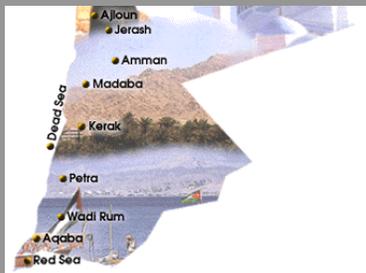
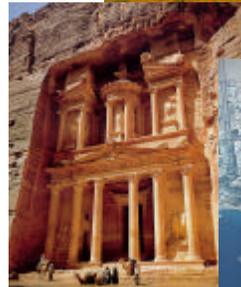


USAID/JORDAN

Results Review And Resource Request (R4)



March 1, 2001



USAID/JORDAN

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Resource Request (R4)**

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Please Note:

The attached RESULTS INFORMATION ("R2") is from the FY 2003 Results Review and Resource Request ("R4") for USAID/Jordan and was assembled and analyzed by the USAID/Jordan.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from USAID budgetary reviews. Additional information on the attached can be obtained from (Washington contact person and office making the distribution).

Related document information can be obtained from:

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Table of Contents

Please Note	
Cover Memo	i
R4 Part I: Overview and Factors Affecting Program Performance	1
R4 Part II: Results Review by Strategic Objective	
Strategic Objective Two: “Improved Water Resources Management”	4
Strategic Objective Three: “Improved Access to and Quality of Reproductive and Primary Health Care”	12
Strategic Objective Five: “Increased Economic Opportunities for Jordanians”	20
R4 Part III: Resource Request	
Overview	28
Financial Plan	28
Global Bureau Program	28
Workforce and Operating Expense	28
ICASS Reimbursement	29
Program, Workforce and OE Tables	
Supplemental Information Annexes	
Annex A – Institutional and Organizational Development	
Annex B – Success Stories	
Annex C – Environmental Impact	
Annex D – Modification in Targets and Indicators	
Annex E – Jordan Strategic Construct	

Cover Memo

The main theme emphasized in this year's R4 is "uncertainty"—uncertainty about the political situation in the Middle East and uncertainty about future funding levels. As a consequence, this year's R4 is more about "results reporting" than about any definitive "resource request". Regardless of what future funding the Mission might want, resource levels for USAID/Jordan in FY 2002 and beyond will be set by Washington in response to broader regional developments over which the USAID Mission has no control.

Amidst this uncertainty, the USAID strategic framework continues to maintain its strong focus on three interdependent Strategic Objectives (SOs) that are at the heart of Jordan's own development agenda: (1) improving water resource management; (2) increasing access to and the quality of reproductive and primary health care services; and (3) increasing economic opportunities for Jordanians. By focusing exclusively on these three development challenges, USAID has made and will continue to make significant contributions as Jordan, once again, finds itself in the midst of unexpected developments outside its borders.

The March 1998 strategy remains the foundational document as far as the parameters set by the three SOs are concerned. This strategy, originally slated to run through December 2001, was extended through December 2004 at the May 2000 Jordan R4 review. At the same time SO2 was extended through 2006. So far, the basic strategic structure established in March 1998 has proven to be remarkably resilient in the face of unforeseen developments in Jordan and in the region. Only one significant adjustment has been made in the basic strategic structure over the last three years, namely the expansion of SO 3 to include not only population programs, but primary health care programs as well. More modest adjustments have also been made from time to time on individual targets and indicators. When this has occurred, approvals have been sought and provided by Washington as part of the regular R4 review process.

Funding levels for FY 1997 - FY 2001 have exceeded those anticipated when the strategy was prepared, mainly on account of \$50 million in Wye supplemental funds provided in FY 1999 and again in FY 2000. These additional funds were split evenly between the cash transfer and activities. Among other things, Wye funds are being used to support additional water infrastructure, expand economic opportunity programs in Aqaba, and reduce the mortgage in the health/population portfolio. For planning purposes, an annual OYB of \$150 million is anticipated in each of the years FY 2002, FY 2003, and FY 2004.

During fall 2000, the Mission conducted a detailed internal review of the pipeline and mortgage situation. Given uncertainty over post 2001 funding, it indicated a "conservative" approach to the launch of any new activities under the existing SO framework, at least until the future budget situation becomes clearer. The water SO accounts for almost 80 percent of the pipeline, primarily due to several large infrastructure projects that require forward funding; the pipeline for Technical Assistance (TA) activities under all three SOs fall broadly within Agency guidelines. The mortgage situation is somewhat tight, especially in the health/population SO. Virtually all FY 2001 obligations will be used to draw down on mortgages across the three SOs, not to launch new activities.

The expanded USG funding commitment to Jordan made in 1997 was for five years. Given Jordan's strategic location and support for a negotiated Middle East settlement, USAID will likely remain a vital presence for some years to come. However, future funding levels have yet to be determined. Much depends on what happens in the broader Middle East political situation. Amidst this uncertainty, at least three scenarios seem plausible:

- First, a reduction in USAID funding levels by as much as one half, perhaps within the context of no further progress in the peace negotiations. From the beginning, the Mission has anticipated that, if this were to occur, potential funding cuts would in the first instance be absorbed by the water infrastructure elements of the portfolio or, perhaps, the cash transfer. Although Jordan's foreign exchange reserves are approaching \$3 billion (compared with less than \$1 billion four years ago), the stagnant economy and higher oil prices may continue to be compelling arguments for the cash transfer. The current strategy document would also continue to shape program planning at least through December 2004.
- Second, maintenance of current program levels at around \$150 million a year. This R4 envisages just such a scenario. Modest adjustments would be made, primarily to address mortgage concerns (especially in the health/population SO). However, in the absence of significant external changes (drought, economic implosion, widespread social unrest, etc.) the basic strategic structure would remain essentially unchanged.
- Third, a substantial expansion in the USAID program, perhaps as part of a comprehensive Middle East peace or, alternatively, a need to help stabilize Jordan amidst a deteriorating political and economic situation within the region. Such a "sea change" would inevitably result in a major reassessment of our strategy and possibly lead to the formulation of a new SO. It would also require a close look at staffing, given that limited staffing resources are now stretched to the limit.

Given the intensive R4 review conducted in the field in May 2000, this year's R4 will understandably not be formally reviewed at any great length in Washington. However, formal approval from Washington is required as part of this year's R4 submission, namely concurrence for one new indicator under SO 3 introduced to replace an indicator being reported for the last time, this new indicator measures couple years of protection. Additionally, the Mission intends to track quality standards at primary health care centers for IR reporting under SO 3 in next year's R-4 submission. As requested at the May R4 review, targets for SO 5 have been extended to 2004, though the indicators themselves remain unchanged.

In summary, it should be emphasized that potentially dramatic changes in the regional situation could result in new mandates designed to respond to new political realities. The response to such changes, if they occur, cannot be determined by the R4 calendar. Rather, it would have to be worked out on a case-by-case basis. In addition, it would necessarily involve a high level interagency dialogue and possibly the formulation of a new SO as well as a request for additional staffing resources.

R4 Part I: Overview and Factors Affecting Program Performance

USAID/Jordan's economic assistance program remains a vital component of U.S. Government efforts to promote stability in the Middle East. The ongoing conflict between Israel and the Palestinian Authority in the West Bank and Gaza underscores the importance of supporting voices of moderation within the region at a time when the peace negotiations are in crisis. By supporting Jordan, the U.S. helps to encourage and sustain those who are convinced that peaceful negotiations remain the only viable way to resolve the region's problems. USAID assistance also helps Jordan in its attempts to reform and modernize its economy in the face of a risky and unstable regional political and economic environment.

The USAID/Jordan strategic construct directly supports the Embassy Mission Program Plan (MPP). First, USAID/Jordan's strategic plan supports U.S. national interests related to national security insofar as it promotes stability at a time when the peace negotiations are in jeopardy and violence is on the rise. Second, the USAID/Jordan program promotes economic prosperity and encourages trade and investment. Third, the USAID/Jordan program addresses issues of global concern, including those related to health, population and the environment.

Simultaneously, the USAID/Jordan portfolio advances several key strategic imperatives set forth by the Agency. Specifically, USAID/Jordan is making a significant contribution toward three of USAID's five higher level goals. For example, Strategic Objective 5 ("Increased Economic Opportunities for Jordanians") promotes broad-based economic growth throughout the country. Strategic Objective 3 ("Improved Access to and Quality of Reproductive and Primary Health Care") advances USAID efforts related to stabilizing world population and protecting human health. Finally, Strategic Objective 2 ("Improving Water Resources Management") makes a vital contribution toward developing sustainable long-term approaches to Jordan's most important environmental issue and most precious natural resource – water.

