formulating studies needed to achieve this Intermediate Result.

Intermediate Result 3: Improved Environment for Sustained Policy Reform

Substantial new balance of payments support under Intermediate Result 5.3 "Improved Environment for Sustained Policy Reform", with its focus on improving the long-term economic policy environment in Jordan, will allow the Mission and the World Bank to become more directly involved in key economic policy reform issues. Cash transfers under Intermediate Result 3 will incorporate explicit conditions related to deepening Jordan's economic restructuring process and encourage the GOJ to implement difficult yet essential policy reform measures. With the ANE Bureau's February 1998 approval of USAID/Jordan's four-year illustrative economic policy matrix, the Mission expects to finalize a wide-ranging policy agenda with the GOJ, including the Prime Ministry's Privatization Unit, the Ministries of Planning, Finance (including the Customs Department), Trade and Industry and the Investment Promotion Corporation. Disbursements of balance of payments support will be linked to GOJ attainment of the agreed upon policy reform benchmarks.

Expected Progress through 2000 and Management Actions

Prospects for future progress under "Increased Economic Opportunities for Jordanians" are promising. With the institutional contractor and other development partners now onboard and several new activities underway, the Mission expects to make significant progress in 1998 and beyond. By September 2000, the Mission expects to achieve 81 percent of its Strategic Objective.

To provide targeted technical assistance that enables USAID/Jordan to achieve all three Intermediate Results and the Strategic Objective, the Mission issued a \$13.8 million, fixed-priced, performance-based RFP in July 1997. The RFP sought a U.S. contractor and local sub-contractors to (a) assist in developing a sustainable microfinance industry in Jordan; (b) design and help manage an incentive grant program to encourage sustainable microfinance; (c) develop an incentive grant program to encourage local business associations to undertake improved policy analysis and become better advocates for policy change; (d) provide technical support, training, limited commodities and selected policy analysis to support customs improvements, on-going trade and investment reforms led by the Investment Promotion Agency; and (e) address other evolving economic policy reform and policy implementation needs identified by the Mission. USAID formed a technical review commitment with GOJ representation to evaluate proposals. In December 1997, the Mission awarded a four-year contract to Chemonics International and sub-contractors FINCA International, The Services Group, Sigma One and the Center for International Private Enterprise. The contractor began operations in Amman in February 1998.

A February 1998 amendment to the Strategic Objective Agreement enabled the Mission and the World Bank to form a new and innovative partnership with the GOJ in implementing newly enacted economic reforms. Under Intermediate Result 2, "More Effective Implementation of Policy Reform", the Mission signed a three-year, \$15 million performance-based grant with the World Bank to improve the GOJ's economic policy implementation. The grant will provide critical technical assistance in implementing trade, financial and legal policy reforms. Designed in collaboration with the Ministry of Planning, this joint effort will also include a substantial effort in privatization. In three years, Jordan should have a much

improved environment for exports, adequate foreign currency reserves and more direct foreign investment.

As discussed under Intermediate Result 1, the Mission is also intensifying its efforts to develop Jordan's microfinance community and expand economic opportunities for the poorest population segment, especially female entrepreneurs. USAID signed a \$6.8 million cooperative agreement with the Community Housing Foundation (CHF) in December 1997. This four-year activity will provide capital and administrative funds to develop and implement a banked-linked micro- and small-business credit program to reach the poor rural microentrepreneurs in southern Jordan. Adapting a successful model employed in the West Bank|Gaza, CHF has proven capabilities in developing and expanding sustainable microfinance programs in the region. The CHF activity will create the critical link between Jordan's informal and formal banking sectors by demonstrating that microfinance (if offered at sustainable rates) is profitable. CHF and several banks (e.g., the Cairo-Amman Bank, the National Bank of Jordan, the Jordan Bank) have concluded participation agreements. Jordan River Development Projects, a local NGO and CHF partner, will also participate.

PERFORMANCE DATA TABLE FOR JORDAN SO5

OBJECTIVE: Increased Economic Opportunities for Jordanians APPROVED: April 30, 1997 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: (SO Level)			
INDICATOR: 5.1 Increased Number of Companies Registered.			
UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
Growth rate (%).			
SOURCE:	Baseline 1996		0% Increase *
Central Bank of Jordan Statistical Bulletin.			
INDICATOR DESCRIPTION:	1997	1%	1.8%
COMMENTS: This indicator exceeded the 1997 target by 80%. This indicator, which was approved by ANE in April 1997, measures the growth rate in the number of new business entrants. While not all businesses that register actually start-up operations, business registration is a useful proxy measure for investor optimism. In Jordan, it is also an indication of business persons' increased knowledge of both recent business registration reforms and of the easing of facilitation of registration procedures for investment activities that is being done through the work of the Investment Promotion Corporation (IPC). [NOTE: Although this indicator shows a positive trend, the underlying numbers are based upon a Central Bank of Jordan annual report which gives equal weight to small, medium and large business registrations. By the end of FY 1998 the Mission would like to submit to ANE for approval a revision of this indicator which will, if possible, incorporate a "weighted average" which better reflects the relative size and importance to the economy of the businesses registered .] *The 1996 baseline growth rate was estimated on company registrations through 11/96. At that point there was basically no increase from 1995 figures. * The actual number of companies registered through 11/96 was = 4,217 * The actual number of companies registered through 12/97 was =4,294	998	1.5%	
	1999	2%	
	2000	2.5%	
	2001	3%	
	2002	TBD	

PERFORMANCE DATA TABLE FOR JORDAN SO5

OBJECTIVE: Increased Economic Opportunities for Jordanians APPROVED: April 30, 1997 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: (SO Level)			
INDICATOR: 5.2 Increased Number of Micro- and Small-entrepreneurs Utilizing the Commercial Banking System.			
UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
Number of micro- and small-entrepreneur clients who have obtained at least one loan from a commercial bank and/or have utilized savings services.			
SOURCE:	Baseline		
Save the Children (SAVE), Jordan Loan Guarantee Corporation (JLGC), and two microfinance institutions to be identified by the Mission.	1996		2,908
INDICATOR DESCRIPTION:	1997	4,560	8,486/203/8 ,689 W/M/T
COMMENTS:	1998	6,350	
This indicator exceeded its target for 1997 by 190 percent.			
For 1997, this indicator includes results from SAVE the Children ("SAVE") and the Jordan Loan Guarantee Corporation ("JLGC") only. With the start-up of the Cooperative Housing Foundation's cooperative Housing Foundation's cooperative agreement for bank-linked sustainable microfinance in Southern Jordan (1/98) and the start-up of USAID/Amman's institutional contract to support sustainable microfinance and implementation of policy reform (2/2/98) we anticipate that at least one additional microfinance institution will be part of the results reported for 1998.	1999	7,060	
Of the 1997 total of 8,679 micro-and small- borrowers utilizing the commercial banking system, 8,464 (all women) were SAVE clients who saved small amounts via group savings accounts that are set up at one of the Housing Bank's 140 branches. These same Save clients make micro-loan repayments <i>directly to the banks</i> rather than to their group promotor. The 225 JLGC small loan clients for 1997 (22 women and 203 men) all received small business loans of less than JD 10,000 (@\$14,100] from commercial banks in Jordan. From 1996 to 1997 the actual number of Save clients under the Group Guaranteed Lending and Savings Program increased from 2,823 to 8,464. For the same period the number of small loan clients guaranteed by JLGC increased from 85 to 225 and the number of JLGC small business loan clients who are women increased from 7 to 22.	2000	8,080	
	2001	8,840	
Overall, the indicator for 1997 increased by around 298% over the actual figure for 1996. It also increased by around 190% over the planned figure for the year 1997. Actual data for the out years is displayed as followed: Women/Men/Total.	2002	TBD	

PERFORMANCE DATA TABLE FOR JORDAN SO5

OBJECTIVE: Increased Economic Opportunities for Jordanians APPROVED: April 30, 1997 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: 5.1 Increased Access to Financial Services			
INDICATOR: 5.1.1 Increased Number of Women Obtaining Micro- and Small-enterprise Credit.			
UNIT OF MEASURE: Number of micro- and small-enterprise credit clients who are women.	YEAR	PLANNED	ACTUAL
SOURCE: Save the Children (SAVE), Jordan Loan Guarantee Corporation (JLGC) and two other microfinance institutions to be identified.	Baseline 1996		2,708
INDICATOR DESCRIPTION:	1997	4,320	8,486
COMMENTS: This indicator for 1997 exceeded its target by 196% over the planned target for 1997. The significant increase is largely attributable to the USAID-funded microfinance program of Save the Children/Jordan. This indicator is intended to convey the "depth" of outreach, in other words, whether credit services are reaching the very poor (who are often women). SAVE lends exclusively to women. JLGC guarantees loans both to men and women. This indicator includes results from SAVE and JLGC only. We anticipate that in 1997 at least one other USAID-supported finance program will have reportable results. The total number of women clients who received loans micro- and small-loans in 1997 from Save or using a JLGC guarantee is 8,486. Of this number, 8,464 were women clients participating in SAVE's GGLS program (where all loans average under JD 500) while 22 of the women were clients of JLGC who received JLGC guaranteed small loans of less than JD 10,000. The indicator for 1997 increased by around 313% over the actual figure of 1996.	1998	6,060	
	1999	6,700	
	2000	7,630	
	2001	8,260	
	2002	TBD	

PERFORMANCE DATA TABLE FOR JORDAN SO5

<p>OBJECTIVE: Increased Economic Opportunities for Jordanians APPROVED: April 30, 1997 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: 5.1 Increased Access to Financial Services</p>			
<p>INDICATOR: 5.1.2 Operational Sustainability of USAID-supported Microfinance Institutions.</p>			
UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
Percent of operational costs covered.			
SOURCE:			
Save the Children (SAVE) for baseline and 1997 / SAVE and other USAID-supported microfinance institutions for two years.	Baseline 1996		8%
INDICATOR DESCRIPTION:			
	1997	21%	34.6%
COMMENTS:			
<p>This indicator exceeded its 1997 target.</p> <p>"Operational sustainability" is the microfinance institution's ability to cover non-financial expenses out of program fees and interest. These expenses include salaries, administrative costs, depreciation of fixed assets, and the cost of loan principle lost to default. It is a significant step for microfinance programs to achieve full operational sustainability. Achieving it indicates that operations are generally very efficient.</p> <p>For 1997, this indicator only includes SAVE's fully-loaded operating self-sufficiency figure. With the January 1998 start-up of the CHF Cooperative Agreement for microfinance in the South of Jordan, we anticipate having operational sustainability figures for CHF as well as SAVE for 1998.</p> <p>For 1997, the SAVE results are 34.67% for the combined urban and more rural programs. For the urban program alone, the fully loaded operational self-sufficiency figure is 39.17%, while the rural figure is 24.36% Both are better than the target figure. The lower percentage for the rural program reflects: (1) higher management expenses required to provide services to a more rural, far flung clientele and (2) a newer program.</p>	1998	40%	
	1999	63%	
	2000	76%	
	2001	80%	
	2002	TBD	

PERFORMANCE DATA TABLE FOR JORDAN SO5

OBJECTIVE: Increased Economic Opportunities for Jordanians APPROVED: April 30, 1997 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: 5.1 Increased Access to Financial Services			
INDICATOR: 5.1.3 Increased Extent (Scale) of Repeat Borrowers for Micro-Enterprise Finance.			
UNIT OF MEASURE: Number of repeat borrowers as a percentage of total cumulative borrowers in USAID-supported micro-enterprise finance institutions.	YEAR	PLANNED	ACTUAL
SOURCE: Save the Children (SAVE) and two other microfinance institutions to be identified by the Mission.	Baseline 1996		17%
INDICATOR DESCRIPTION:	1997	19%	24% /0/24% W/M/T
COMMENTS: This indicator exceeded the target for 1997. This indicator conveys outreach, specifically the extent to which repeat borrowers have access to finance. Repeat borrowers are important to track, since the best of them may eventually qualify to receive commercial bank financial services and they contribute to sustainability of the microfinance program. This indicator for 1997 included SAVE's results only. For 1998 we anticipate that a few repeat borrowers will be microentrepreneurs served by the USAID/Jordan-funded Cooperative Housing Foundation cooperative agreement to bring bank-linked microfinance services to the poor, more rural South of Jordan. Leading under the CHF program will not begin until late summer 1998. Therefore the initial numbers for CHF repeat borrowers are not likely to be large in 1998. For 1997 the number of repeat microfinance borrowers as a percentage of total cumulative borrowers is 24% for the total program. It is also 24% for women clients, since these 1997 statistics are based entirely upon the SAVE program. Actual data in the out years is displayed as follows: Repeat women borrowers as a % of total / Repeat men borrowers as a % of total / Repeat borrowers as a % of total borrowers.	1998	21%	
	1999	26%	
	2000	31%	
	2001	35%	
	2002	TBD	