During the May 2000 R4 review, the USAID/Jordan strategy was extended from September 2001 until December 2004. Program indicators have been developed to reflect this added time frame. At least two factors will be critical in determining whether the Mission achieves the anticipated results. First, planned results throughout this time period presume an annual program budget of approximately \$150 million. Second, continuing violence in Israel and the West Bank and Gaza threatens stability across the region, including in Jordan. Significantly lower funding levels or further crises in the peace situation would adversely affect the ability to achieve of planned program objectives.

The assessment of program impact over the last twelve months suggests an encouraging picture, clouded by the sudden re-emergence of violence on the other side of the Jordan River. Developments during the January to September period were very promising and annual rates of economic growth were on track to exceed four percent for the first time in years. But the last quarter of the calendar year was marked by high levels of violence in the West Bank and Gaza, casting a dark shadow over Jordan's immediate future. The consequences for Jordan's important but highly sensitive tourism sector have been especially serious. In addition, the continuing violence undermines investor confidence and magnifies the hardships faced by the most vulnerable segments of Jordanian society. A large number of Jordanians live near the poverty

level and external shocks can easily plummet them below that line. Moreover, many Palestinian families in Jordan find that they now have the additional burden of supporting unemployed relatives in the West Bank and Gaza.

In the context of the regional political crisis, the statement made as part of last year's R4 submission remains even more relevant than ever: *"The sobering fact for Jordan is that it can do virtually everything 'right' on the economic restructuring and reform front—and still fall victim to the vagaries of international politics as well as its geographic location in one of the more unstable regions of the world."*

To a large extent, the current crisis in the Middle East peace talks represents just such a scenario. Nonetheless, the "top ten" list of important USAID/Jordan related developments during 2000 includes a number of impressive achievements:

1. Jordan formally joined the World Trade Organization (WTO) in April 2000, following months of intensive USAID-funded technical support that brought about far-reaching changes in the country's trade and investment regime.
2. King Abdullah II and President Clinton initialed a Free Trade Agreement (FTA) in October 2000, making Jordan only the fourth country (after Canada, Mexico and Israel) to enjoy such a relationship with the U.S. The FTA was predicated on Jordan's successful WTO accession. USAID played an important part in helping Jordan address FTA-related environmental issues.
3. On February 15, 2001, Jordan officially opened the Aqaba Special Economic Zone (ASEZ), setting the stage for its emergence as a model for streamlined investment procedures. Once again, USAID played a critical role as virtually the sole provider of the extensive advisory services required for this key Palace initiative.
4. Due in large part to USAID-supported sustainable microfinance activities, the microfinance industry in Jordan is reaching a new level of maturity. From a base of only a few hundred active clients three years ago, these programs served more than 17,000 active clients in 2000, more than two-thirds of whom were women. Repayment rates are approaching 99 percent. USAID's pioneering work in this area has also changed the Kingdom's perspective on sustainable microfinance.
5. The Wadi Mousa wastewater treatment plant was completed with a capacity to serve an estimated 40,000 local residents as well as the almost half a million tourists who visit the World Heritage site at Petra each year.
6. The rehabilitation of four springs and wells was completed, providing an additional 7.5 Million Cubic Meters (MCM) of potable water to approximately 120,000 Jordanians.
7. Substantial progress was achieved in the planned As-Samra wastewater treatment, with \$75 million in USAID financing expected to leverage an additional \$75 million in private funds.

The pre-qualification process for this pathbreaking project design was finished and the RFP for this innovative new initiative will be issued in early March 2001.

8. Senior Jordanian officials, including King Abdullah II, the Prime Minister, members of Parliament, and several government ministers attended the ceremonial launch of Jordan's updated population strategy. Princess Basma was the guest of honor at another ceremony held at a local mosque to mark the end of the "Together for a Happy Family" campaign. Such events point to an impressive level of openness on the part of top political and religious leaders to discuss family planning issues and their relationship to Jordan's development.
9. As a direct result of past and current USAID interventions, two important demographic indicators have continued their steady rate of decline, namely the all-important fertility level (from 3.8 in 1999 to 3.6 in 2000) and the rate of natural population increase (from 2.5 percent in 1999 to 2.4 percent in 2000).
10. A new family planning campaign aimed at Jordan's youth was launched in March 2000, an important development in view of the fact that 60 percent of all Jordanians are under the age of 24. This program, combined with a youth entrepreneurship activity ("Injaz") launched in 1999, also helps highlight the fact that it is the next generation that will be shaping the development of Jordan for decades to come.

These encouraging developments suggest that the USAID/Jordan strategy is on track and making progress in meeting objectives put forward under its current strategic framework. The extent to which this progress can be maintained is directly affected by the lengthening shadows cast by external events over which neither Jordan nor the Mission have any direct control. Chief among these is concern that the long-awaited increase in economic growth may be short-lived if violence in the West Bank and Gaza continues. The impact of an economic downturn on Jordan's fragile social safety net is another area of concern. Continued economic stagnation would make it difficult to maintain the impressive progress that Jordan has displayed on economic reform. In particular, the tough policy decisions Jordan needs to make on reform in water and health will become even more difficult if the economy is stagnating or in decline.

In looking ahead to 2001, there are two issues which stand out. First, there is uncertainty over USAID budget levels in FY 2002 and beyond. Current planning is based on an annual OYB of approximately \$150 million through FY 2004. Almost all funds provided in FY 2001 will be used to fund "mortgages" associated with activities already underway, not to launch new ones. Proportionately, the health/population SO is most heavily mortgaged, requiring annual obligations of at least \$15 - \$18 million during each of the next four years. To varying degrees, the post-2001 funding mortgage is also a factor among other SOs, especially if unexpected cost over-runs occur in construction of water infrastructure and/or the Aqaba industrial estate.

Second, there is uncertainty concerning the peace negotiations and the implications this might have for Jordan's stability. From the Mission's standpoint, what happens politically in the region has an important bearing on possible future funding scenarios.

R4 Part II: Result Review by Strategic Objective

SO Text for SO: Improved Water Resources Management

Country/Organization: JORDAN

Objective ID: 278-002

Objective Name: Improved Water Resources Management

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

- 0% 1.1 Critical private markets expanded and strengthened
- 33% 1.2 More rapid and enhanced agricultural development and food security encouraged
- 0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
- 0% 2.1 Rule of law and respect for human rights of women as well as men strengthened
- 0% 2.2 Credible and competitive political processes encouraged
- 0% 2.3 The development of politically active civil society promoted
- 10% 2.4 More transparent and accountable government institutions encouraged
- 0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
- 0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
- 0% 4.1 Unintended and mistimed pregnancies reduced
- 0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
- 0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
- 0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
- 0% 4.5 The threat of infectious diseases of major public health importance reduced
- 0% 5.1 Threat of global climate change reduced
- 0% 5.2 Biological diversity conserved
- 0% 5.3 Sustainable urbanization including pollution management promoted
- 0% 5.4 Use of environmentally sound energy services increased
- 57% 5.5 Sustainable management of natural resources increased
- 0% 6.1 Urgent needs in times of crisis met
- 0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: National Security

Primary Link to MPP Goals: Environment

Secondary Link to MPP Goals (optional): Economic Development

Summary of the SO:

USAID's Improved Water Resources Management Strategic Objective supports U.S. foreign policy objectives aimed at reducing global environmental degradation, providing potable water supplies for a growing population, and promoting economic development. The scarcity of water is a major impediment to future economic growth in Jordan. Helping Jordan to manage its water resources wisely will improve the overall economic prospects for the country. Finally, water scarcity remains a critical issue in the pursuit of a broader Middle East peace. By improving Jordan's ability to manage its scarce water resources more efficiently, regional concerns over water availability and use can be diminished.

The USAID water portfolio is focused on strengthening key water sector institutions and policies (IR 1); increasing water use efficiency (IR 2); and improving the quality of treated wastewater (IR 3). Three important construction projects were completed during 2000; design work for three new infrastructure projects is almost complete; and two new designs are underway. Significant progress was achieved on the policy implementation project and the new water education and awareness program. Unexpected delays occurred in one infrastructure project and the Government of Jordan has still not started the procurement process on the proposed private sector management contract to operate the Wadi Mousa wastewater treatment plant. However, other results are either on track or exceeding expectations.

Key Results:

SO 2 was on target in meeting results in FY 2000 and contributing to overall USAID and USG objectives. Construction was completed on 3 important infrastructure projects: the Wadi Mousa wastewater treatment plant with a capacity to serve an estimated 40,000 residents and almost half a million visitors to Petra each year; water treatment plants for four contaminated springs and wells serving 120,000 people; and, rehabilitation of Ministry of Health (MOH) Environmental Health Lab which tests water and wastewater from across the country. The designs for the North Shouneh wastewater treatment plant and the Greater Amman water system rehabilitation project were completed, and the design for the expansion of the Aqaba wastewater treatment plant is now finalized. USAID participation in North Shouneh will not go forward due to cost considerations, but the other two designs set the stage for new infrastructure projects that are about to commence.

Policy related fieldwork and analysis are underway on groundwater and wastewater reuse issues. Public vetting of various options has also begun. The new water education and awareness program was launched, resulting in numerous NGO and community training activities. Donor coordination helped shape a common policy agenda, including a change in the wastewater tariff for Amman and submission of a new irrigation tariff plan to the Cabinet.

Performance and Prospects:

Intermediate Result 1 (Strengthening Water Sector Institutions) emphasizes three main themes, namely: policy implementation; cost recovery and private sector participation; and, management improvements. As noted, significant fieldwork and analyses on options to reduce groundwater over pumping and optimize water reuse have been completed and the all-important public consultation process is now underway.

As regards private sector participation, 74 people were trained on private sector approaches to water infrastructure and management. Model tender documents for concessions, lease arrangements and build-operate-transfer (BOT) infrastructure projects were also developed for the Ministry of Water and Irrigation, along with tender documents for a private management contract for the Wadi Mousa project. The Mission continues to press strongly for progress in this area, and the Government of Jordan recently reached consensus on the financing of the private management contract for Wadi Mousa.

Progress on tariff structures remains politically challenging, especially because even though their water institutions are not financially sustainable, Jordanians already pay more for water and wastewater services than most of their neighbors. However, the anticipated 12 percent increase in the wastewater tariff for the new As-Samra plant was approved, publicly announced and will be reflected in the first quarter consumer bills of 2001. As regards irrigated water, the Jordan Valley Authority (JVA) submitted to the Cabinet a recommendation for irrigation water restructuring based on a USAID-funded analysis. Unfortunately, a change in government and the ongoing political crisis in the region delayed further parliamentary action.

Improvements in policy management and technical skills are essential to improve long-term prospects for effective water management. More than 300 procurement staff from the JVA, Ministry of Water and Irrigation (MWI) and Water Authority of Jordan (WAJ) were trained during 2000, in project management and contracting, and changes in project management policies and procedures were identified for implementation. The new financial accounting system for JVA is being installed and USAID supports a new strategic planning process for the Authority as well. This latter effort complements a major new project being designed by the World Bank to modernize JVA and support selected development activities in the Jordan Valley.

Increasing water use efficiency (IR 2) through repairing physical leaks, addressing contamination problems, and improving irrigation practices aims at stretching scarce water resources even further. Construction began on projects designed to treat contaminated water at three springs in Salt (120,000 residents) and three wells at Kafrein to serve the tourist facilities and local communities near the Dead Sea. Both projects should be completed in 2001.

The design of the USAID stage of the multi-donor initiative to rehabilitate the Amman water network was finished. The tendering process is underway and construction should start in the summer of 2001. Also, preliminary technical and financial feasibility work is underway on a major new water supply project to bring water from several sources near the Dead Sea to a desalination plant and then to Amman for municipal use. This project will provide significant improvement in water security to greater Amman, where 40 percent of Jordan's population lives.

As regards water for agricultural purposes, results of the Irrigation Advisory Service from the first full cropping season show significant reductions in water use with no reduction in yield; in some cases, yields have actually increased. Finally, the water conservation initiative has resulted in a range of new activities aimed at changing water use behavior, introducing home maintenance, and expanding the use of new water saving technology. These programs involve young people, religious leaders and women, among others. Four community grants for small water conservation programs have also been awarded.

The third component of the USAID water program focuses on improving the quality of treated wastewater, so it can be used in agriculture and industry (IR 3). Construction of the wastewater treatment plant at Wadi Mousa is now complete. The plant has been turned over to WAJ. WAJ will operate the plant until the procurement of a private sector management contractor. There will be a 1 JD increase in the Petra entrance fee to cover the cost of the management contractor. Pre-qualification of bidders and issuance of a draft RFP for comments of the mammoth new As-Samra wastewater project was completed, though issues related to the eligibility of one of the bidders and revision of the draft RFP to address bidders' questions caused delays. This RFP will be issued early March 2001. Design work on the expanded Aqaba wastewater treatment plant was also completed. Construction should begin in late 2001, helping Jordan meet its commitments to protect the Gulf of Aqaba under its 1994 Peace Treaty with Israel.

Possible Adjustments to Plans:

The policy implementation project is being evaluated. Based on the results, the Mission will decide whether to continue with the project or develop a follow-on activity. The design of a new wastewater treatment plant for North Shouneh was completed in 2000, and the Government of Jordan requested that USAID not proceed with the project and reprogram the funds for other, more urgent water projects. A USAID-funded feasibility study for a new or rehabilitated wastewater treatment project at Mafraq has started, with a view toward maximizing effluent reuse and introducing more cost-effective wastewater technology. Based on the results of the study, USAID will either proceed with the financing of the plant or reprogram the funds for other purposes. Finally, support for institutional strengthening in project management and private sector participation (PSP) will be reviewed to assure that achievable results are more well defined before proceeding further with follow-on support.

Other Donor Programs:

Extensive efforts have been made to ensure effective coordination in the water sector at both a policy and project level. Regular meetings are held among donors engaged in the water sector. Investments are shaped by a \$5 billion, fourteen-year plan covering all major water and wastewater infrastructure development. The investment plan is now being revised by the MWI and World Bank. USAID remains the largest grant donor. Other major donors include the World Bank, Germany, Italy and the French. Numerous projects involve multi-donor funding, including the Amman water network rehabilitation involving USAID, the World Bank, Italy, Germany, and the European Investment Bank; and the Wadi Mousa project involving USAID, Germany and France. Also, Sweden provides the consultant services for As-Samra.

Major Contractors and Grantees:

Major U.S. contractors involved in engineering and construction include Camp, Dresser & McKee; Hazen and Sawyer; Morganti; Metcalf and Eddy; Montgomery Watson; Harza; and CH2MHill. Abt, Associates in Rural Development, Development Associates International, Chemonics and the Academy for Educational Development provide technical assistance on privatization, policy implementation, cost recovery/strategic planning, host country contracting and water education, respectively. Washington State University, in cooperation with Purdue University, University of South Carolina and several Jordanian universities, conducts a training/research program. Major Jordanian counterparts are MWI, WAJ, JVA, NGOs and universities.

PERFORMANCE DATA TABLE FOR JORDAN SO2

OBJECTIVE: Improved Water Resources Management APPROVED: 5/13/97 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: (SO Level)			
INDICATOR: 2.1 Index of stronger water sector institutions			
UNIT OF MEASURE: Index points (1 point for each element)	YEAR	PLANNED	ACTUAL
SOURCE: USAID activity managers and contractor's progress reports INDICATOR DESCRIPTION: This indicator measures those elements of progress towards achieving stronger water sector institutions that are within USAID's manageable interest. Between 1993-98 under the Water Quality Improvement Project, USAID supported a variety of technical assistance activities aimed at strengthening the MWI, JVA and WAJ. Activities included developing a MIS and water resources databases, preparing a national water strategy and sub-sectoral policies and establishing water quality monitoring capability. This indicator builds upon a substantial amount of work previously supported by USAID. The index is comprised of the following elements: a. An increase in the Amman wastewater tariff of up to 12% is announced. b. JVA implements a financial accounting system consistent with accepted water utility practices. c. One new management contract for water or wastewater system in place. d. One water or wastewater project is contracted on a BOT basis. e. Tariffs for irrigation water in the Jordan Valley are restructured to reflect differences in quality. f. A 50% reduction in time for the host country contracting process from prequalification to construction contract award. g. The MWI implements measures to reduce groundwater depletion in the Amman-Zarqa Basin. h. A wastewater reuse masterplan for the Amman-Zarqa basin is adopted by the MWI. i. At least one local NGO has the capacity to conduct water conservation programs on a sustainable basis. j. JVA develops and adopts a strategic plan appropriate to the needs of the coming years. k. Wastewater fee collected. 2000 Results: The 12% increase in the Amman wastewater tariff was announced in all the local newspapers in September 2000, and will be implemented starting in 2001.	1999	new indicator	NA
	2000	a (1)	a (1)
	2001	b, c, d, e, f, j, k (6)	
	2002	g, h (2)	
	2003	i, (1)	
	2004	TBD	