PERFORMANCE DATA TABLE FOR JORDAN SO5

OBJECTIVE: Increased Economic Opportunities for Jordanians APPROVED: April 30, 1997 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: 5.2 More Effective Implementation of Policy Reform			
INDICATOR: 5.2.2 Increased Investments as a Result of Investment Incentives.			
UNIT OF MEASURE: Increased Investment Expressed in Millions of US Dollars.	YEAR	PLANNED	ACTUAL
SOURCE: Investment Promotion Corporation (IPC).	Baseline 1996		\$492
INDICATOR DESCRIPTION:	1997	\$590	\$494
COMMENTS: This indicator did not meet the estimated target. During 1997, there was no real change in the level of investments made as a result of IPC incentives. However, as noted in last year's Performance Data Table, this indicator, perhaps more than any other SO5 indicator approved in April 1997, is contingent upon the critical assumption that the Middle East Peace Process continues, with Jordan playing a critical role. Jordan has played a critical and important role in the faltering peace process but the process is viewed by most as just that "faltering". In addition the crisis with Iraq has negatively affected planned business investments in Jordan. With the February 1998 commencement of USAID/Jordan's large institutional contract for Sustainable Microfinance and Improved Implementation of Policy Reforms, and the February 1998 execution of a \$15,000,000 technical assistance cooperative agreement between USAID/Jordan and the World Bank in support of the ERDL III loan, and with on-going efforts by the Government of Jordan to improve identification and implementation of policy reform, we anticipate improved figures for 1998. Again, however, it must be noted that success in this area is contingent upon the above critical assumption concerning the Peace Process.	1998	\$730	
	1999	\$940	
	2000	\$1,200	
	2001	\$1,540	
	2002	TBD	

PERFORMANCE DATA TABLE FOR JORDAN SO5

<p>OBJECTIVE: Increased Economic Opportunities for Jordanians APPROVED: April 30, 1997 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: 5.2 More Effective Implementation of Policy Reform</p>			
<p>INDICATOR: 5.2.3 Better Trained Customs Officers Perform Duties in More Efficient Manner.</p>			
UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
Less time associated with the inefficiency of the Customs authority.			
SOURCE:			
Customs documents (IPC study completed Winter 1997 for baseline information).	Baseline 1996		
INDICATOR DESCRIPTION:			
	1997		
COMMENTS: The baseline for this indicator will be established by August 1998 using the services of USAID/Jordan's new institutional contractor, Chemonics. The contractor began work on February 2, 1998. The Investment Promotion Corporation (IPC) did not undertake the planned Customs' Study in 1997. The World Bank did, however, commission a study (not yet released) of customer perceptions of the Customs Departments efficiency and service orientation. The results of this World Bank study will be incorporated into the Customs Efficiency Study that USAID/Jordan has required its institutional contractor to complete by July 1, 1998. By the end of FY 1998, the baseline will be established and submitted to ANE for approval.	1998		TBD
	1999	+10%	
	2000	+12%	
	2001	+15%	
	2002	TBD	

Part III: The Management Contract

Prospects for fully achieving USAID/Jordan's three Strategic Objectives are excellent. The program resources afforded by the Middle East Peace and Stability Fund will enable the Mission to deepen and increase the magnitude of development results through 2002. Approval of the Mission's Strategy in February 1998 validates a proven tripartite approach that addresses Jordan's three most compelling development constraints: too many people, too little water and too few economic opportunities. The strategy, supported by funding levels approaching \$600 million during the next four years, will guide the Mission's development agenda.

In anticipation of these additional resources, new activities and greater accomplishments, the Mission is proposing several changes to the strategic construct as it pertains to measuring performance and progress. In some instances, new activities and hence indicators that track progress toward achieving Intermediate Results will be added. In other cases, new Intermediate Results will be introduced to consolidate the gains made under other Intermediate Results the Mission fully achieved in 1997 (i.e., Strategic Objective 3).

The proposed changes to the Management Contract are identified in the narrative below as well as in the performance data tables that follow. These include new performance data tables in some instances and revised targets in others. All other performance data tables remain unchanged.

Strategic Objective 2: Improved Water Resources Management

For Indicator 2.1, "Volume of freshwater saved", the Mission adjusted the 1998 target from 57.1 mcm to 55.0 mcm and the 1999 target from 84.4 mcm to 87.0 mcm based on 1997 actual progress and to reflect the additional water available once the springs and wells activity is complete. The Mission also added 2000 and 2001 targets of 100 mcm and 110 mcm, respectively.

For Indicator 2.2, "Volume of wastewater treated to allow safe use in irrigation", the Mission adjusted the 1998 target from 53 mcm to 50 mcm and the 1999 target from 59.6 mcm to 53.0 mcm to conform with the Greater Amman Wastewater Masterplan. The Mission also added out-year targets for 2000 and 2001 of 56 mcm and 60 mcm, respectively.

For Indicator 2.3, "Number of USAID-funded technical assistance activities leveraged into infrastructure financing by the GOJ, other donors, multilateral lending institutions, or the private sector", the Mission increased the 1998 target from four to five and the 1999 target from five to six to reflect better than expected progress. Out-year targets for 2000 and 2001 will be seven and eight, respectively.

Per STATE 89298 (dated 13 May 1997), the Mission shifted Indicator 2.4, "Index of water policy change", from Intermediate Result 1 to the Strategic Objective level. Per the Mission Strategy reporting cable (STATE 38128, dated 04 March 1998), the Mission moved Indicator 2.4 back to Intermediate Result 1 (which is now Indicator 2.1.1) and will work with the ANE

Bureau to further revise this indicator later this year. The Mission increased the 1998 target from "three" to "ten" based upon better than expected progress in 1997. The Mission also added a 1999 target of "11".

Per the Mission Strategy reporting cable (STATE 338128, dated 04 March 1998), the Mission added two new Strategic Objective-level indicators to measure the "Number of people served by new or expanded wastewater activities" (Indicator 2.4) and the "Number of people served by rehabilitated water systems" (Indicator 2.5).

For Indicator 2.1.1, "Water resources information system development index", the Mission increased the 1998 target from 85 to 102 and 1999 target from "one" to "two" based upon actual 1997 progress.

Under Intermediate Result 2, the Mission added an indicator regarding springs and wells rehabilitation. The water quantities from these rehabilitated sources will be captured in the Strategic Objective-level indicator "Quantity of Water Saved" Indicator 2.2.3. Within this same Intermediate Result, the Mission added Indicator 2.2.4 entitled, "Reduction in Unaccounted for Water". This indicator measures progress toward a multi-donor effort to reduce administrative losses and leakage from the Greater Amman water distribution system.

For Indicator 2.3.1, "Percent of wastewater treated at As-Samra wastewater treatment plant to allow safe use in unrestricted irrigation", the Mission has recast the targets to conform with those in the Greater Amman Wastewater Masterplan completed in August 1997. Accordingly, one hundred percent of As-Samra's expected output for 1998 will equal 50 mcm of treated wastewater. Similarly, As-Samra expects to treat 52 mcm, 55.6 mcm and 58.6 mcm of wastewater in 1999, 2000, and 2001, respectively.

Due to delays in host-country contracting, targets have been changed for Indicator 2.3.2, "Percent of wastewater generated in Wadi Mousa and environs which is treated at Wadi Mousa to allow safe use in unrestricted irrigation". The 1999 target was reduced from 50 percent to 0 percent; the 2000 target from 50 percent to 30 percent. A 2001 target has been added which will be 70 percent.

Two new indicators for Intermediate Result 3, "Improved Quality of Wastewater", will measure the impact of the Mission's new wastewater activities. The new indicators are "Percent of wastewater generated in North Shuneh in the Jordan Valley which is treated to allow safe use in unrestricted irrigation" and "Percent of wastewater generated in Aqaba which is treated to allow safe use in unrestricted irrigation".

Strategic Objective 3: Increased Practice of Family Planning Methods with an Emphasis on Modern Methods

Intermediate Result 3, "Increased Availability and Affordability of Family Planning Products in the Private Sector" was achieved in 1997. The Mission will no longer report on this Intermediate Result.

A new Intermediate Result, Intermediate Result 5 with supporting activities, indicators and targets through 2001, will be developed to ensure that the private-sector's participation is sustainable and capable of meeting Jordan's existing and future demand for modern contraceptive products.

Under Intermediate Result 1, Improved Knowledge of Contraceptives, the Mission will add two new indicators to track contraceptive knowledge and awareness among men and religious leaders. These two new indicators are "the number of questions answered correctly to indicate indepth knowledge of contraceptive methods amongst men increases by 20 percent from 2.3 to 3.9 by 2000" (Indicator 3.1.3) and "percentage of religious leaders who speak favorably of family planning increases from 35 percent to 50 percent" (Indicator 3.1.4).

Also under Intermediate Result 1, the Mission will delete Indicator 1.2 ("Sixty percent of married couples of reproductive age exposed to a specific message reported liking it") and track this information under Indicator 1.1 ("Sixty of married couples of reproductive currently comprehend a given message.").

Based upon the ANE Bureau's April 1997 approval of Intermediate Result 4, Increased Rationalization of Health Financing Systems, the Mission developed two indicators and targets: (a) the Jordan Association of Family Planning increases revenues from 50 percent in 1997 to 80 percent by 2000 (Indicator 3.4.2) and (b) "Jordan possesses public and private-sector budgeting and financial strategic planning capabilities" (Indicator 3.4.1).

Strategic Objective 5: Increased Economic Opportunities for Jordanians

The Mission will develop several new indicators and targets to capture and track new activities under an enhanced and expanded Strategic Objective 5.

At the Strategic Objective level, the targets for Indicator 5.3 have been recast (i.e., increased) to reflect the new formula that the Investment Promotion Corporation (IPC) uses under the new Investment Law.

In February 1998, the Mission received the ANE Bureau's approval to broaden the focus of Intermediate Result 5.1 from financial services to business services. Therefore, Intermediate Result 5.1 is now entitled, "Increased Access to Business Services". An indicator and targets to support this expanded Intermediate Result will be developed and presented for ANE Bureau approval during FY 1998.

In February 1998, the Mission also received ANE Bureau approval to rename Intermediate Result 2 as "More Effective Identification and Implementation of Policy Reform".

Based upon a local survey among a cross-section of private-sector business owners regarding the knowledge level of key GOJ policy changes, a baseline of 10.9 percent was established for Indicator 5.2.1 "Greater Public Knowledge of Key Economic Policy Reforms". Out-year targets for increased knowledge will be: 11.4 percent for FY 1998, 12.9 percent for FY 1999, 13.9 percent for FY 2000 and 15.2 percent for FY 2001.

For Intermediate Result 5.2.3, "Better Trained Customs Officers Perform Duties in More Efficient Manner", the Mission anticipated using an IPC study to identify baseline data and targets. This study is not yet complete. The Mission tasked the new institutional contractor to complete this study by June 30, 1998. Targets will be established soon thereafter and submitted for ANE Bureau approval. The baseline will be 1998.

The Mission will develop a new indicator, entitled "Increased Realized Foreign Direct Investment" (Indicator 5.2.4) to more accurately capture the impact of USAID/Jordan's interventions supporting IPC.

Indicators and targets for Intermediate Result 3, "Improved Environment for Sustainable Policy Reform" will be developed this fiscal year based upon the Economic Policy Matrix (Annex F of the Mission's February 1998 Strategy document) and the final outcome of USAID-GOJ negotiations on the matrix during the next few months.

The Mission will consult with ANE/SEA in developing all of the indicators and targets discussed above. Once complete, the Mission will submit a package covering the changes above and request ANE Bureau review and approval late in FY 1998.

PERFORMANCE DATA TABLE FOR JORDAN SO2

<p>OBJECTIVE: Improved Water Resources Management APPROVED: 05/13/97 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: (SO Level)</p>			
<p>INDICATOR: 2.1 Volume of freshwater saved.</p>			
<p>UNIT OF MEASURE: Cubic Meters.</p> <hr/> <p>SOURCE: Ministry of Water and Irrigation records; surveys of technical irrigation efficiency.</p> <hr/> <p>INDICATOR DESCRIPTION: Cumulative cubic meters of water made available as a result (in whole or in part) of USAID activities. These activities include increased technical efficiency in irrigation, rehabilitation of stream water quality such that water can be put to more effective use, rehabilitation of contaminated springs and wells, restructuring/rehabilitation of Amman network which will decrease the leakage of water, and other such activities that might be initiated in the near future. Could include activities that increase water supply (good water resources management considers supply options as well as demand management). "Saved" in this context encompasses water savings through improvements in efficiency, preservation of the quality of water, and storage. The water saved in 1996 and 1997 will be used for irrigation in the Jordan Valley.</p> <hr/> <p>COMMENTS: The indicator substantially met expectations in 1997. The actual amount of water saved is slightly lower than the target due to only 6.13 MCM savings from irrigated agriculture. Nine MCM of the water saved in 1996 is due to construction of a conveyance system to divert saline spring water from the Zarqa River, allowing the water (which originates at the King Talal Reservoir, in which As-Samra treatment plant effluent is stored for reuse) to be used more efficiently (less water needed for leaching of salts), more productively (agricultural production per cubic meter of water is higher for lower salinity waters), and for a wider range of crops. The same conveyance system will save 35 MCM of water in 1997, when it has been in operation for a full year. Added to the 7.8 MCM of savings expected from increased technical efficiency of irrigation [Indicator 2.2.1], the target for 1997 is 42.8 MCM of water saved. Targets for 1998 encompass 4.5 MCM savings from rehabilitating the contaminated springs and wells, as well as expected savings from the increased technical efficiency of irrigation water use. The target for 1998 has been reduced from 57.1 to 55 based on slightly lower than anticipated savings in irrigated agriculture. Targets for 1999 encompass 12.5 MCM savings from rehabilitating the contaminated springs and wells, in addition to 10 MCM from the restructuring/ rehabilitation of the Amman network; added to that are the savings expected from increased technical efficiency of irrigation water use. The targets for 2000 and 2001 encompass savings from increased technical efficiency of irrigation water use, savings from rehabilitating the contaminated springs and wells, and savings from restructuring/rehabilitation of the Amman network. These targets may be increased following development of new activities which would begin in FY 1999.</p>	YEAR	PLANNED	ACTUAL
	1994		
	1995		
	1996	(new indicator)	9 MCM
	1997	42.8	41.13 MCM
	1998	55	
	1999	87	
	2000	100	
	2001	110	