PERFORMANCE DATA TABLE FOR JORDAN SO2

OBJECTIVE: Improved Water Resources Management APPROVED: 5/13/97 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: (SO Level)			
INDICATOR: 2.2 Volume of fresh water made available			
UNIT OF MEASURE: Cubic Meters (not cumulative)	YEAR	PLANNED	ACTUAL
SOURCE: Water Authority - plant operational records			
INDICATOR DESCRIPTION: Million cubic meters of water made available on an annual basis as a result of USAID activities. These activities include increased technical efficiency in irrigation (only during 1997), improvements to the Zai water treatment plant, rehabilitation of contaminated springs and wells, restructuring/rehabilitation of Amman water network to decrease leakage, and other activities that might be initiated in the future.	1996	(new indicator)	9 MCM
COMMENTS: 1996 Results: Completion of a saline water diversion system resulted in the availability of 9 mcm of water from the Zarqa River. 1997 Results: Full year operation of saline water diversion system resulted in 35 mcm savings. Increased agricultural efficiency resulted in 6.13 mcm of water saved. 1998 Results: Construction began in 1998 on 4 springs (7.45 MCM), but delays with customs and in the supply of pumps meeting specifications shifted completion to early 1999. During the summer the Zai Water Treatment Plant, the main supply to western Amman, was forced to dump water because of its inability to treat poor quality water. USAID provided emergency assistance to allow the plant to resume full operations (45 MCM). 1999 Results: Further modifications to the Zai Plant allowed the plant to operate consistently at full capacity (45 MCM) during the summer of 1999, a period of severe drought. GOJ acceptance of the treatment systems for 4 springs (7.45 MCM) encountered a new problem in 1999 when the Ministries of Water and Health had a dispute about the quality standards for the springs. After a 5 month delay, a decision was made to require additional disinfection. This work will be completed in mid-2000. Design of the treatment plants for the 3 Kafrein wells and the Salt springs is complete and construction will start in 2000. During 1999, the GOJ decided to eliminate 13 wells that were originally scheduled for rehabilitation by USAID. 2000 Results: Additional modifications to the 4 springs (7.5 MCM) were completed in the summer of 2000. Construction on the Water Treatment plant in Salt and the treatment system for the 3 Kafrein wells started in June. Delays in equipment supplies from the US will postpone completion of the Salt project (6.5 MCM) until mid 2001. 2001 Target: The treatment plant for the 3 Salt springs (6.5 MCM) will be completed as will the treatment system for the Kafrein wells (2.2 MCM). Construction of the Amman water rehabilitation project will begin. Detailed design and tender documents for the Ma'in pipeline and desalination plant (39 MCM) will be completed. 2002 Target: Construction of the Ma'in pipeline and desalination plant will commence. Construction of the Amman water rehabilitation project is underway. 2003 Target: Construction of the Ma'in pipeline and desalination plant will finish. Construction of the Amman water rehabilitation network will be completed.	1997	42.8 MCM	41.1 MCM
	1998	52.5 MCM	45 MCM
	1999	52.5 (7.5 MCM carried over from 1998 target)	45 MCM
	2000	14 MCM (7.5 MCM carried over plus Salt 6.5 MCM)	7.5 MCM
	2001	8.7 MCM (6.5 MCM carried over from 2000 target plus Kafrein 2.2 MCM)	
	2002	N/A	
	2003	44 MCM	
	2004	TBD	

PERFORMANCE DATA TABLE FOR JORDAN SO2

OBJECTIVE: Improved Water Resources Management APPROVED: 5/13/97 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: (SO Level)			
INDICATOR: 2.3 Total wastewater treatment capacity available			
UNIT OF MEASURE: Cubic Meters (cumulative)	YEAR	PLANNED	ACTUAL
SOURCE: WAJ and contract or records			
INDICATOR DESCRIPTION: Total new capacity available to treat wastewater to national standards for irrigation (cubic meters).	1996	0	0
COMMENTS: This indicator has been modified to reflect USAID's substantial investments in designing and constructing new wastewater facilities that will meet national standards for irrigation. The modified indicator tracks total new treatment capacity resulting from USAID's direct assistance. The As-Samra projections are based on the engineer's projected estimates on possible processes and systems. These targets are subject to change based on the BOT proposal. However, the final completion date will be the same. 1998 Results: Construction of a wastewater system begun at Wadi Mousa. 1999 Results: Contracts awarded and work begun for the feasibility/design of the Aqaba WW treatment plant expansion and for the design of the North Jordan Valley Plant. Financial feasibility studies and draft BOT documents prepared for the new plant at As-Samra. Construction at Wadi Mousa continued. 2000 Results: Treatment facilities at Wadi Mousa completed and transferred to the WAJ. Work began on the feasibility/design of the Mafraq WW treatment plant (2.4 MCM). The pre-qualification of bidders and issuance of a draft RFP for comments on the new As-Samra wastewater project was completed. The design for the expanded Aqaba wastewater treatment facility was completed. 2001 Target: Construction begins in Aqaba. 2002 Target: As-Samra construction begins. 2003 Target: The first two treatment units of the new As-Samra plant are projected to be operational early 2003 (22 MCM). 2004 Target: The expanded treatment facilities in Aqaba (6.6 MCM) will be placed in operation as well as the second two treatment units at As-Samra will be placed in service (22 MCM). 2005 Target: The remaining treatment units at As-Samra will be placed in service (54.5 MCM).	1997	0	0
	1998	0	0
	1999	0	0
	2000	1.2 MCM Wadi Mousa	1.2 MCM
	2001	1.2 MCM Wadi Mousa	
	2002	1.2 MCM Wadi Mousa	
	2003	25.6 MCM Wadi Mousa + Mafraq + As-Samra	
	2004	54.2 MCM Wadi Mousa + Aqaba + As-Samra + Mafraq	
	2005	106.3 MCM Wadi Mousa + Aqaba + As-Samra + Mafraq	

PERFORMANCE DATA TABLE FOR JORDAN SO2

OBJECTIVE: Improved Water Resources Management			
APPROVED: 5/13/97 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: IR 1 Stronger Water Sector Institutions			
INDICATOR: 2.1.1 Index of water policy implementation			
UNIT OF MEASURE: Index points (1 point for each element)			
SOURCE: Ministry of Water and Irrigation records			
	YEAR	PLANNED	ACTUAL
<p>INDICATOR DESCRIPTION: This indicator was modified in 1999, with emphasis of water sector policy support activities shifted from policy development and planning to policy implementation. Also, a revised index of water policy implementation was established, focusing on 1) sustainable groundwater withdrawal policies in the Amman-Zarqa Basin; and 2) optimized use of treated wastewater for irrigated agriculture, both in the Amman-Zarqa Basin and the Jordan Valley. The components of the new index are:</p> <p>a) Water resources data for sustainable groundwater withdrawal policies available in a form useful for management decisions. b) Water resources data to support policies for optimal use of treated wastewater complete in a form useful for management decisions. c) Groundwater reduction incentives developed and tested. d) Monitoring action plans developed for each policy implementation option related to groundwater. e) Wastewater reuse options investigated (technical, economic, user and public acceptance examined) f) Wastewater storage, conveyance and blending options investigated. g) Draft groundwater implementation plan completed. h) Wastewater reuse masterplan completed. i) Wastewater reuse standards evaluated and recommendations for modifications put forward. j) Wastewater reuse monitoring action plans developed.</p> <p>The components of the previous index included a) adoption of water policy frameworks covering critical issues, b) development of detailed plans for at least 2 key policies, and c) accomplishment of change in at least one key policy</p>	1996	water policy framework (1)	water policy framework (1)
	1997	detailed plan for 2 key policies (1)	water policy framework (1) detailed plans for 2 key policies (2) changes in key policies (3)
	1998	water policy framework (2) detailed plans for 2 key policies (1) changes in key policies (5)	water policy framework (3) detailed plans for 2 key policies (4) changes in key policies (4)
	1999	NA	NA
	2000	a, e, f (3)	a, e, f
	2001	b, c, d, g, h, i, j	
<p>COMMENTS:</p> <p>1997 Results: "Jordan's Water Strategy" and the "Water & Utility Policy" were approved and an Irrigation Advisory Unit was established in the Jordan Valley Authority. 1998 Results: Council of Ministers approved 3 sub-sector policies on wastewater, groundwater and irrigation water and 9 detailed plans were completed.</p> <p>1999 Results: Building on accomplishments developing the water sector strategy, sub-sector policies and the institutional base for policy analysis and implementation supported by USAID between 1993-1998, the Mission in 1999 shifted the emphasis of its policy support to implementation of key policies in two critical areas: sustainability of aquifers and wastewater reuse planning in the Amman-Zarqa Basin. During 1999, the initial policy assessment/project design process was completed, a new TA contract was awarded and a detailed workplan was developed.</p> <p>2000 Results: Historic groundwater data was accessed and used to model future impact of alternative groundwater management scenarios. These were then presented to decision-makers. Also, a Rapid Appraisal Survey was conducted on the target. Data from this appraisal was incorporated into the results of the groundwater management scenarios presented to decision-makers. Wastewater reuse options (including storage, conveyance and blending alternatives) were identified. The draft wastewater reuse masterplan will be finalized by June 2001.</p> <p>2001 Target: Additional index milestones related to reducing groundwater depletion and development of a wastewater reuse masterplan will be achieved.</p> <p>2002 - 2004 Targets: The current program as designed for an initial two years. Depending on the results achieved, the program may be extended. New targets would be established at that time.</p>	2002	TBD	
	2003	TBD	
	2004	TBD	

SO Text for SO: Improved Access to and quality of Reproductive and Primary Health Care

Country/Organization: JORDAN

Objective ID: 278-003

Objective Name: Improved Access to and quality of Reproductive and Primary Health Care

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

- 0% 1.1 Critical private markets expanded and strengthened
- 0% 1.2 More rapid and enhanced agricultural development and food security encouraged
- 0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
- 0% 2.1 Rule of law and respect for human rights of women as well as men strengthened
- 0% 2.2 Credible and competitive political processes encouraged
- 0% 2.3 The development of politically active civil society promoted
- 0% 2.4 More transparent and accountable government institutions encouraged
- 0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
- 0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
- 100% 4.1 Unintended and mistimed pregnancies reduced
- 0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
- 0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
- 0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
- 0% 4.5 The threat of infectious diseases of major public health importance reduced
- 0% 5.1 Threat of global climate change reduced
- 0% 5.2 Biological diversity conserved
- 0% 5.3 Sustainable urbanization including pollution management promoted
- 0% 5.4 Use of environmentally sound energy services increased
- 0% 5.5 Sustainable management of natural resources increased
- 0% 6.1 Urgent needs in times of crisis met
- 0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Environment, Population and Health

Primary Link to MPP Goals: Population

Secondary Link to MPP Goals (optional): Health

Summary of the SO:

USAID's Improved Access to and Quality of Reproductive and Primary Health Care SO addresses important US foreign policy objectives related to global issues, in this case focused on population and health. Indirectly, smaller and healthier families decrease pressures on limited resources, thereby promoting economic prosperity. Finally, initiatives funded under SO 3 make tangible contributions to several Agency concerns, including those related to population stabilization, maternal health care, gender, environmental degradation and water.

USAID-funded programs have contributed to a continuing favorable decline in the fertility rate from 3.8 in 1999 to 3.6 in 2000, and a decline in the rate of natural increase from 2.5 percent in 1999 to 2.4 percent in 2000. However, the modern Contraceptive Prevalence Rate (CPR) seems to be leveling off at around 39 percent after a sharp increase from 27 percent in 1990 to 38.7 percent in 1998. While the 39.2 CPR rate for 2000 appears to have declined from the 1999 level, this difference is not statistically significant. In light of this data, the Mission will review the results of new surveys planned for 2001 and 2002 with special interest. Both surveys will be helpful in better understanding contraceptive use and fertility rates and their implications for our program.

Key Results:

The changes in CPR, fertility rates, and the rate of natural population increase have already been highlighted. All intermediate targets were met, including the percentage of respondents comprehending family planning messages (89 percent); the percentage of women returning for postpartum care (65 percent); and the percentage of operational costs recovered at the five USAID-supported Jordan Association for Family Planning and Protection (JAFPP) clinics (92 percent). Also, all 21 Comprehensive Post Partum (CPP) centers were completed as planned. As the highly successful CPP activity winds down, attention is focused on sustainability and on extending "lessons learned" from the CPPs to the Primary Health Care Initiative (PHCI) and to other programs in the region, including in Egypt and The West Bank and Gaza.

Performance and Prospects:

The Global Bureau offers important support to several activities that affect the SO as a whole. These include the Centers for Disease Control (CDC) program focused on infectious diseases. Also, a small new AIDS program has been launched aimed at high risk groups as a means of addressing a problem that so far has had only modest impact in Jordan. However, we hope that our early intervention may help to keep it benign.

IR 3.1 (Increased Knowledge of Contraceptives) included support for a "Together for a Happy Family" campaign. The program featured a national contest involving local newspapers and the internet. Over 14,000 married couples responded to questions on modern contraception. Almost 90 percent correctly interpreted and answered these family planning questions correctly, demonstrating a relatively high degree of knowledge among a population that is largely urban, literate and reads newspapers. Remarkably, the final prize ceremony held in March 2000 took place in a mosque featuring Princess Basma, sister of the late King Hussein, as guest of honor.

2000 also marked the launch of a youth campaign aimed at Jordan's younger population (60 percent of all Jordanians are under 24). The survey, undertaken prior to the launch of the new campaign, revealed the need for more accurate information on health issues. Thirty core teams

have now been trained to lead workshops at youth centers and universities. Topics covered include not only family planning, but also public health concerns, including smoking and AIDS. The fact that only six percent of all Jordanians marry before the age of 20 gives added importance to these youth education activities.

USAID support to the National Population Commission (NPC) provides an important policy dimension to the program. A reflection of the importance of this work was seen when King Abdullah II launched the updated NPC National Population Strategy in September 2000, accompanied by the Prime Minister, leaders of parliament, and various cabinet ministers. This strategy anticipates that Jordan's fertility rate will fall from the current level of 3.6 to 2.4 by 2015. Additionally, the modern contraceptive prevalence rate should increase from 39 percent to 55 percent during the same period. It is expected that this effort will continue through the current strategy period.

Intermediate Result 3.2 (increased availability of reproductive and primary health care services) receives a large portion of the SO budget. During 2000, one activity (CPP) entered its closeout phase while a second (PHCI) completed its first full year of implementation. CPP results have been gratifying, with the 21 centers providing a tangible sign of USAID impact (see indicator 3.2.1 table). Delegations from Egypt and the West Bank and Gaza visited the CPPs, with a view toward incorporating "lessons learned" into their project designs.

PHCI addresses issues that are vital to poorer Jordanians and has real grassroots impact. The activity is national in scope and aims to improve the quality, management and efficiency at all 380 public health centers located across the country. Needs assessments for training, quality of services, management skills, and renovations were completed during 2000, which will be acted upon in 2001. Other major accomplishments included completion of training of trainer programs for 36 doctors and midwives selected from across the country. Quality councils were established in each of Jordan's 12 governorates. Also, agreement was reached on renovation plans for forty centers, ten of which should be completed during 2001.

Contraceptives are provided by three main sources: public clinics; NGOs, primarily JAFPP; and commercial suppliers. Broadly speaking, poorer Jordanians rely on public clinics; middle class and lower middle class Jordanians prefer NGOs; and upper middle class Jordanians buy from commercial sources. It has been difficult to make progress in the commercial sector (IR 3.3) primarily due to a decision by the physician's association to refuse to accept USG funding. However, training in counseling for pharmacists has commenced, and a television campaign to address misconceptions about contraceptives is being launched to tackle this issue.

Intermediate Result 3.4 focuses on one of the more difficult but important health care issues facing Jordan, rationalization of the health care financing system. As discussed at the May R4 review, considerable attention was devoted to designing a sustainability initiative for JAFPP, a private sector entity that is the single largest supplier of family planning services in Jordan. Indeed, JAFPP's 19 static clinics and two mobile units provide one quarter of Jordan's family planning services, benefiting more clients than all the public health centers combined. With more than 92 percent of operational costs recovered at selected pilot clinics, the Mission intends to expand this sustainability to JAFPP as a whole. A new five-year, \$12 million initiative to do

this will be launched by mid 2001 following a competitive bidding process. Among other things, this innovative program will help establish an endowment-type funding reserve that will provide resources for JAFPP to play its key role as Jordan's single largest family planning services for the foreseeable future, and overtime, decrease JAFPP's dependence on donor funds.

Broader progress in rationalizing public health care is more difficult. Analytical work aimed at better understanding the dimensions of the problem is going well, and new activities related to insurance and incentives for doctors are planned. However, prospects for significant health sector reform are not promising at a time when political events dominate headlines and Jordan's fragile social safety net is under heavy stress.

Possible Adjustments to Plans:

The possible dissonance between an apparent leveling off of contraceptive use and continuing declines in fertility and the rate of natural population increase needs to be better understood. To make the situation even more complex, GOJ data suggest that while Jordan's rate of natural population increase has declined to 2.4 percent, continuing in-migration means the country's total population grew by a further 2.8 percent in 1999.