PERFORMANCE DATA TABLE FOR JORDAN SO2

OBJECTIVE: Improved Water Resources Management APPROVED: 05/13/97 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: (SO Level)			
INDICATOR: 2.2 Volume of wastewater treated to allow safe use in irrigation.			
UNIT OF MEASURE: Cubic Meters.	YEAR	PLANNED	ACTUAL
SOURCE: WAJ records for treatment plant effluents (quality and quantity).	1995	0	0
INDICATOR DESCRIPTION: Cubic meters of water that meets WHO safety standards for unrestricted irrigation.	1996	0	0
COMMENTS: The Indicator met expectations in 1997. Most of the increase is due to improved treatment at As-Samra, which represents approximately 78% percent of the wastewater treated in Jordan. The targets for 1998, 1999 and 2000 are for As-Samra only. The increase each year is due to increased volumes of wastewater. The 2001 target includes treated effluent from the Wadi Mousa wastewater treatment plant. Targets for 1998 and 1999 have been adjusted to conform with the Greater Amman Wastewater Masterplan that was completed in August 1997. Targets for 2000 and 2001 have been added. Critical Assumptions: Emergency upgrading of As-Samra wastewater treatment plant completed in early 1997. Also mobilization of financing in 1996 and completion of construction of Wadi Mousa facility in 2000. Flow rates continue to increase at current rates. Ministry of Health continues to allow chlorination of effluent.	1997	35 MCM	33.36 MCM
	1998	50 MCM	
	1999	53 MCM	
	2000	56 MCM	
	2001	60 MCM	

PERFORMANCE DATA TABLE FOR JORDAN SO2

<p>OBJECTIVE: Improved Water Resources Management APPROVED: 05/13/97 COUNTRY/ORGANIZATION: USAID/Amman</p>			
<p>RESULT NAME: (SO Level)</p>			
<p>INDICATOR: 2.3 Number of USAID-funded technical assistance activities leveraged into infrastructure financing by the GOJ, other donors, multilateral lending institutions, or the private sector.</p>			
<p>UNIT OF MEASURE: Number of studies (cumulative).</p> <hr/> <p>SOURCE: Discussions with donors, multilateral lending institutions, GOJ Ministries of Planning and of Finance.</p> <hr/> <p>INDICATOR DESCRIPTION: Number of planning or design activities which donors, multilateral lending institutions, the private sector, and/or the GOJ firmly commit to fund the implementation of, either orally or in writing.</p> <hr/> <p>COMMENTS: The indicator exceeded expectations in 1997. In the case of the Greater Amman wastewater master plan, each component of the plan is considered one unit for funding purposes, resulting in five TA activities for funding (i.e. conveyance system, two treatment plants, and expansion of the Ain Ghazal headworks). The World Bank has committed to provide \$90 million to finance treatment plants in the Greater Amman Wastewater Master Plan. While not actual construction, the Government of Japan committed \$250,000 and the Government of Sweden committed \$500,000 for further design of these wastewater activities including a study of BOT and BOO options for the treatment plants. The engineering design and environmental assessment for the Wadi Mousa water system leveraged \$2 million in USAID funds into \$13 million in construction funds from Germany and France. With design of the new pipeline costing \$140,000 that will increase the supply capacity of Zai/Dabouk system from 45 MCM to 90 MCM, USAID leveraged \$25 million from the Government of Germany for construction of the pipeline. Increased the target for 1998 from 4 to 5 and the target for 1999 from 5 to 6 based on better than expected progress in 1997 and added targets for 2000 and 2001. ++: WQIC MIS design report of 1995 used by KFW to upgrade computer operations for King Abdullah Canal, by JVA to upgrade all Amman offices (CIP funds) and by WAJ to upgrade a portion of their system (CIP funds). Critical Assumptions: GOJ, other donors, multilateral lending institutions, private parties are willing to make the necessary investments in the water sector.</p>	YEAR	PLANNED	ACTUAL
	1995	0	2 (conveyance system and Ain Ghazal headworks expansion)
	1996	1	2++ (Conveyance system to divert saline springs from Zarqa River; Wadi Mousa water system.)
	1997	3	4 (Conveyance system to divert saline springs from Zarqa River; Wadi Mousa water system; the support for Amman Wastewater Master Plan by the World Bank; the Zai/Dabouk pipeline by the Germans.)
	1998	5	
	1999	6	
	2000	7	
	2001	8	

PERFORMANCE DATA TABLE FOR JORDAN SO2

OBJECTIVE: Improved Water Resources Management APPROVED: xx/xx/xx COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: (SO Level)			
INDICATOR: 2.4 Number of people served by new or expanded wastewater facilities.			
UNIT OF MEASURE: Number of people.	YEAR	PLANNED	ACTUAL
SOURCE:	1995	0	0
WAJ records.	1996	0	0
INDICATOR DESCRIPTION:	1997	1.60 million	1.60 million
Population in the service area of the new or expanded wastewater treatment facilities.	1998	1.65 million	
COMMENTS:	1999	1.70 million	
New Indicator.	2000	1.773 million	
The target starts with 1.6 million people in Greater Amman served by the rehabilitated As-Samra wastewater treatment plant, adds 50,000 each year because of population growth in Greater Amman, adds 23,000 people in 2000 when the Wadi Mousa Plant is completed and adds another 82,000 people at the end of 2001 when the expanded Aqaba plant is completed.	2001	1.885 million	

PERFORMANCE DATA TABLE FOR JORDAN SO2

OBJECTIVE: Improved Water Resources Management APPROVED: xx/xx/xx COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: (SO Level)			
INDICATOR: 2.5 Number of people served by rehabilitated water systems.			
UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
Number of people.			
SOURCE:	1995	0	0
WAJ records.	1996	0	0
INDICATOR DESCRIPTION:	1997	0	0
Population in the service area of each rehabilitated water supply system.	1998	125,000	
COMMENTS:	1999	150,000	
New Indicator.	2000	300,000	
In 1998, the number represents those people served by the first four rehabilitated springs. In 1999, the number consists of those people served by the four springs and the first three wells. In 2000, the number consists of the people served by all rehabilitated springs and wells. In 2001, the number includes those people served by all rehabilitated springs and wells and by rehabilitated areas of Greater Amman water distribution system.	2001	700,000	
Assumption: The Amman design and construction will proceed according to established schedules and be completed by the end of 2001.			

PERFORMANCE DATA TABLE FOR JORDAN SO2

OBJECTIVE: Improved Water Resources Management APPROVED: 05/13/97 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: 2.1 Stronger Water Sector Institutions			
INDICATOR: 2.1.1 Water Resources Information System Development Index.			
UNIT OF MEASURE: Index points.	YEAR	PLANNED	ACTUAL
SOURCE: Ministry of Water and Irrigation records and contractor (DAI) quarterly reports.	1994		
INDICATOR DESCRIPTION: The Index measures progress towards a fully functional water resources data management system. Each item counts as one point. Definitions of "designed", "operational", "upgraded", "trained", etc. can be obtained from the [anticipated] DAI SOW modification. a. MIS designed b. MIS installed c. MIS operational d. WAJ lab upgraded e. JVA lab upgraded f. Lab personnel trained g. New monitoring plans designed h. New monitoring stations installed and operational i. Existing monitoring stations rehabilitated and operational j. Collection of water use data improved by improving function of water meters in the middle Jordan Valley (rehabilitation of Tel Al Thahab weir) k. Selected databases are regionally compatible (Numbers in parentheses denote number of X, e.g. "h (20)" indicates 20 new monitoring stations are operational.)	1995	a (1) g (4) Total = 5	a (1) g (4) Total = 5
	1996	g (34) h (20) i (35) Total = 89	g (24) h (20) i (14) Total = 58
	1997	d(1), e(1), f(1) b (2) g (10) h (20) i (50) Total = 85	d (1), f(1) b (2) g (18) h (7) i (57) Total = 86
COMMENTS: The indicator met expectations in 1997. The JVA lab upgrade is half completed and will be finished in the coming year. The targets for element (h) were not fully achieved because WAJ was not able to access local currency funds. This problem has been corrected for 1998. Adjusted targets for 1998 from 85 to 102 and for 1999 from 1 to 2 based on actual progress in 1997. Critical Assumption: MWI continues with current commitment to unified databases, despite difficulties that will arise during harmonization of existing (conflicting) databases. GOJ and other regional parties (Palestinian and Israeli) continue commitment to regionally compatible databanks (k).	1998	c (2) b (1) j(1), e(1) h (23) i (74) Total = 102	
	1999	c (1) k (1)	

PERFORMANCE DATA TABLE FOR JORDAN SO2

OBJECTIVE: Improved Water Resources Management APPROVED: xx/xx/xx COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: 2.2 Increased efficiency in use of water resources			
INDICATOR: 2.2.3 Number of existing springs and wells returned to or put into service.			
UNIT OF MEASURE: Number of springs and wells (cumulative).	YEAR	PLANNED	ACTUAL
SOURCE:	1994		
Actual Data Collected by USAID.	1995		
INDICATOR DESCRIPTION:	1996		
Number of existing springs and wells that have gone out of service are now put back into service. Number of existing wells that have never been in service, and are now put into service at sustainable pumping rates.	1997	New Indicator	0
COMMENTS:	1998	4	
New Indicator.	1999	7	
Recently at least four springs have gone out of service because of sewage, i.e. fecal coliform contamination. Some new wells have never been put into service because of various mineral contaminants, e.g. high levels of iron and hydrogen sulfide. Other wells have gone out of service because of various contaminants. USAID is financing the construction of treatment plants for all of these water sources.	2000	28	

PERFORMANCE DATA TABLE FOR JORDAN SO2

<p>OBJECTIVE: Improved Water Resources Management APPROVED: xx/xx/xx COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: 2.2 Increased efficiency in use of water resources</p>			
<p>INDICATOR: 2.2.4 Percent reduction in unaccounted for water in Greater Amman.</p>			
<p>UNIT OF MEASURE:</p> <p>Percent.</p> <hr/> <p>SOURCE:</p> <p>Actual Data Collected by the Water Authority of Jordan.</p> <hr/> <p>INDICATOR DESCRIPTION:</p> <p>The Water Authority of Jordan currently estimates that 52% of the water supplied in Greater Amman is unaccounted for. Approximately half of this is due to administrative losses, e.g. improper metering, billing and/or collection and the other half due to physical losses, i.e. leakage. It is estimated that GOJ actions with donor financing should reduce these losses gradually over the next five years.</p> <hr/> <p>COMMENTS:</p> <p>New Indicator.</p> <p>USAID is contributing to a multi-donor effort to reduce these losses. The effort includes a management contract and restructuring and rehabilitation of the entire system. The figures presented here are our best estimate at this time. As soon as we get more information on the management contract, we will adjust the estimates accordingly.</p>	YEAR	PLANNED	ACTUAL
	1994		
	1995		
	1996		
	1997	New Indicator	52%
	1998	52%	
	1999	42%	
	2000	35%	
	2001	30%	
	2002	27%	

PERFORMANCE DATA TABLE FOR JORDAN SO2

OBJECTIVE: Improved Water Resources Management APPROVED: 05/13/97 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: 2.3 Improved quality of wastewater			
INDICATOR: 2.3.1 Percent of wastewater treated at As-Samra wastewater treatment plant to allow safe use in unrestricted irrigation.			
UNIT OF MEASURE: Percent.	YEAR	PLANNED	ACTUAL
SOURCE:	1994	0	0
WAJ records for quantity and quality of wastewater at As-Samra treatment plant.	1995	0	0
INDICATOR DESCRIPTION:	1996	0	0
Cubic meters of wastewater that meets WHO health standards for unrestricted irrigation divided by total cubic meters of wastewater treated.	1997	100% 35 MCM	100% 33.36 MCM
COMMENTS:	1998	100% 50 MCM	
The Indicator met expectations in 1997.	1999	100% 53 MCM	
Targets have been adjusted based on actual schedule contained in the Greater Amman Wastewater Masterplan, completed in August 1997.	2000	100% 55.6 MCM	
	2001	100% 58.6 MCM	

PERFORMANCE DATA TABLE FOR JORDAN SO2

<p>OBJECTIVE: Improved Water Resources Management APPROVED: 05/13/97 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: 2.3 Improved quality of wastewater</p>			
<p>INDICATOR: 2.3.2 Percent of wastewater generated in Wadi Mousa and environs which is treated at Wadi Mousa to allow safe use in unrestricted irrigation.</p>			
<p>UNIT OF MEASURE: Percent.</p> <hr/> <p>SOURCE: WAJ records for quantity and quality of wastewater treated at Wadi Mousa.</p> <hr/> <p>INDICATOR DESCRIPTION: Cubic meters of treated wastewater meeting WHO health standards for unrestricted irrigation divided by total cubic meters of wastewater generated.</p> <hr/> <p>COMMENTS: The Indicator did not meet expectations in 1997. The reason why 30% (and not 100%) of the wastewater generated will be treated to meet safety standards in 2000 is that, while the wastewater treatment plant will be completed by end of 2000, not all of the residences will be connected to the system by 2000. The major generators of wastewater (hotels) will be, but it will take several years for residential connections to be completed.</p>	YEAR	PLANNED	ACTUAL
	1994	0	0
	1995	0	0
	1996	0	0
	1997	0	0
	1998	0	
	1999	0	
	2000	30%	
	2001	70%	