The 2001 Jordan fertility survey and the 2002 Jordan demographic and health survey will shed more light on whether this year's apparent decline in contraceptive use is a statistical artifact or the start of a long-term trend. There are at least three possible explanations. First, the introduction of a new survey process involving a different sample taken at a different time of year could have made a difference. Second, more effective contraceptive use could be a factor in explaining why fertility rates seem to be declining, even as contraceptive use begins to level off. Third, there may be some unexplained "plateauing" in the contraceptive use rate, which the survey will reveal. Further details should be available in time for next year's R4, along with a discussion of possible implications for future program development. The fact that SO 3 is the most heavily "mortgaged" of the three USAID/Jordan SOs reduces flexibility as far as any new initiatives are concerned.

Other Donor Programs:

USAID is the largest donor in this sector. The World Bank could potentially make additional resources available under its \$50 million health sector reform program, but disbursements have been slow and the GOJ seems reluctant to use loan funds for this purpose. USAID periodically meets with the World Bank. USAID also coordinates with UNICEF and UNFPA, both of whom have small program budgets. Jordan Television provides \$1 million in support of population and youth programs, including free prime time support for family planning "infomercials."

Major Contractors and Grantees:

Major contractors and grantees include Johns Hopkins University, Harvard University, Abt Associates, AVSC, Macro, Pathfinder, Futures Group, Deloitte Touche Tohmatsu, John Snow, Academy for Educational Development, Family Health International, U.S. Bureau of Census, and the Centers for Disease Control. Major counterparts include the Ministry of Health, National Population Commission, Jordan University Hospital, Royal Medical Services, Department of Statistics, and JAFPP as well as other local NGOs.

PERFORMANCE DATA TABLE FOR JORDAN SO3

OBJECTIVE: SO3 Improved Access to and Quality of Reproductive and Primary Health Care APPROVED: January 22, 1999 COUNTRY/ORGANIZATION: USAID/Jordan				
RESULT NAME: (SO Level).				
INDICATOR: 3.1 Modern Method Contraceptive Prevalence Rate.				
UNIT OF MEASURE: % of women age 15-45 who use modern contraceptive methods.		YEAR	PLANNED	ACTUAL
SOURCE: 1997 Demographic Health Survey 1998 Jordan's Annual Fertility Survey 1999 Jordan's Annual Fertility Survey 2000 Jordan's Annual Fertility Survey		1990		27%
		1996	35.8	38.8% ¹
		1997	37.1	37.8 ²
		1998	39.3	38.7 ³
		1999	39.2	39.8 ⁴
		2000	40.8	39.2 ⁵
INDICATOR DESCRIPTION: Modern methods are: oral contraceptives, IUD, DMPA, Foam, Condom, Norplant and Tubal Ligation.		2001	39.7	
		2002	40.2	
		2003	40.8	
COMMENTS: The apparent decline in CPR between 1999 and 2000 is not statistically significant; the only trend which can be implied is that CPR has been leveling off (see narrative SO3 for more details). 1. The 1996 KAP reported 38.8% modern method CPR, using a sample of 1,000 women. 2. Preliminary 1997 DHS reported 37.8% based on a sample of 5,000 women. The team believes results are close enough to be comparable and demonstrate that the program is on target. 3. Jordan's 1998 Annual Fertility Survey reported a 38.7% modern CPR on a sample of 5000 women. 4. Jordan's 1999 Annual Fertility Survey reported a 39.8% modern CPR on a sample of 6000 women. 5. Jordan's 2000 Annual Fertility Survey reported a 39.2 %modern CPR on a sample of 627,000 women.		2004	41.3	

PERFORMANCE DATA TABLE FOR JORDAN SO3

<p>OBJECTIVE: SO3 Improved Access to and Quality of Reproductive and Primary Health Care APPROVED: January 22, 1999 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: IR1: 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>% 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 focus group discussions on 24 women of reproductive age¹. Results of focus group discussions on 65 married individuals². Results of 4 pretests on 99 married individuals³. Results of a national newspaper contest on 14,482 married individuals.</p> <hr/> <p>INDICATOR DESCRIPTION:</p> <p>2 radio spots on exclusive breastfeeding and lactational ammenorrhea criteria¹. 4 method specific brochures on vasectomy, tubal ligation, LAM, spermicides². A contest run in local newspapers, on modern FP methods and gender equity³. A contest run in local newspapers on use & misconceptions of modern methods.</p> <hr/> <p>COMMENTS:</p> <p>The IR exceeded expectations for 2000.</p> <ol style="list-style-type: none"> 1. Linkages Breastfeeding activity. 2. CPP IE&C activity. 3. Johns Hopkins/National Population Commission’s male participation activity. 4. Johns Hopkins/National Population Commission’s male participation activity. <p>Target achieved but we will report every year as new IE&C materials are developed.</p>	<p>YEAR</p>	<p>PLANNED</p>	<p>ACTUAL</p>
	1995	60	60
	1996	60	70
	1997	60	84
	1998	60	96
	1999	60	80 ¹
	2000	60	87 ²
	2001	60	89 ³
	2002	60	100
	2004	60	89 ⁴
	2001	60	
	2002	60	
	2004	60	

PERFORMANCE DATA TABLE FOR JORDAN SO3

<p>OBJECTIVE: SO3 Improved Access to and Quality of Reproductive and Primary Health Care APPROVED: January 22, 1999 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: IR2: Increased Availability of Reproductive and Primary Health Care Services in the Public Sector.</p>			
<p>INDICATOR: 3.2.1 Percentage of women who deliver in hospitals with CPP centers and return for postpartum care, the proportion hopefully increasing from 6% in 1990 to 60% in 1999.</p>			
<p>UNIT OF MEASURE: % of women who return for postpartum care at CPP centers.</p> <hr/> <p>SOURCE: CPP centers records.</p> <hr/> <p>INDICATOR DESCRIPTION: Women who deliver in a hospital with a CPP center who return to receive post partum care in the USAID funded CPP center.</p> <hr/> <p>COMMENTS: This indicator exceeded its target in the year 2000, suggesting that high quality of services at CPP centers is attracting women to return for services.</p>	YEAR	PLANNED	ACTUAL
	1990		6
	1997	30	35
	1998	45	46
	1999	60	65
	2000	60	65

PERFORMANCE DATA TABLE FOR JORDAN SO3

<p>OBJECTIVE: SO3 Improved Access to and Quality of Reproductive and Primary Health Care APPROVED: January 22, 1999 COUNTRY/ORGANIZATION: USAID/Jordan</p>			
<p>RESULT NAME: IR4: Increased Rationalization of Health Financing Systems.</p>			
<p>INDICATOR: 3.4.1 Increased Revenue generation in selected JAFPP clinics.</p>			
<p>UNIT OF MEASURE: % of operational costs recovered.</p> <hr/> <p>SOURCE: JSI/R&TI reports. JAFPP clinic records.</p> <hr/> <p>INDICATOR DESCRIPTION: Percentage of operational costs recovered annually.</p> <hr/> <p>COMMENTS: The indicator exceeded its target for 2000.</p>	YEAR	PLANNED	ACTUAL
	1997		50%
	1998	60%	62%
	1999	70%	89.7%
	2000	80%	92%

SO Text for SO: Increased Economic Opportunities for Jordanians

Country/Organization: JORDAN

Objective ID: 278-005

Objective Name: Increased Economic Opportunities for Jordanians

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

- 50% 1.1 Critical private markets expanded and strengthened
- 0% 1.2 More rapid and enhanced agricultural development and food security encouraged
- 25% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
- 0% 2.1 Rule of law and respect for human rights of women as well as men strengthened
- 0% 2.2 Credible and competitive political processes encouraged
- 0% 2.3 The development of politically active civil society promoted
- 25% 2.4 More transparent and accountable government institutions encouraged
- 0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
- 0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
- 0% 4.1 Unintended and mistimed pregnancies reduced
- 0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
- 0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
- 0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
- 0% 4.5 The threat of infectious diseases of major public health importance reduced
- 0% 5.1 Threat of global climate change reduced
- 0% 5.2 Biological diversity conserved
- 0% 5.3 Sustainable urbanization including pollution management promoted
- 0% 5.4 Use of environmentally sound energy services increased
- 0% 5.5 Sustainable management of natural resources increased
- 0% 6.1 Urgent needs in times of crisis met
- 0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): Regional Stability

Summary of the SO:

USAID/Jordan's Increased Economic Opportunities Strategic Objective directly supports U.S. foreign policy interests by promoting open markets and broad-based economic growth. It also indirectly promotes regional stability and economically strengthens a key U.S. ally whose economy has been hard hit by the recurring crises in the Middle East. More broadly, it supports Agency goals aimed at promoting market-friendly reforms and initiatives, expanding trade and investment, and promoting the private sector.

Program activities focus on increasing access to business services such as finance, technology and markets (IR 1); improving the implementation of economic and business policy reform measures (IR 2); and providing balance of payment support through a policy-based cash transfer program (IR 3). Substantial progress was achieved in all three areas, especially during the first nine months of the year when Jordan's overall economic growth rates were around 4 percent. The breakdown in the peace negotiations and violence in the West Bank and Gaza from September onwards have had a chilling impact, notably in Jordan's very important tourism sector. However, by the end of the year SO 5 had achieved a number of important results and overall implementation remained on track.

Key Results:

The overall assessment of the SO is positive - - the SO is meeting its results targets and made significant contributions to USAID and broader USG objectives during 2000. The most dramatic developments during 2000 included Jordan's accession to the World Trade Organization (WTO) in April 2000; the initialing of a Free Trade Agreement (FTA) between Jordan and the U.S. in October 2000; and extensive preparations for the February 15, 2001 opening of the Aqaba Special Economic Zone (ASEZ). USAID played a vital role in all three developments, unleashing economic benefits that should pay dividends for years to come. Positive developments were also reflected in various SO and IR level indicators. For example, there was a significant increase in company registrations to 4,351, well above the target figure. Similarly, the number of microfinance clients served in 2000 exceeded 17,000, well above the target level.

Total foreign and domestic investment facilitated by the USAID-supported Jordan Investment Board (JIB), formerly known as IPC, increased, with the final total (\$1.12 billion) only slightly lower than the target figure (\$1.2 billion). Also, the cumulative value of state-owned enterprise assets transferred to private ownership is now \$973 million, far above the \$150 million target. Privatization of the Jordan Telecommunications Company in January 2000, combined with a January 2001 announcement committing the government to privatize the electricity, potash, phosphate sectors, as well as the Aqaba port and even the postal service, suggests that Jordan remains at the cutting edge in the Middle East in privatization.

Performance and Prospects:

Information and Communication Technology (ICT) emerged as an important cross-cutting theme, both at the policy reform and industry support levels. USAID was associated with several key ICT developments, including the "Jordan IT" forum held at the Dead Sea in March 2000. Sponsored by King Abdullah II, the event drew nearly 150 companies from the U.S., Europe, and the Middle East. Many ICT implementation targets set forth in the USAID-funded "Reach Initiative" were attained, including reductions in telecom access costs and establishment of a Jordanian software association (int@j), which means "to produce" in Arabic.

USAID/Jordan played a critical role in ensuring the timely launch of the Aqaba Special Economic Zone (ASEZ) in February 2001, setting the stage for its emergence as a model for streamlined investment procedures. Specifically, USAID advocated and made possible the rapid enactment of relevant ASEZ law and launch of the ASEZ Authority as a formal implementing body. USAID support in turn leveraged an additional \$20 million in GOJ funding for the project. Significant USAID assistance is set to continue for at least the next three years as the ASEZ is established and efforts are made to attract new trade and investment.

Over the past twelve months, USAID also effected other measures designed to open markets and integrate the country more closely within the global economy. Jordan formally joined the WTO in April 2000, following 24 months of intensive USAID technical support that brought about sweeping changes in Jordan's trade and investment regime. Without this foundation of WTO-related trade and investment reform, it would not have been possible for Jordan and the U.S. to initial the FTA in October 2000. USAID technical assistance also contributed to new WTO-consistent copyright, trademark and patent laws. Work continues in capital markets, including the start of a program to automate securities clearing and settlement. USAID funding played a catalytic role supporting several major privatization transactions, improving accounting and audit standards, and modernizing the insurance industry.

Business association development has important implications for building a constituency for policy reform and helping to sustain it over the long term. In this regard, "Jordan Vision 2020" remained the focal point for a coalition of business organizations that support globalization and are laying the foundation for a very different Jordan a generation from now. The initiative also provides important support for an innovative public-private sector partnership—the Economic Consultative Council, chaired by King Abdullah II—that is the driving force behind many key reforms.

Sustainability is central to the USAID-funded microfinance initiative. The number of clients in 2000 exceeded 17,000, more than two-thirds of whom were women. Support extends to a microfinance training and a professional certification program at the Jordan Institute for Banking Studies. Assistance to improve marketing, quality standards and management practices at small and medium sized businesses remains the core mission of the Jordan US Business Partnership (JUSBP). In addition, JUSBP provided support for a national quality awards scheme, the "King Abdullah II Quality Award." Patterned after the Baldrige quality award system in the U.S., the first award ceremony took place on February 25, 2001. Simultaneously, the "Injaz" (which means "achievement" in Arabic) program emphasizes the importance of developing entrepreneurship among Jordanian youth. Modeled on "Junior Achievement" in the U.S., it has programs in several schools in Amman and elsewhere, and is benefiting thousands of students.

Possible Adjustments to Plans:

In line with the extension of the USAID/Jordan strategy through December 2004, SO 5 indicators have been revised to monitor progress over the next four years. Given support for the ASEZ, we have developed a new indicator to track total private sector investment mobilized in Aqaba. These indicator revisions were reviewed and approved by the ANE Bureau in February 2001. During 2001, USAID will complete the design of the follow-on to the successful AMIR program, our "flagship" economic growth program.

SO 5 is likely to be the mechanism for providing additional support to the American Center for Oriental Research (ACOR). Congressional Committee language for the FY 2001 appropriations bill required USAID to consider providing \$2 million to ACOR. Given the importance of the tourism sector for Jordan's economy and the important role that ACOR plays in developing and promoting Jordan's unique tourist sites, the intent is to use SO 5 funds to increase the existing USAID-funded ACOR endowment. Such support would be a useful complement to an existing grant with the Royal Society for the Conservation of Nature (RSCN) that is helping the organization develop more sustainable and business-like approaches to eco-tourism in some of the least developed areas of the country.

Continued violence in the West Bank and Gaza could result in unforeseen changes, especially if there is a dramatic economic downturn. A new USAID-funded GOJ poverty alleviation strategy Project launched in early 2001 should provide important policy guidance on dealing with such a scenario, should it materialize. At the same time, the strong end-of-year performance at the Irbid Qualified Industrial Zone (QIZ) gives some hope that trade and investment can increase despite the dismal regional political situation. QIZ exports to the U.S. from Irbid alone reached \$54 million in 2000, a huge expansion considering that all Jordanian exports to the U.S. totaled \$30 million in 1999. The creation of more than 8,500 jobs at Irbid as a result of the QIZ initiative also augers well for USAID-funded activities in Aqaba, which include support for a new industrial estate that has already been declared as a QIZ.

Other Donor Programs:

USAID was by far the largest grant donor in the economic growth area in 2000. The World Bank also provided loan assistance through its economic reform and development loan series and the European Union is maintaining its policy-based support activity, Structural Adjustment Facility II, that is similar in many respects to the USAID-funded cash transfer program. Various business development, microfinance and other economic opportunity type programs were supported by several donors, including Japan, Germany, Britain, Canada, the European Union, and the United Nations, among others. Both informal and formal coordination is important in building synergy and minimizing the potential for overlap or duplication. USAID works especially closely with the World Bank in economic policy reform including a joint privatization project; with the UNDP in the microfinance sector; and with the Foreign Investment Advisory Service (FIAS) in promoting foreign direct investment.

Major Contractors and Grantees:

Primary contractors and grantees include Chemonics, Save the Children, Cooperative Housing Foundation, International Executive Service Corps, Wilbur Smith Associates, PricewaterhouseCoopers, The Services Group, KPMG, UNDP and the World Bank. USAID's primary Jordanian counterpart is the Ministry of Planning. The Mission also works closely with a number of other Jordanian entities, including the Ministry of Industry and Trade, the Ministry of Finance, the Ministry of Social Development, the Central Bank, the Customs Department, the Executive Privatization Commission, the Jordan Securities Commission, the Aqaba Special Economic Zone Authority, and the Jordan Investment Board. In addition, 10 local business associations, private sector firms, and several NGOs benefit from USAID assistance.