PERFORMANCE DATA TABLE FOR JORDAN SO2

OBJECTIVE: Improved Water Resources Management APPROVED: xx/xx/xx COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: 2.3 Improved quality of wastewater			
INDICATOR: 2.3.4 Percent of wastewater generated in North Shuneh in the Jordan Valley which is treated to allow safe use in unrestricted irrigation.			
UNIT OF MEASURE: Percent.	YEAR	PLANNED	ACTUAL
SOURCE:	1994	0	0
WAJ records for quantity and quality of wastewater treated at North Shuneh.	1995	0	0
INDICATOR DESCRIPTION:	1996	0	0
Cubic meters of treated wastewater meeting WHO health standards for unrestricted irrigation divided by total cubic meters of wastewater generated.	1997	0	0
COMMENTS:	1998	0	
New Indicator.	1999	0	
The reason why 30% (and not 100%) of the wastewater generated will be treated to meet safety standards in 2001, is that, while the wastewater treatment plant will be completed by mid-2001, not all of the residences will be connected to the system by 2001.	2000	0	
	2001	30%	

PERFORMANCE DATA TABLE FOR JORDAN SO2

<p>OBJECTIVE: Improved Water Resources Management APPROVED: xx/xx/xx COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: 2.3 Improved quality of wastewater</p>			
<p>INDICATOR: 2.3.5 Percent of wastewater generated in Aqaba which is treated to allow safe use in unrestricted irrigation.</p>			
UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
Percent.	1994	100%	100%
SOURCE:	1995	100%	100%
WAJ records for quantity and quality of wastewater treated at Aqaba.	1996	100%	100%
INDICATOR DESCRIPTION:	1997	70%	70%
Cubic meters of treated wastewater meeting WHO health standards for unrestricted irrigation divided by total cubic meters of wastewater generated.	1998	70%	
COMMENTS:	1999	70%	
New Indicator.	2000	70%	
The existing wastewater system, financed by USAID and completed in 1987, has reached capacity. As a result substantial numbers of potential new users cannot be connected. USAID will finance an increase in the system including a change in the method of treatment from stabilization ponds to a mechanical system and increase the collection network.	2001	70%	
	2002	100%	

PERFORMANCE DATA TABLE FOR JORDAN SO3

<p>OBJECTIVE: Increased Practice of Family Planning with an Emphasis on Modern Methods APPROVED: 7/3/96 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: 3.1 Improved Knowledge of Contraceptives</p>			
<p>INDICATOR: 3.1.3 Number of questions answered correctly to indicate in-depth knowledge of contraceptive methods among men increases by 20%, from 2.3 questions in 1997 to 4 questions by 2001.</p>			
UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
Number of questions answered correctly.	1997	-	2.3
SOURCE:	1998	-	-
2000 Knowledge Attitude and Practice (KAP) Survey.	1999	-	-
INDICATOR DESCRIPTION:	2000	3.9	-
	2001	4.0	
COMMENTS:			
Knowledge of FP is almost universal in Jordan. However, among 1000 men surveyed in KAP, on average only 2.3 out of 8 questions on knowledge were answered correctly.			

PERFORMANCE DATA TABLE FOR JORDAN SO3

OBJECTIVE: Increased Practice of Family Planning with an Emphasis on Modern Methods APPROVED: 7/3/96 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: 3.1 Improved Knowledge of Contraceptives			
INDICATOR: 3.1.4 Percent of religious leaders who speak favorably of family planning increases from 35% to 50% by 2000.			
UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
Percent increase.	1997	-	35%
SOURCE:	1998	-	-
1999 Religious leaders' survey.	1999	-	-
INDICATOR DESCRIPTION:	2000	50%	-
COMMENTS:			
Survey conducted in end of 1999. Results available in 2000.			

PERFORMANCE DATA TABLE FOR JORDAN SO3

OBJECTIVE: Increased Practice of Family Planning with an Emphasis on Modern Methods APPROVED: 7/3/96 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: 3.4 Increased Rationalization of Health Financing Systems			
INDICATOR: 3.4.1 Increased revenue generation in JAFPP clinics.			
UNIT OF MEASURE: Percent of operational costs recovered.	YEAR	PLANNED	ACTUAL
<hr/> SOURCE: JSI/R&TI reports. JAFPP clinic records.	1997	50%	50%
<hr/> INDICATOR DESCRIPTION: Percentage of operational costs recovered annually.	1998	60%	
<hr/> COMMENTS: This is a new indicator.	1999	70%	
	2000	80%	

PERFORMANCE DATA TABLE FOR JORDAN SO3

<p>OBJECTIVE: Increased Practice of Family Planning with an Emphasis on Modern Methods APPROVED: 7/3/96 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: 3.4 Increased Rationalization of Health Financing Systems</p>			
<p>INDICATOR: 3.4.2 Process to complete National Health Accounts (NHA) developed to enable MOHHC to track annual total health expenditures.</p>			
<p>UNIT OF MEASURE:</p> <p>Total expenditures flow in health sector.</p> <hr/> <p>SOURCE:</p> <p>"Sources and use" matrix for all health expenditures.</p> <hr/> <p>INDICATOR DESCRIPTION:</p> <p>All expenditures estimated by the different sources are allocated to specific uses. The matrix requires analysis not only of the subtotals, but their aggregates and an understanding of flow of funds through the health care system.</p> <hr/> <p>COMMENTS/FOOTNOTES:</p> <p>1. MOHHC is not able to produce NHA.</p> <p>2. MOHHC has ability to produce and use the NHA.</p>	<p>YEAR</p>	<p>PLANNED</p>	<p>ACTUAL</p>
	1998	N/A	0 ¹
	1999	1 ²	

PERFORMANCE DATA TABLE FOR JORDAN SO5

<p>OBJECTIVE: Increased Economic Opportunities for Jordanians APPROVED: April 30, 1997 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: (SO Level)</p>			
<p>INDICATOR: 5.3 Increased Number of Jobs Created Through the Investment Promotion Corporation (IPC).</p>			
<p>UNIT OF MEASURE:</p> <p>Number of jobs created per year by companies receiving investment incentives.</p>	YEAR	PLANNED	ACTUAL
<p>SOURCE:</p> <p>Investment Promotion Corporation (IPC).</p>	Baseline 1995		3,482 est. [9,750 estimated on new formula]
<p>INDICATOR DESCRIPTION:</p>	1996	3,550 (9,940)	12,101
<p>COMMENTS:</p> <p>This indicator exceeded its target for 1997. The bracketed figures reflect the new IPC method for determining the number of jobs created due to investments facilitated by IPC.</p> <p>In 1995, prior to promulgation of Jordan's new Investment law, IPC developed its job creation figures from the numbers provided in mandatory feasibility studies done by potential investors seeking IPC-managed investment incentives. With the new 1995 Investment law, mandatory feasibility studies were no longer required. Therefore IPC developed a formula for the jobs created by companies receiving investment incentives. The formula is complicated and takes into account different types of investments (e.g., services, industry, etc.). On average, the formula works out to one job created for each \$38,500 invested.</p> <p>The original target numbers in the SO5(c) table (unbracketed numbers) show a targeted increase in jobs created of 2% a year over each prior year. The target numbers that are in brackets present what the 1995 baseline job creation figures <u>would</u> have been if the present IPC formula were applied to the amount of investment in that year, i.e., \$380 million in 1995 investment. With this 1995 number of 9,750, the Mission then calculated potential new "Planned" figures for each out year--based upon the same potential 2% increase.</p> <p>Using the new formula, and the original "estimated" 1995 baseline of 3,482 estimated jobs, the "Actual" number of jobs created during 1996 and 1997 <i>greatly exceeds</i> the original Planned figures for 1996 and 1997 - but really tells us little. Using the bracketed 1995 formulaic baseline figure of an estimated 9,750 jobs created, the actual 1996 number still shows a 24% increase over the formulaic 1995 figure of 9,750, while the 1997 figure of 12,871 shows a 6% increase for jobs created in 1997 over jobs created in 1996. The percentage increases, consistently using the bracketed numbers can tell us whether increased jobs are being created at the projected 2% rate or better through the investment incentives managed by the IPC.</p>	1997	3,620 (10,136)	12,871
	1998	3,700 (10,360)	
	1999	3,770 (10,556)	
	2000	3,840 (10,752)	
	2001	3,920 (10,976)	
	2002	TBD	

PERFORMANCE DATA TABLE FOR JORDAN SO5

<p>OBJECTIVE: Increased Economic Opportunities for Jordanians APPROVED: April 30, 1997 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: 5.2 More Effective Implementation of Policy Reform</p>			
<p>INDICATOR: 5.2.1 Greater Public Knowledge of Key Economic Policy Reforms.</p>			
UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
Knowledge level of reforms among sampling of small and medium enterprises.			
SOURCE:			
Annual Survey.	Baseline 1996		
INDICATOR DESCRIPTION:			
	1997		10.9
COMMENTS:			
The "Greater Public Knowledge of Key Economic Policy Reforms" Baseline Survey was conducted and completed in Summer of 1997. The baseline was established in August 1997.	1998	11.4	
Policies assessed for knowledge level include income tax exemption, business registration and licensing and other reforms initiated under the World Bank's ERDL-III program. Survey results revealed that, of the nineteen policy reforms surveyed, respondents were most informed about the abolition of import/export licenses with 78% indicating knowledge of it; the Investment Law No. 16 of 1995 was the second most familiar, with 66% indicating knowledge of it; and, third, amendments to labor laws pertaining to women, with 64% indicating fair knowledge of it. When respondents were asked whether the new modifications concerning women would negatively affect their staffing policies regarding women, 43% claimed it would not, while 7% claimed it would. This means that the perceived impact of the new labor law on business operations remains ambiguous for about half the total sample.	1999	12.9	
	2000	13.9	
A 1997 base line indicator for future measurements was also developed by the survey. The indicator of 10.9 of a scale of 1 to 20 was derived from the survey results. Assuming that all 19 knowledge-related questions carry the same weight, the indicators was based on a specially derived formula: (the average knowledge x 19 + 1). = 0.52 x 19+1 = 10.9	2001	15.2	
USAID expects to increase the level of knowledge by 5% in 1998 $0.546 \times 19 + 1 = 11.4$ 15% in 1999 $0.628 \times 19 + 1 = 12.9$ 8% in 2000 $0.678 \times 19 + 1 = 13.9$ 10% in 2001 $0.746 \times 19 + 1 = 15.2$	2002	TBD	

Part IV: Program Funding Request by Strategic Objective

Overview

Jordan's planned assistance levels are sufficient to meet the Mission's substantial development agenda through 2000. The Middle East Peace and Stability Fund (the Fund) will provide approximately 70 percent of the Mission's annual operating year budget (OYB) through 2001. The revised strategy, based upon the increase in assistance levels, deepens USAID's involvement in economic growth, population and water resource issues. To achieve these results, USAID/Jordan requires approximately \$150 million annually through 2000 (with the anticipation of an additional \$150 million in 2001, the fifth and final year of the U.S. Government's five-year commitment to Jordan). The Mission's OYB is now entirely comprised of Economic Support Funds (ESF).

Financial Plan

Funding levels needed to achieve the Mission's three Strategic Objectives over the next three years are detailed in the "Budget Request by Program/Country" provided in Annex A.

A funding synopsis is presented below:

Strategic Objective	FY98 OYB	FY98 Expenditures	FY99 OYB	FY99 Expenditures	FY00 OYB	FY00 Expenditures
Water	60	21.4	60	81.2	60	106.3
Family Planning	10	9.4	15	8.5	15	7.4
Economic Opportunities	70	64.7	75	69.2	75	55.7
Total	140	95.5	150	158.9	150	169.4

USAID/Jordan's strategic construct is flexible enough that annual allocations among Strategic Objectives, especially between the Mission's Water Resources and Economic Opportunities Strategic Objectives, can be adjusted based upon implementation progress. As the Budget Request by Program tables indicate (see Annex A), the Mission is unlikely to incur pipelines in excess of 18 months for the program as a whole at any time during the next three years. (The large cash-transfer program virtually ensures healthy expenditure figures each year.) However, planned water infrastructure construction could slow expenditure rates and may result in pipeline issues under the water Strategic Objective in the future. The Mission will

also monitor the technical assistance components of both the Economic Opportunities and Family Planning Strategic Objectives to ensure that pipeline problems do not emerge.

Prioritization of Objectives

USAID/Jordan supports several key Middle East foreign policy objectives highlighted in the Embassy's MPP which also correspond to Jordan's most compelling development constraints. Broad-based and sustainable economic growth is contingent upon a vibrant, private-sector led economy capable of creating new economic opportunities for its citizens; sufficient water resources for human consumption, industrial and agricultural uses; and maintaining a population growth rate that does not exceed Jordan's meager natural resources. The Mission's program is highly focused on these interdependent development challenges. As the Mission's performance last year demonstrates, USAID/Jordan is making substantial progress throughout its strategic framework.

Strategic Objective 2, "Improved Water Resources Management", remains the Mission's first priority. Results exceeded expectations in 1997. During the next three years, the Mission anticipates obligating approximately \$180 million in the water sector alone. Yearly obligations could range from \$45 million to \$65 million. As the largest bilateral donor in this sector, USAID's leadership position has enabled the Mission to help create critical and comprehensive water sector policies and ensure effective implementation.

Strategic Objective 3, "Increased Practice of Family Planning with an Emphasis on Modern Methods", is the Mission's second priority. Significant progress in raising maternal and child healthcare standards during the past two years has enabled the Mission to begin addressing broader sustainability issues. With modest investments of approximately \$10 million annually, the Mission can ensure that its strategic goal is surpassed and that the GOJ has the capacity and experience to sustain these achievements.

Strategic Objective 5, "Increased Economic Opportunities for Jordanians", is the Mission's third priority because implementation is just now underway. Promoting peace and stability within the region is a key U.S. foreign policy objective. A politically stable and economically secure Jordan is essential to attain that goal. Jordanian citizens are understandably preoccupied with perceptions that income inequality is increasing and standards of living are not improving. USAID's economic growth strategy directly addresses these concerns at both the micro- and macro-economic level. With a large microfinance program based upon "best practices" and an ambitious economic policy reform agenda, this Strategic Objective is best positioned to deliver tangible, economic benefits to the people of Jordan. The Mission anticipates obligating approximately \$220 million during the next three years, much of which will support a policy-based, balance of payments program. Prospects for success within this Strategic Objective are excellent. Diminished funding levels could jeopardize the GOJ's strong commitment to implement its economic policy reform agenda.

Linkage With Centrally-Funded Mechanisms

Several Global Bureau activities remain critical to the success of USAID/Jordan's family planning initiatives. The Mission anticipates procuring approximately \$20 million in Global

Bureau services and commodities through 2000 (half through "unit obligations"; half as Global Bureau-obligated field support). The services offered under the Global Bureau's Partnership for Health Reform activity are central to achieving the newly approved Intermediate Result 4, "Increased Rationalization of Health Financing System". The Mission will also draw upon Global Bureau's health and population resources to support on-going activities including logistics management, communication and information services and contraceptive procurement. Finally, the Mission will request assistance from the Environmental Health Project in 1998. This \$500,000, Global Bureau-obligated field support will assist the Water Resources Strategic Objective to design springs and wells rehabilitation activities under Intermediate Result 2.

Workforce and Operating Expenses

Planned workforce and operating expense levels through 2000 represent the minimum staff and operational resources necessary to responsibly and effectively manage a \$450 million program during the next three years. The number of U.S. direct hire (USDH) positions increased from nine in 1997 to 11 in 1998 -- a Program Economist position has been established and a Regional Contracts Officer (RCO) position replaced the International Development Intern RCO "position" which has been deleted. Three USDH positions are regional and support one or more USAID Missions in the Near East region: the Regional Legal Advisor, the Regional Contracts Officer and the Regional Controller. No additional USDH increases are expected through 2000. The Foreign Service National (FSN) staffing ceiling has remained static for the past two years at 36 employees. Thirty-five FSN positions are encumbered and the Mission employs three program-funded, U.S. Personal Service Contractors (PSCs).

Utilizing FY1998's OYB as an example, *each* of the 11 USDHs manage an average of \$12.7 million in program resources per year (i.e., \$140 million/11 USDHs). Of those 11, six USDHs have direct program implementation responsibilities (which includes the Mission Director). Of those six USDHs with direct program management responsibilities, *each* manages \$23.3 million annually or a \$70 million portfolio through 2000 (i.e., \$23.3 million/year for three years). These figures exclude the \$50 million-equivalent local currency program. Any workforce reductions below these levels will reduce management and accountability controls to unacceptable levels.

The Mission's FY1998 operating expense (OE) budget request is \$2.525 million which includes ICASS costs. USAID/Jordan requests \$2.501 million in FY1999 and \$2.708 million in FY2000. The FY1999 budget meets the ANE Bureau's target for Jordan. (ANE Bureau planning figures for FY2000 are not yet available.) The unusually low level of USDH turnover in FY1999 may appear to suggest that the FY2000 budget is inflated. A closer analysis reveals that 76 percent of the FY2000, non-ICASS increase is attributable to USDH transfers which is a fixed cost. A modest budgeted FSN salary increase and replacement NXP procurement (associated with USDH transfers) account for the remaining 24 percent. All other costs are essentially straight-lined and include both appropriated dollars and trust fund resources. USAID/Jordan's substantial increase in program funds enabled the Mission to negotiate an extension to the local currency Trust Fund Agreement. The Mission assumes a stable local currency over the next three years.

Operating Expense Budget (\$000)

	<i>Appropriated Dollars</i>	<i>Trust Funds</i>	<i>Total Budget</i>
FY1998	\$1,814	\$711	\$2,525
FY1999	1,790	711	2,501
FY2000	2,042	711	2,708

ICASS, effective in FY1998, is the single largest contributing factor to the incremental budget increase over previous years (USAID/Washington budgets previously funded ICASS-type support and, hence, was not reflected in the Mission's OE funding levels). The Mission anticipates ICASS expenses of \$415,000 in FY1998, \$440,000 in FY1999 and \$465,000 for FY2000. For budgeting purposes, each USDH replacement is assumed to have two school-aged children or the same number as the incumbent, whichever is larger. Where known, a third year on the second tour (instead of a transfer) is taken into account for USDHs. A modest FSN salary increase is calculated into the budgets. Finally, the Mission budgeted \$30,000 in 1998 for a U.S. PSC Controller for two months.

Program Funding

USAID FY 1999 Budget Request by Program/Country

15-Sep-98
07:09 AM

Country/Program: JORDAN
Scenario: Base Level

S.O. # , Title	Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 98	Estimated Total	FY 1999										Future Cost (POST 2000)	Year of Final Oblig.		
					Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G			Est. Expend. FY 99	Est. Total Cost life of SO
SO 1: Increased Foreign Exchange Earnings From Cultural and Nature Visitors (Not active)																		
		Bilateral		0													0	95
		Field Spt		0													0	
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 2: Improved Water Resources Management																		
		Bilateral	114,625	60,000		25,000	17,500					17,500		81,150	345,000		0	01
		Field Spt		0													0	
		Total	114,625	60,000	0	25,000	17,500	0	0	0	0	17,500	0			0	0	
SO 3: (Increased Practice of Family Planning with an Emphasis on Modern Methods)																		
		Bilateral	13,161	11,500				5,750						5,040	54,420		0	00
		Field Spt		3,500				1,750						3,500			0	
		Total	13,161	15,000	0	0	0	7,500	0	0	0	7,500	0	0		0	0	
SO 4: Other Activities in Support of Agency Objectives (Not active)																		
		Bilateral		0								0					0	94
		Field Spt		0													0	
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 5: Increased Economic Opportunities for Jordanians																		
		Bilateral	10,308	75,000			75,000							69,240	325,000		0	01
		Field Spt		0													0	
		Total	10,308	75,000	0	0	75,000	0	0	0	0	0	0			0	0	
		Bilateral		0													0	XX
		Field Spt		0													0	
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Bilateral		0													0	
		Field Spt		0													0	
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Bilateral		0													0	
		Field Spt		0													0	
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Bilateral	138,094	146,500	0	0	92,500	5,750	0	0	0	17,500	0				0	
		Field Spt	0	3,500	0	0	0	1,750	0	0	1,750	0	0				0	
		TOTAL PROGRAM	138,094	150,000	0	25,000	92,500	7,500	0	0	17,500	0	0	0	0	0	0	

FY 1999 Request Sector Totals -- DA	
Econ Growth	0
[Of which Microenterpris	0]
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0]
Democracy	0
Humanitarian	0

FY 1999 Request Sector Totals -- ESF	
Econ Growth	0
[Of which Microenterprise	0]
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0]
Democracy	0
Humanitarian	0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

USAID FY 2000 BUDGET REQUEST BY PROGRAM/COUNTRY

15-Sep-98
07:09 AM

Country/Program: JORDAN
Scenario: Base Level

S.O. # , Title	FY 2000														Future Cost (POST 2000)	Year of Final Oblig.		
	Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 99	Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G			Est. Expend. FY 00	Est. Total Cost life of SO
SO 1: Increased Foreign Exchange Earnings From Cultural and Nature Visitors (Not active)																		
	Bilateral		0														0	95
	Field Spt		0															
	Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 2: Improved Water Resources Management																		
	Bilateral		93,475	60,000		30,000	15,000						15,000		106,250	345,000	0	01
	Field Spt			0														
	Total		93,475	60,000	0	30,000	15,000	0	0	0	0	0	15,000	0			0	
SO 3: (Increased Practice of Family Planning with an Emphasis on Modern Methods)																		
	Bilateral		19,621	13,000				6,500				6,500			5,350	54,420	0	01
	Field Spt			2,000				1,000				1,000			2,000		0	
	Total		19,621	15,000	0	0	0	7,500	0	0	0	7,500	0	0			0	
SO 4: Other Activities in Support of Agency Objectives (Not active)																		
	Bilateral			0									0				0	94
	Field Spt			0														
	Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 5: Increased Economic Opportunities for Jordanians																		
	Bilateral		16,068	75,000			75,000								55,700	325,000	0	01
	Field Spt			0														
	Total		16,068	75,000	0	0	75,000	0	0	0	0	0	0	0			0	
	Bilateral			0														
	Field Spt			0														
	Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Bilateral			0														
	Field Spt			0														
	Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Bilateral			0														
	Field Spt			0														
	Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Bilateral		129,164	148,000	0		90,000	6,500	0	0	6,500	15,000	0					
	Field Spt		0	2,000	0		0	1,000	0	0	1,000	0	0					
	Total		129,164	150,000	0	30,000	90,000	7,500	0	0	7,500	15,000	0				0	

FY 2000 Request Sector Totals -- DA	
Econ Growth	0
[Of which Microenterpris	[]
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	[]
Democracy	0
Humanitarian	0

FY 2000 Request Sector Totals -- ESF	
Econ Growth	0
[Of which Microenterprise	[]
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	[]
Democracy	0
Humanitarian	0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

Workforce

Annex B

Org. Jordan FY 1998 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 2	SO 3	SO 5	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	1	1	1	0	0	0	0	3	1	1	1	1	1	3	8	11
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2	0	1	0				3	0	0	0	0	0	0	0	3
FSN/TCN Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	2	0	0	0	0	0	0	2	0	2	2	0	0	0	4	6
FSN/TCN Non-Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	2	4	4	0	0	0	0	10	1	4	10	2	0	3	20	30
Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Staff Levels	7	5	6	0	0	0	0	18	2	7	13	3	1	6	32	50
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

1/ Excluding TAACS and Fellows

Workforce

Org. Jordan FY 1999 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 2	SO 3	SO 5	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	1	1	1	0	0	0	0	3	1	1	1	1	1	3	8	11
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program	2	0	1	0	0	0	0	3	0	0	0	0	0	0	0	3
FSN/TCN Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	1	0	0	0	0	0	0	1	0	2	2	0	0	0	4	5
FSN/TCN Non-Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	3	4	4	0	0	0	0	11	1	4	10	2	0	3	20	31
Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Staff Levels	7	5	6	0	0	0	0	18	2	7	13	3	1	6	32	50
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

1/ Excluding TAACS and Fellows

Org. Jordan FY 1999 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 2	SO 3	SO 5	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	1	1	1	0	0	0	0	3	1	1	1	1	1	3	8	11
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program	2	0	1	0	0	0	0	3	0	0	0	0	0	0	0	3
FSN/TCN Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	1	0	0	0	0	0	0	1	0	2	2	0	0	0	4	5
FSN/TCN Non-Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	3	4	4	0	0	0	0	11	1	4	10	2	0	3	20	31
Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Staff Levels	7	5	6	0	0	0	0	18	2	7	13	3	1	6	32	50
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

1/ Excluding TAACS and Fellows

Workforce

Org. Jordan FY 2000 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 2	SO 3	SO 5	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	1	1	1	0	0	0	0	3	1	1	1	1	1	3	8	11
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program	2	0	1	0	0	0	0	3	0	0	0	0	0	0	0	3
FSN/TCN Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	1	0	0	0	0	0	0	1	0	2	2	0	0	0	4	5
FSN/TCN Non-Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	3	4	4	0	0	0	0	11	1	4	10	2	0	3	20	31
Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Staff Levels	7	5	6	0	0	0	0	18	2	7	13	3	1	6	32	50
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

1/ Excluding TAACS and Fellows

Org. Jordan FY 2000 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 2	SO 3	SO 5	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	1	1	1	0	0	0	0	3	1	1	1	1	1	3	8	11
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program	2	0	1	0	0	0	0	3	0	0	0	0	0	0	0	3
FSN/TCN Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	1	0	0	0	0	0	0	1	0	2	2	0	0	0	4	5
FSN/TCN Non-Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	3	4	4	0	0	0	0	11	1	4	10	2	0	3	20	31
Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Staff Levels	7	5	6	0	0	0	0	18	2	7	13	3	1	6	32	50
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

1/ Excluding TAACS and Fellows

Workforce

Org. Jordan FY 2001 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 2	SO 3	SO 5	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	1	1	1	0	0	0	0	3	1	1	1	1	1	3	8	11
Other U.S. Citizens: 1/																
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program	2	0	1	0	0	0	0	3	0	0	0	0	0	0	0	3
FSN/TCN Direct Hire:																
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	1	0	0	0	0	0	0	1	0	2	2	0	0	0	4	5
FSN/TCN Non-Direct Hire:																
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	3	4	4	0	0	0	0	11	1	4	10	2	0	3	20	31
Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Staff Levels	7	5	6	0	0	0	0	18	2	7	13	3	1	6	32	50
TAACS	0	0		0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0		0	0	0	0	0	0	0	0	0	0	0	0	0

1/ Excluding TAACS and Fellows

Workforce

Org. Jordan Summary On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 2	SO 3	SO 5	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
FY 1998:																
U.S. Direct Hire	1	1	1	0	0	0	0	3	1	1	1	1	1	3	8	11
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	4	4	4	0	0	0	0	12	1	6	12	2	0	3	24	36
Total OE Funded Staff	5	5	5	0	0	0	0	15	2	7	13	3	1	6	32	47
Program Funded	2	0	1	0	0	0	0	3	0	0	0	0	0	0	0	3
Total FY 1998	12	5	6	0	0	0	0	18	2	7	13	3	1	6	32	50

FY 1999 Target:																
U.S. Direct Hire	1	1	1	0	0	0	0	3	1	1	1	1	1	3	8	11
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	4	4	4	0	0	0	0	12	1	6	12	2	0	3	24	36
Total OE Funded Staff	5	5	5	0	0	0	0	15	2	7	13	3	1	6	32	47
Program Funded	2	0	1	0	0	0	0	3	0	0	0	0	0	0	0	3
Total FY 1999 Target	12	5	6	0	0	0	0	18	2	7	13	3	1	6	32	50

FY 1999 Request:																
U.S. Direct Hire	1	1	1	0	0	0	0	3	1	1	1	1	1	3	8	11
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	4	4	4	0	0	0	0	12	1	6	12	2	0	3	24	36
Total OE Funded Staff	5	5	5	0	0	0	0	15	2	7	13	3	1	6	32	47
Program Funded	2	0	1	0	0	0	0	3	0	0	0	0	0	0	0	3
Total FY 1999 Request	12	5	6	0	0	0	0	18	2	7	13	3	1	6	32	50

FY 2000 Target:																
U.S. Direct Hire	1	1	1	0	0	0	0	3	1	1	1	1	1	3	8	11
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	4	4	4	0	0	0	0	12	1	6	12	2	0	3	24	36
Total OE Funded Staff	5	5	5	0	0	0	0	15	2	7	13	3	1	6	32	47
Program Funded	2	0	1	0	0	0	0	3	0	0	0	0	0	0	0	3
Total FY 2000 Target	12	5	6	0	0	0	0	18	2	7	13	3	1	6	32	50

FY 2000 Request:																
U.S. Direct Hire	1	1	1	0	0	0	0	3	1	1	1	1	1	3	8	11
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	4	4	4	0	0	0	0	12	1	6	12	2	0	3	24	36
Total OE Funded Staff	5	5	5	0	0	0	0	15	2	7	13	3	1	6	32	47
Program Funded	2	0	1	0	0	0	0	3	0	0	0	0	0	0	0	3
Total FY 2000 Request	12	5	6	0	0	0	0	18	2	7	13	3	1	6	32	50

FY 2001 Estimate:																
U.S. Direct Hire	1	1	1	0	0	0	0	3	1	1	1	1	1	3	8	11
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	4	4	4	0	0	0	0	12	1	6	12	2	0	3	24	36
Total OE Funded Staff	5	5	5	0	0	0	0	15	2	7	13	3	1	6	32	47
Program Funded	2	0	1	0	0	0	0	3	0	0	0	0	0	0	0	3
Total FY 2000 Target	12	5	6	0	0	0	0	18	2	7	13	3	1	6	32	50

Workforce

MISSION :

JORDAN

USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 98	NO. OF USDH EMPLOYEES IN BACKSTOP FY 99	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001
01SMG	1	1	1	1
02 Program Off.	2	2	2	2
03 EXO	1	1	1	1
04 Controller	1	1	1	1
05/06/07 Secretary	0	0	0	0
10 Agriculture.	0	0	0	0
11Economics	1	1	1	1
12 GDO	1	1	1	1
12 Democracy	0	0	0	0
14 Rural Dev.	0	0	0	0
15 Food for Peace	0	0	0	0
21 Private Ent.	1	1	1	1
25 Engineering	0	0	0	0
40 Environ	0	0	0	0
50 Health/Pop.	1	1	1	1
60 Education	0	0	0	0
75 Physical Sci.	0	0	0	0
85 Legal	1	1	1	1
92 Commodity Mgt	0	0	0	0
93 Contract Mgt	1	1	1	1
94 PDO	0	0	0	0
95 IDI	0	0	0	0
Other*	0	0	0	0
TOTAL	11	11	11	11

*please list occupations covered by other if there are any

Operating Expenses

Overseas Mission Budgets															
Org. Title: USAID/Jordan	FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
Org. No: 23278	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
OC															
Overseas Mission Budgets															
Org. Title: USAID/Jordan	FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
Org. No: 23278	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
OC															

Annex C

Annex C

Operating Expenses

Annex C

Org. Title: USAID/Jordan Org. No: 23278 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FND	149.2		149.2	157.8		157.8	157.8		157.8	165.6		165.6	165.6		165.6
	Subtotal OC 11.1	149.2	0	149.2	157.8	0	157.8	157.8	0	157.8	165.6	0	165.6	165.6	0	165.6
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FND	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	28.3		28.3	0.7		0.7	0.7		0.7	1.4		1.4	1.4		1.4
11.5	FNDH	0		0	27.2		27.2	27.2		27.2	28.2		28.2	28.2		28.2
	Subtotal OC 11.5	28.3	0	28.3	27.9	0	27.9	27.9	0	27.9	29.6	0	29.6	29.6	0	29.6
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	32		32	3.5		3.5	3.5		3.5	4		4	4		4
11.8	FN PSC Salaries	0	688.5	688.5	60.6	711	771.6	60.6	711	771.6	103.4	711	814.4	103.4	711	814.4
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0	0		0	0		0	0		0	0		0
	Subtotal OC 11.8	32	688.5	720.5	64.1	711	775.1	64.1	711	775.1	107.4	711	818.4	107.4	711	818.4
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	210.9		210.9	139		139	139		139	182		182	182		182
12.1	Cost of Living Allowances	0		0	0		0	0		0	0		0	0		0
12.1	Home Service Transfer Allowances	0		0	0		0	0		0	0		0	0		0
12.1	Quarters Allowances	0		0	0		0	0		0	0		0	0		0
12.1	Other Misc. USDH Benefits	3.8		3.8	1.8		1.8	1.8		1.8	5.5		5.5	5.5		5.5
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FNDH	12.8		12.8	13.5		13.5	13.5		13.5	14.2		14.2	14.2		14.2
12.1	Other FNDH Benefits	13		13	13.7		13.7	13.7		13.7	12.8		12.8	12.8		12.8
12.1	US PSC Benefits	0		0	0		0	0		0	0		0	0		0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FN PSC	19.8		19.8	22.4		22.4	22.4		22.4	23.5		23.5	23.5		23.5
12.1	Other FN PSC Benefits			0	0		0	0		0	0		0	0		0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0	0		0	0		0	0		0	0		0
	Subtotal OC 12.1	260.3	0	260.3	190.4	0	190.4	190.4	0	190.4	238	0	238	238	0	238
13	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FNDH			0	0		0	0		0	0		0	0		0
13	Other Benefits for Former Personnel - FNDH			0	0		0	0		0	0		0	0		0
13	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FN PSCs	0		0	0		0	0		0	0		0	0		0
13	Other Benefits for Former Personnel - FN PSCs	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Training Travel	12		12	12		12	12		12	12		12	12		12
21	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

Operating Expenses

Annex C

Org. Title: USAID/Jordan Org. No: 23278 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21	Post Assignment Travel - to field	22		22	11.5		11.5	11.5		11.5	30		30	30		30
21	Assignment to Washington Travel	8		8	0		0	0		0	8.5		8.5	8.5		8.5
21	Home Leave Travel	37.5		37.5	15.5		15.5	15.5		15.5	26		26	26		26
21	R & R Travel	15.5		15.5	42		42	42		42	26.5		26.5	26.5		26.5
21	Education Travel	3		3	6		6	6		6	3		3	3		3
21	Evacuation Travel	10		10	10		10	10		10	10		10	10		10
21	Retirement Travel	0		0	0		0	0		0	0		0	0		0
21	Pre-Employment Invitational Travel	0		0	0		0	0		0	0		0	0		0
21	Other Mandatory/Statutory Travel	0		0	0		0	0		0	0		0	0		0
21	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Site Visits - Headquarters Personnel	10		10	10		10	10		10	10		10	10		10
21	Site Visits - Mission Personnel	7		7	9		9	9		9	9		9	9		9
21	Conferences/Seminars/Meetings/Retreats	43.7		43.7	55.5		55.5	55.5		55.5	36.5		36.5	36.5		36.5
21	Assessment Travel	0		0	0		0	0		0	0		0	0		0
21	Impact Evaluation Travel	0		0	0		0	0		0	0		0	0		0
21	Disaster Travel (to respond to specific disasters)	0		0	0		0	0		0	0		0	0		0
21	Recruitment Travel	0		0	0		0	0		0	0		0	0		0
21	Other Operational Travel	18.3		18.3	18.3		18.3	18.3		18.3	18.3		18.3	18.3		18.3
	Subtotal OC 21.0	187	0	187	189.8	0	189.8	189.8	0	189.8	189.8	0	189.8	189.8	0	189.8
22	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22	Post assignment freight	100		100	50		50	50		50	100		100	100		100
22	Home Leave Freight	19		19	12		12	12		12	17		17	17		17
22	Retirement Freight	0		0	0		0	0		0	0		0	0		0
22	Transportation/Freight for Office Furniture/Equip.	12		12	14.4		14.4	14.4		14.4	17		17	17		17
22	Transportation/Freight for Res. Furniture/Equip.	8.6		8.6	10.9		10.9	10.9		10.9	13.5		13.5	13.5		13.5
	Subtotal OC 22.0	139.6	0	139.6	87.3	0	87.3	87.3	0	87.3	147.5	0	147.5	147.5	0	147.5
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	0		0	0		0	0		0	0		0	0		0
23.2	Rental Payments to Others - Warehouse Space	13.4		13.4	13.4		13.4	13.4		13.4	13.4		13.4	13.4		13.4
23.2	Rental Payments to Others - Residences	205.7	22.5	228.2	213.4		213.4	213.4		213.4	213.4		213.4	213.4		213.4
	Subtotal OC 23.2	219.1	22.5	241.6	226.8	0	226.8	226.8	0	226.8	226.8	0	226.8	226.8	0	226.8
23.3	Communications, utilities, and miscellaneous charge	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	1.2		1.2	1.2		1.2	1.2		1.2	1.2		1.2	1.2		1.2
23.3	Residential Utilities	42.6		42.6	43.1		43.1	43.1		43.1	43.1		43.1	43.1		43.1
23.3	Telephone Costs	30		30	30		30	30		30	30		30	30		30
23.3	ADP Software Leases	3		3	3		3	3		3	3		3	3		3
23.3	ADP Hardware Lease	7.5		7.5	7.5		7.5	7.5		7.5	7.5		7.5	7.5		7.5
23.3	Commercial Time Sharing	0		0	0		0	0		0	0		0	0		0
23.3	Postal Fees (Other than APO Mail)	0.3		0.3	0.5		0.5	0.5		0.5	0.3		0.3	0.3		0.3
23.3	Other Mail Service Costs	2.3		2.3	2.1		2.1	2.1		2.1	2.3		2.3	2.3		2.3
23.3	Courier Services	10		10	8.3		8.3	8.3		8.3	8.4		8.4	8.4		8.4
	Subtotal OC 23.3	96.9	0	96.9	95.7	0	95.7	95.7	0	95.7	95.8	0	95.8	95.8	0	95.8
24	Printing and Reproduction	1		1	1		1	1		1	1		1	1		1
	Subtotal OC 24.0	1	0	1	1	0	1	1	0	1	1	0	1	1	0	1

Operating Expenses

Annex C

Org. Title: USAID/Jordan Org. No: 23278 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations	1		1	1	1	1	1	1	1	1	1	1	1	1	
25.1	Management & Professional Support Services	10		10	10	10	10	10	10	10	10	10	10	10	10	
25.1	Engineering & Technical Services	0		0	0	0	0	0	0	0	0	0	0	0	0	
	Subtotal OC 25.1	11	0	11	11	0	11	11	0	11	11	0	11	11	0	11
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	0		0	0	0	0	0	0	0	0	0	0	0	0	
25.2	Residential Security Guard Services	25		25	30	30	30	30	30	35	35	35	35	35	35	
25.2	Official Residential Expenses	0		0	0	0	0	0	0	0	0	0	0	0	0	
25.2	Representation Allowances	1.2		1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	
25.2	Non-Federal Audits	0		0	10	10	10	10	10	10	10	10	10	10	10	
25.2	Grievances/Investigations	0		0	0	0	0	0	0	0	0	0	0	0	0	
25.2	Insurance and Vehicle Registration Fees	0.3		0.3	0.3	0.3	0.3	0.3	0.3	0.4	0.4	0.4	0.4	0.4	0.4	
25.2	Vehicle Rental	0		0	0	0	0	0	0	0	0	0	0	0	0	
25.2	Manpower Contracts	0		0	0	0	0	0	0	0	0	0	0	0	0	
25.2	Records Declassification & Other Records Service	0		0	0	0	0	0	0	0	0	0	0	0	0	
25.2	Recruiting activities	0		0	0	0	0	0	0	0	0	0	0	0	0	
25.2	Penalty Interest Payments	0		0	0	0	0	0	0	0	0	0	0	0	0	
25.2	Other Miscellaneous Services	0		0	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	
25.2	Staff training contracts	4.8		4.8	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	
25.2	ADP related contracts	13.4		13.4	6	6	6	6	6	6	6	6	6	6	6	
	Subtotal OC 25.2	44.7	0	44.7	59.8	0	59.8	59.8	0	59.8	64.9	0	64.9	64.9	0	64.9
25.3	Purchase of goods and services from Government ac	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	415		415	440	440	440	440	440	465	465	465	465	465	465	
25.3	All Other Services from Other Gov't. accounts	0		0	0	0	0	0	0	0	0	0	0	0	0	
	Subtotal OC 25.3	415	0	415	440	0	440	440	0	440	465	0	465	465	0	465
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	1.5		1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	
25.4	Residential Building Maintenance	13.5		13.5	5	5	5	5	5	10	10	10	10	10	10	
	Subtotal OC 25.4	15	0	15	6.5	0	6.5	6.5	0	6.5	11.5	0	11.5	11.5	0	11.5
25.7	Operation/maintenance of equipment & storage of g	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance cos	0		0	0	0	0	0	0	0	0	0	0	0	0	
25.7	Storage Services	0		0	0	0	0	0	0	0	0	0	0	0	0	
25.7	Office Furniture/Equip. Repair and Maintenance	7		7	7	7	7	7	7	9	9	9	9	9	9	
25.7	Vehicle Repair and Maintenance	13.3		13.3	13.6	13.6	13.6	13.6	13.6	10.9	10.9	10.9	10.9	10.9	10.9	
25.7	Residential Furniture/Equip. Repair and Maintena	2		2	2	2	2	2	2	2	2	2	2	2	2	
	Subtotal OC 25.7	22.3	0	22.3	22.6	0	22.6	22.6	0	22.6	21.9	0	21.9	21.9	0	21.9
25.8	Subsistence and support of persons (by contract or G	0		0	0	0	0	0	0	0	0	0	0	0	0	
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26	Supplies and materials	58.2		58.2	58.5	58.5	58.5	58.5	58.5	56.3	56.3	56.3	56.3	56.3	56.3	
	Subtotal OC 26.0	58.2	0	58.2	58.5	0	58.5	58.5	0	58.5	56.3	0	56.3	56.3	0	56.3

Operating Expenses

Annex C

Org. Title: USAID/Jordan Org. No: 23278 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total												
31	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31	Purchase of Residential Furniture/Equip.	43.9		43.9	26.3		26.3	26.3		26.3	49.3		49.3	49.3		49.3
31	Purchase of Office Furniture/Equip.	43.6		43.6	50.5		50.5	50.5		50.5	64.4		64.4	64.4		64.4
31	Purchase of Vehicles			0	28		28	28		28	0		0	0		0
31	Purchase of Printing/Graphics Equipment			0	0		0	0		0	0		0	0		0
31	ADP Hardware purchases	46.9		46.9	46		46	46		46	51.2		51.2	51.2		51.2
	Subtotal OC 31.0	134.4	0	134.4	150.8	0	150.8	150.8	0	150.8	164.9	0	164.9	164.9	0	164.9
32	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32	Purchase of Land & Buildings (& construction of	0		0	0		0	0		0	0		0	0		0
32	Purchase of fixed equipment for buildings	0		0	0		0	0		0	0		0	0		0
32	Building Renovations/Alterations - Office	0		0	0		0	0		0	0		0	0		0
32	Building Renovations/Alterations - Residential	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42	Claims and indemnities	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		1814	711	2525	1790	711	2501	1790	711	2501	1997	711	2708	1997	711	2708
Dollars Used for Local Currency Purchases		<u>670</u>			<u>645</u>			<u>645</u>			<u>734</u>			<u>734</u>		
Exchange Rate Used in Computations		<u>0.71</u>	<u>0.71</u>		<u>0.71</u>	<u>0.71</u>		<u>0.71</u>	<u>0.71</u>		<u>0.71</u>	<u>0.71</u>		<u>0.71</u>	<u>0.71</u>	

GLOBAL FIELD SUPPORT

Objective Name	Field Support: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1998		FY 1999		FY 2000	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
	936-59966.07 Linkages	Medium	3 years (1998-00)	---	250	---	200	---	200
	936-5994.07 CDC/Infotech	Medium	3 years (1998-00)	500	---	500	---	500	---
	936-3083.01 Measure I (Macro, In'l - DHS)	High	2 years (1998-99)	---	250	---	---	---	---
	936-3083.04 Measure 4 - BUCEN	High	2 years (1998-99)	---	1,300	---	1,000	---	---
GRAND TOTAL.....				4,500	4,800	3,000	3,500	2,500	2,000

*For Priorities use high, medium-high, medium, medium-low, low

TRUST FUNDS & FSN SEPARATION FUND

Orgno: 23278
 Org. Title: USAID/Jordan

Annex E

Foreign National Voluntary Separation Account

Action	FY 98			FY 99			FY 00		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	32.6	0.0	32.6	35.9	0.0	35.9	37.7	0.0	37.7
Withdrawals	0.0	0.0	0.0	75.0	0.0	75.0	0.0	0.0	0.0
Unfunded Liability (if any) at the end of each FY.			0.0			0.0			0.0

Local Currency Trust Funds - Regular (\$000s)

	FY 98	FY 99	FY 00
Balance Start of Year	87.4	587.7	876.7
Obligations	711.0	711.0	711.0
Deposits	1,211.3	1,000.0	0.0
Balance End of Year	587.7	876.7	165.7

Exchange Rate(s) Used 0.71 0.71 0.71

Trust Funds in Dollar Equivalents, not in Local Country Equivalents

Local Currency Trust Funds - Real Property (\$000s)

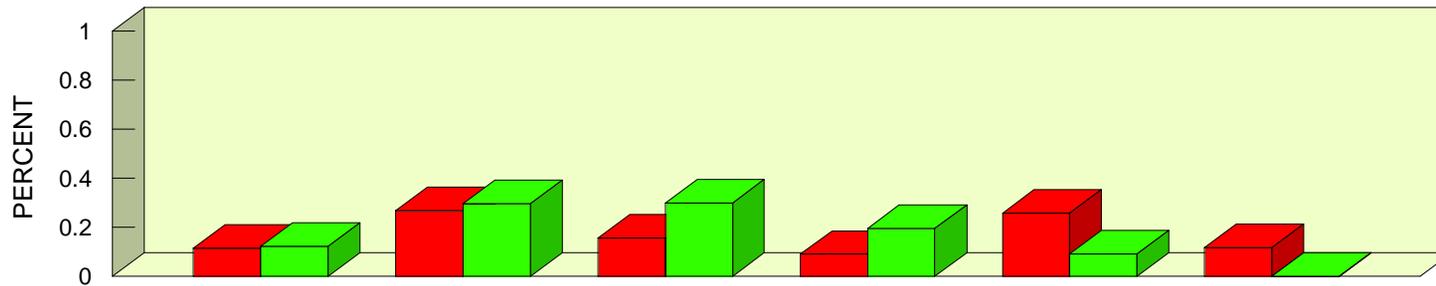
	FY 98	FY 99	FY 00
Balance Start of Year	0.0	0.0	0.0
Obligations	0.0	0.0	0.0
Deposits	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0

Trust Funds in Dollar Equivalents, not in Local Country Equivalents

	1997	1998	1999	2000	2001	2002	
SO2							
% of Total Results Achieved	11.29%	26.80%	15.52%	8.96%	25.76%	11.67%	100.00%
% of Budget Spent	12.14%	29.49%	29.88%	19.50%	8.99%	0.00%	100.00%
SO3							
% of Total Results Achieved	12.06%	37.35%	32.94%	16.18%	1.47%	0.00%	100.00%
% of Budget Spent	0.00%	46.53%	30.59%	21.13%	1.75%	0.00%	100.00%
SO5							
% of Total Results Achieved	2.50%	38.07%	26.36%	14.50%	13.21%	5.36%	100.00%
% of Budget Spent	1.43%	45.07%	38.74%	7.77%	6.07%	0.92%	100.00%
SO2, SO3 & SO5							
% of Total Results Achieved	9.17%	33.29%	24.13%	12.81%	14.45%	6.15%	100.00%
% of Budget Spent	5.29%	39.25%	32.50%	16.88%	5.83%	0.25%	100.00%

Strategic Objective No. 2

Improved Water Resources Management

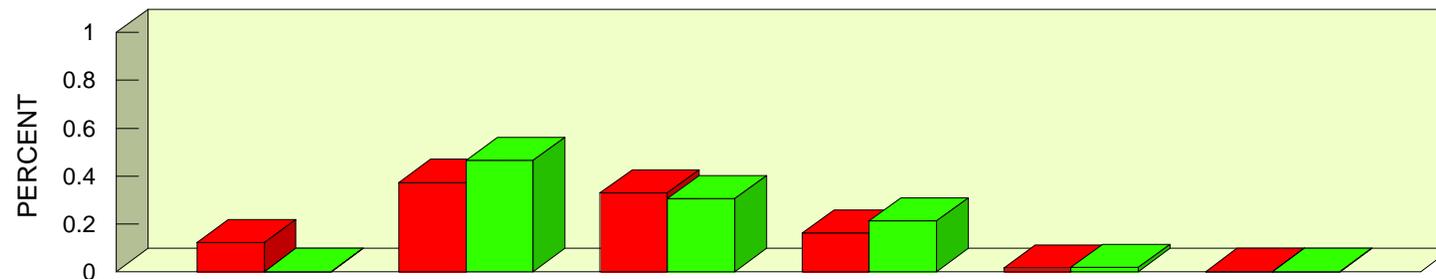


Fiscal Years	1997	1998	1999	2000	2001	2002
Results Achieved	11.29%	26.80%	15.52%	8.96%	25.76%	11.67%
Budget Disbursed	12.14%	29.49%	29.88%	19.50%	8.99%	0.00%

LOA Funding is \$269.96 Million
AACD is FY 02

Strategic Objective No. 3

Increased Practice of Family Planning with Emphasis on Modern Methods

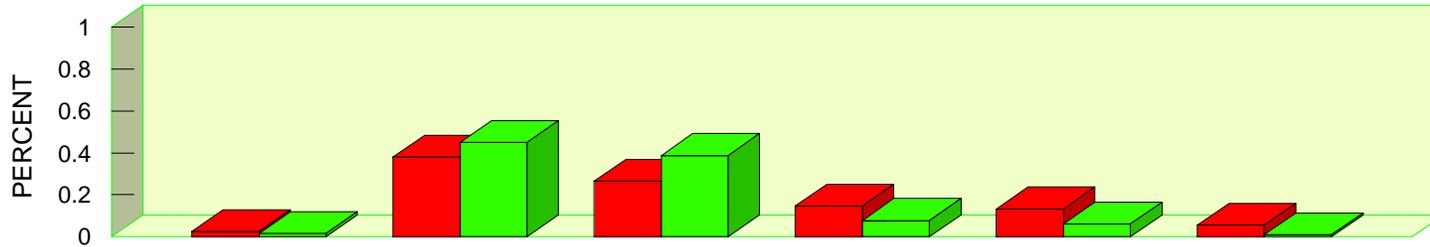


Fiscal Years	1997	1998	1999	2000	2001	2002
Results Achieved	12.06%	37.35%	32.94%	16.18%	1.47%	0.00%
Budget Disbursed	0.00%	46.53%	30.59%	21.13%	1.75%	0.00%

LOA Funding is \$25.73 Million
AACD is FY 2001

Strategic Objective No. 5

Increased Economic Opportunities for Jordanians

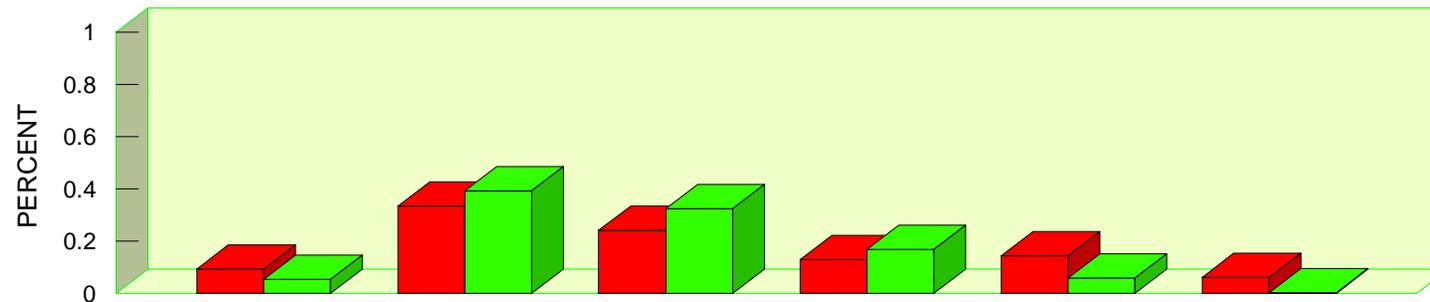


Fiscal Years	1997	1998	1999	2000	2001	2002
Results Achieved	2.50%	38.07%	26.36%	14.50%	13.21%	5.36%
Budget Disbursed	1.43%	45.07%	38.74%	7.77%	6.07%	0.92%

LOA Funding is \$274.59 Million
AACD is FY 2001

Strategic Objectives No. 2, 3 & 5

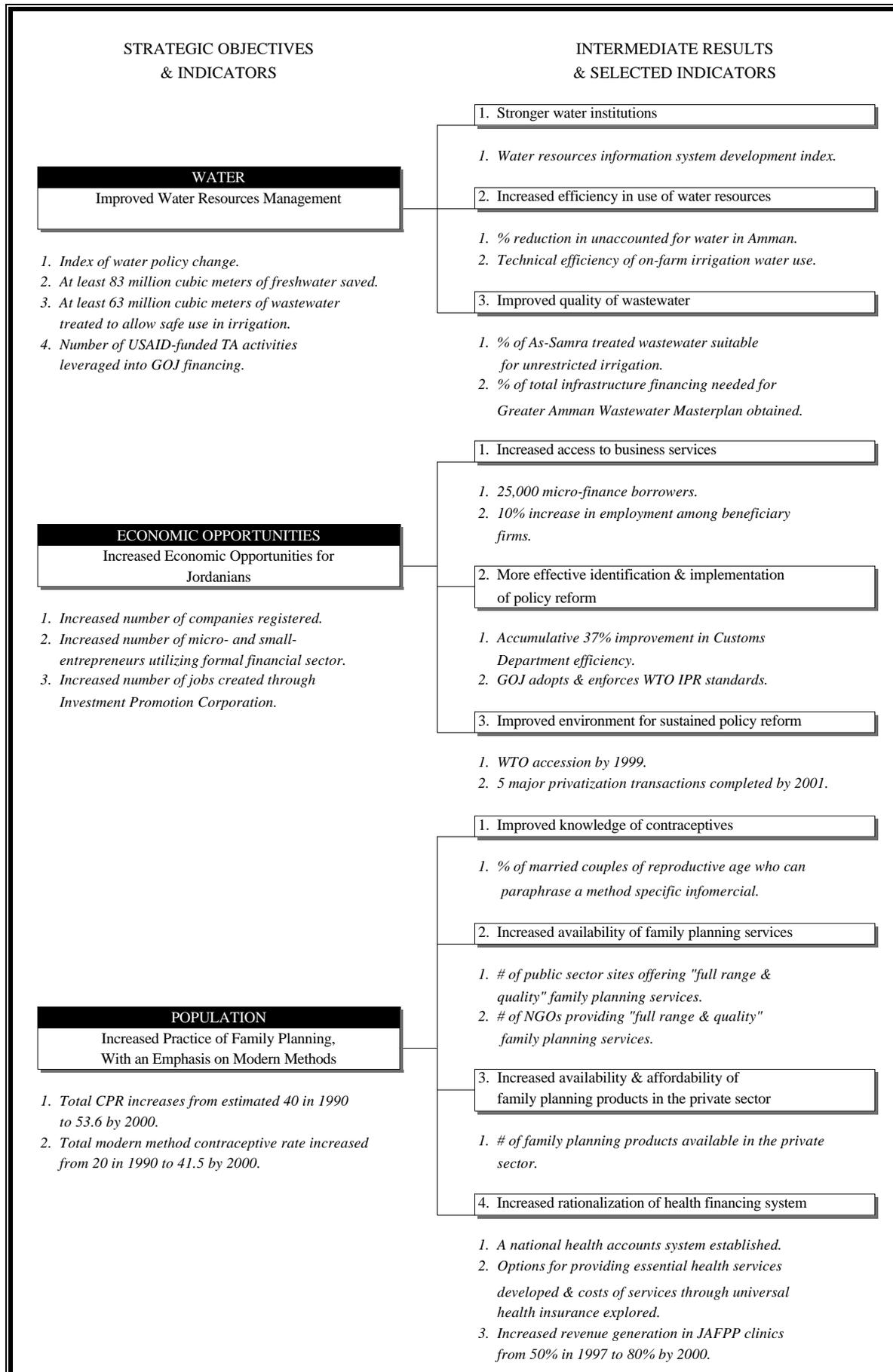
Broad Based, Sustainable Economic Growth



Fiscal Years	1997	1998	1999	2000	2001	2002
Results Achieved	9.17%	33.29%	24.13%	12.81%	14.45%	6.15%
Budget Disbursed	5.29%	39.25%	32.50%	16.88%	5.83%	0.25%

LOA Funding is \$595 Million
AACD is FY 2002

**ANNEX G:
Summary of USAID/Jordan Strategy, 1997 - 2001**



ANNEX I:

Country: Jordan (1 of 1) Ref: State 089298; dated 13 May 97 Date: March 4, 1998		STATUS OF ANE STRATEGY / R4 AGREEMENTS			Filename: R4JORD.WPD
Ref	ACTION REQUESTED	CABLE REF.	RESPONSIBLE ACTOR(S)	DUE DATE	STATUS
1	Water Resources Management (SO2) Mission agrees that much of the technical support for this Strategic Objective comes from the Environment offices of USAID/W and that future R4 submissions will attribute water activities to the Agency's environment goal.	p. 8/9, #18	Mission	Unspecified	Complete.
2	ANE will support a request to convert the AAAs Fellow Position to a program-funded PSC.	p. 9, #19	ANE	Unspecified	Complete.
3	Family Planning (SO 3) New IR: Increased Rationalization of Health Financing Systems. ANE supports development of Intermediate Result 4 as part of the Family Planning Strategic Objective.	p 06 # 13	Mission	Unspecified	Complete.
4	With clarified and revised program and OE resource tables, USAID/W supports the Mission's FY 1999. To the extent that overall DA levels and allocations permit, ANE will seek to provide development assistance funds for continued population activities.	p 08 # 17	ANE	Unspecified	Due to the establishment of the Middle East Peace and Stability Fund (June 1997) which affords an extraordinary increase program assistance to Jordan through FY2001, USAID/Jordan's program is now exclusively ESF-funded.

March 12, 1998

MEMORANDUM

TO: See Distribution

FROM: ANE/MEA, Pirie Gall

SUBJECT: Agency Review of the USAID/Jordan R4 Document

The USAID/Jordan Results Review and Resources Request (R4) document is attached. Please review the document and coordinate submission of your comments with the following ANE staff who will assemble the draft reporting cable, including any issues. As last year, ANE technical staff will schedule times for counterparts in other offices and bureaus to meet and discuss the technical aspects of the R4s, obtain clarifications from the field, and prepare draft performance summary statements. Last year's reporting cable and a table of action plan agreements appear at the end of the R4.

Steve Haykin, ANE/SEA	for Economic Growth SOs and SpOs
John Wilson, ANE/SEA	for Environment SOs and SpOs
Zynia Rionda, ANE/SEA	for PHN SOs and SpOs
Pirie Gall, ANE/MEA	for program issues that cross cut SOs, such as resource and policy implications, trade-offs, and cross-SO synergies

The Jordan program has no Democracy objective.



FRAMEWORK FOR R4 REVIEW AND ISSUES

As presented in ANE's R4 guidance, we are focusing the program review tightly around the following question: **"Does the current performance trend, as reflected by the progress toward Strategic Objective and key intermediate results, give reasonable assurance that (a) the strategic objective and/or (b) the overall program results will be achieved as planned?"** Thus, relevant R4 issues will be those where the best judgment of the reviewers is that the program and/or SO (or SpO) performance is not on-track and not likely to achieve agreed upon results. Instances where progress meets or exceeds expectations should be identified for incorporation in SO (or SpO) performance summaries, and overall program assessment.

Other valid concerns and questions that do not affect the ability of an operating unit and its partners to achieve the SO are not R4 issues. These issues are to be addressed in other fora. In last year's review, many comments, concerns, and requests for clarification pertained to questioning the approach that operating units were following, rather than assessing performance. The appropriateness of a strategic approach is not an issue unless performance problems are of such severity that they challenge the major underlying strategic assumptions, and will not permit the objective to be achieved.

Technical Review Sessions	Date	Place	Time
PHN	April 6	4.09-053	1-3 pm
EG	April 7	4.09-053	1-3 pm
ENV	April 8	4.09-053	10-12 noon
Resource	April 9	4.09-053	1-3 pm
Country Review Meeting	April 24	4.09-A	1-3 pm

Technical review groups (teams) will convene by sector, roughly two weeks prior to the Country Review Meeting. We ask that central bureaus, or their centers or major offices, assign one person as the review representative. That person may solicit views from several colleagues within their unit, and then speak for the unit with one voice in the meetings.

Teams are charged with: (1) assessing SO performance and preparing SO performance summaries; (2) obtaining additional information/clarification from operating units, if needed, to complete assessment of an SO and overall program performance; (3) narrowing issues to those that challenge the continued viability of an SO and/or the overall program; and (4) providing suggested resolution(s) for problems. Any cross-cutting issues can be discussed in the resource or program review sessions.

To avoid burdening field units with numerous information requests, technical review teams are to speak with one voice and thus only send messages coordinated as a group through the group leader, and cleared with me. The sector team leaders will forward team findings to me. This feedback -- together with non-sector-specific, cross-cutting issues -- forms the basis for

the draft reporting cable that I will prepare with the teams' inputs.

The draft reporting cable will be sent to the USAID/Jordan Representative and Washington reviewers at least seven working days prior to the Program Review Meeting. The representative and his staff will have four working days to respond, and their response will be distributed to Washington reviewers upon receipt. The draft cable and the USAID/Jordan response will be considered during the Program Review Meeting. During this meeting, participants will try to reach agreement on the continued validity of the management contract, and what agreements or recommendations to include in the final reporting cable. Therefore, we ask that reviewing office representatives at the Program Review Meeting be (1) prepared to discuss and resolve issues during the course of the Program Review Meeting; and (2) empowered to agree on positions for the reporting cable which I will prepare.

A more detailed discussion of ANE's R4 Submission and Review Procedures is available upon request to Deborah Johnson, ANE/SEA. Gene Smith in ANE/SEA/RPM coordinates the schedule for all the reviews.

Attachment: a/s

Distribution List for Jordan R4:

<u>Office</u>	<u>Name</u>	<u>No. of Copies</u>	<u>Room</u>	<u>Phone</u>
AA/ANE	Kelly Kammerer	1	4.09-034	2-0200
DAA/ANE	Ann VanDusen	1	4.09-036	2-0300
ANE/ORA	Mary Lewellen	5	4.09-057	2-4820
ANE/AMS	Sharon Nichols	3	4.09-023	2-4030
ANE/MEA	Elaine Scott	30	4.10-034	2-0404
ANE/SEA	Jon Breslar	2	4.09-052	2-4051
ANE/SEA	Deborah Johnson	10	4.09-072	2-1970
ANE/SEA	Carol Becker	10	4.09-050	2-0040
ANE/SEA	Jerre Manarolla	3	4.09-020	2-4907
ANE/SEA	Jeff Goodson	1	4.09-112	2-4762
US-AEP	Richard Sheppard	2	4.09-142	2-0270
PPC/PC	Deborah Prindle	1	6.07-053	2-5219
PPC/SP	Don Sillers	1	6.07-040	2-5151
PPC/DEM	James Vermillion	2	6.08-112	2-0091
PPC/ENV	Jim Hester	1	6.08-072	2-5176
PPC/PHD	Irene Koek	1	6.07-043	2-4655
PPC/CDIE	Brenda Fisher	1	6.07-142	2-4681
PPC/CDIE/DI	Gloria White	1	6.07-121	2-4228
PPC/DEM	Sara Steinmetz	1	6.08-101	2-4658
LPA	Carol Kiranbay	3	6.10-052	2-4038
LPA	John Norris	1	6.10-004	2-4300
M/B/PA	Brad Greene	2	6.09-061	2-4493
M/HR/OD	Linda Lion	1	2.09-061	2-5500
M/MPI/MC	Babette Prevot	1	2.09-031	2-0419
M/B/SB	Marcus Rarick	2	6.09-047	2-4523
M/HR/PPIM	Lawrence Brown	2	2.09-B	2-1074
GC/ANE	Joakim Parker	3	6.06-052	2-0431
STATE/NEA	Julia Stanley	5	6250-NS	7-1022
BHR/OFDA	Lowell Lynch	1	8.06-095	2-4579
G/DG	Susan Jay	2	3.10-041	2-5457
G/EGAD/EM	Rebecca Maestri	4	2.11-133	2-0405
G/EGAD/MD	Heather Clark	1	2.11-022	2-5967
G/HCD/HETS	Robert McClusky	4	3.09.081	2-5414
G/PHN/PFS	Lynn Gorton	7	3.06-044	2-1336
G/PHN/HN/EN	Lloyd Feinberg	1	3.07-010	2-5725
G/ENV	Ben Stoner	4	3.08-064	2-5636
G/PDSP	Richard Whitaker	1	3.09.074	2-4097
G/WID	Muneera Salem-Murdock	1	3.08.003	2-0570
G/WID	Anne Evans	1	3.08.003	2-0570