PERFORMANCE DATA TABLE FOR JORDAN SO5

OBJECTIVE: SO5 Increased Economic Opportunities for Jordanians APPROVED: April 30, 1997 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: STRATEGIC OBJECTIVE 5: Increased Economic Opportunities for Jordanians			
INDICATOR: 5.1 Percentage increase in number of companies registered.			
UNIT OF MEASURE: Percent increase (year-to-year). SOURCE: Central Bank of Jordan Statistical Bulletin. INDICATOR DESCRIPTION: Number of newly registered companies, expressed as a percentage of all registered companies. COMMENTS: This indicator measures the growth rate of the number of new business entrants. While not all businesses that register actually start up operations, business registration is a reasonable proxy measure for overall business confidence and investor optimism. Business registration results are to be achieved through helping to create improved economic and business enabling environments, the streamlining of business registration and set-up procedures, assistance to the Jordan Investment Board (JIB), and business association and firm-level assistance activities. The 1998 figure for the number of companies registered shows a decline of 4.8% from 1997. This was largely attributable to the following factors: the overall slowdown in economic growth in Jordan during the period 1996-1998; external shocks related to events in Iraq; political uncertainty related to King Hussein's health. During 1999, there was a slight increase in GDP growth figures, yet there was a continued decrease in number of companies registered during the year. This can be attributable to the passing away of the late King Hussein during the first quarter of 1999 and the subsequent uncertainty associated with the accession to the throne of his son, the current king Abdullah. During 2000, there was a large increase in companies registered. This is in line with GOJ indicators that the Jordanian economy showed signs of more robust growth during the first nine months of the year, after a period of slow growth over the last five years. Accession to WTO and the initialing of an FTA with the US should also help encourage potential trade and investment in the country.	YEAR	PLANNED	ACTUAL
	Baseline 1996	--	0% (4,217)
	1997	1.0%	1.8% (4,294)
	1998	1.5%	- 4.8% (4,087)
	1999	2.0%	-8.1% (3,755)
	2000	2.5%	15.8% (4,351)
	2001	3.0%	
	2002	2.0%	
	2003	2.0%	
	2004	2.0%	

PERFORMANCE DATA TABLE FOR JORDAN SO5

OBJECTIVE: SO5 Increased Economic Opportunities for Jordanians
APPROVED: April 30, 1997 **COUNTRY/ORGANIZATION:** USAID/Jordan

RESULT NAME: 5.1 Increased Access to Business Services.

INDICATOR: 5.1.1 Number of borrowers obtaining micro- and small-enterprise credit.

UNIT OF MEASURE: (Men/Women/Total).	YEAR	PLANNED	ACTUAL
SOURCE:	Baseline 1996		2,708
Save the Children (SAVE/Microfund for Women), Jordan Loan Guarantee Corporation (JLGC), Cooperative Housing Foundation (CHF), the Jordan Micro Credit Company (JMCC) and Ahli Microfinancing Company (AMC).	1997	4,320	8,486
INDICATOR DESCRIPTION:	1998	5,600	<i>Men/Women/Total</i> 963/ 5,348/ 6,311
Number of micro- and small-enterprise active credit clients of USAID-supported institutions.	1999	10,700	<i>Men/Women/Total</i> 2,876/10,382/13,258
COMMENTS:	2000	12,400	<i>Men/Women/Total</i> 3,590/13,920/17,510
This indicator is intended to convey the "depth" of outreach -- in other words, the extent to which credit services are reaching under-served clients and the poor. These finance institutions received funding for MIS and targeted technical assistance aimed at instilling microfinance best practices during the first two years of the program. Since not all grantees feature gender disaggregated targets in their programs, targets for this indicator do not feature gender disaggregation. Actuals from all grantees are, however, gender disaggregated. For informational purposes the actuals in this table include this dimension. Actuals for the out years are displayed as follows: Men/Women/Total. The actual number of active micro and small credit clients for 1999 exceeded the targeted number by 24%. SAVE/Microfund for Women and CHF are the major contributors to this number. The positive growth trend continued in 2000.	2001	15,000	
	2002	18,000	
	2003	21,500	
	2004	25,000	

PERFORMANCE DATA TABLE FOR JORDAN SO5

OBJECTIVE: SO5 Increased Economic Opportunities for Jordanians
APPROVED: April 30, 1997 **COUNTRY/ORGANIZATION:** USAID/Jordan

RESULT NAME: 5.2 More Effective Identification and Implementation of Policy Reform.

INDICATOR: 5.2.2 Annual level of foreign direct and domestic investments facilitated by Jordan Investment Board (JIB) [formerly known as the Investment Promotion Corporation (IPC)] incentives.

UNIT OF MEASURE: Expressed in millions of U.S. dollars.

SOURCE:

Jordan Investment Board (JIB): Director General.

INDICATOR DESCRIPTION:

Sum of the values of foreign direct and domestic investments through companies benefiting from JIB incentives (\$ million).

COMMENTS:

The level of foreign direct and domestic investment facilitated through the JIB is a good indicator of the overall investment and business climate in Jordan. USAID is providing assistance to the JIB in re-engineering its operations to bring it closer to international best practices in investment promotion. During 1999, progress was achieved in a number areas, including investor targeting, investor follow-up and tracking, and developing a strategy to promote foreign direct investment. While total investments for 1999 increased by 15%, compared to 1998, this figure was still short of USAID's target of \$940 million. However, the increase was significant in light of the difficult economic environment for 1999. Most of the increase was in the industrial sector, which registered a 100% increase from 1998. The 2000 figure for investment is significantly higher than 1999 and very close to the planned figures. This is mostly due to major tourism-related and Qualifying Industrial Zone (QIZ) investments.

YEAR	PLANNED	ACTUAL
Baseline 1996	--	492
1997	590	535
1998	730	675
1999	940	773
2000	1,200	1,127
2001	1,540	
2002	1,600	
2003	1,650	
2004	1,700	

PERFORMANCE DATA TABLE FOR JORDAN SO5

OBJECTIVE: SO5 Increased Economic Opportunities for Jordanians
APPROVED: April 30, 1997 **COUNTRY/ORGANIZATION:** USAID/Jordan

RESULT NAME: 5.3 Improved Environment for Sustained Policy Reform.

INDICATOR: 5.3.6 Progress toward privatization of state-owned enterprises (SOE's).

UNIT OF MEASURE: Cumulative \$ value of SOE assets privatized

SOURCE:

The Executive Privatization Commission (EPC).

INDICATOR DESCRIPTION:

Cumulative number of major SOE privatization transactions and cumulative value of SOE assets transferred to private ownership or management control.

COMMENTS:

The planned, *major* privatization transactions include: Jordan Telecommunications Corporation, Jordan Cement Factories Corporation and Royal Jordanian Airlines. During 1998, the USAID-funded World Bank technical assistance fund provided assistance to the EPC to improve its capabilities to plan and implement an overall privatization strategy, as well as carry out specific privatization transactions in a range of sectors, including energy, transport, telecom, transport and water. The EPC is now fully staffed and has sufficient funding for its operations. During 1999, the GOJ also sold a 33% stake in the Jordan Cement Factories Corporation to a French cement firm. Progress was also made in moving forward with the privatization of the Aqaba Railway Corporation, the public bus company and a government-owned spa/hotel. In 2000, the Jordan Telecommunications Company (JTC) was privatized through a strategic partner transaction, with France Telecom buying 40% of the company. The Royal Jordanian (RJ) Airlines transaction should be completed by the end of 2001. It should be noted that events in West Bank and Gaza have made the sale of assets more difficult and may affect targets for 2001 and 2002.

YEAR	PLANNED	ACTUAL
Baseline 1998	--	EPU fully staffed. JTC privatization initiated. EPU targets established.
1999	EPC Public Awareness program operational. Cumulative US\$ 50 million assets privatized.	Cumulative \$ 107 million assets privatized
2000	Cumulative US\$ 100 million assets privatized.	Cumulative \$ 789 million assets privatized
2001	At least 3 major privatization transactions completed. Cumulative US\$ 900M assets privatized.	
2002	At least \$ 1B cumulative assets privatized	
2003	At least \$ 1.25B cumulative assets privatized	
2004	At least \$ 1.5 B cumulative assets privatized	

R4 Part III: Resource Request

Overview: The initial aid package, announced in June 1997, provided \$716 million over a five year period (FY1997 – FY 2001), with the Wye Supplemental adding an additional \$50 million in FY 1999 and again in FY 2000, bringing total funding levels for this period to \$816 million. For planning purposes, USAID/Jordan is assuming an annual OYB level of approximately \$150 million in FY 2002 and again in FY 2003 and FY 2004.

Financial Plan: Funding levels needed to achieve our three Strategic Objectives over the next three years are detailed below. Allocations among strategic objectives are broadly similar to those presented in last year's R4, with funding allocations for SO 3 increased somewhat to begin drawing down on mortgages in the health and population area.

Strategic Objective	FY01 OYB	FY01 Expend	FY02 OYB	FY02 Expend	FY03 OYB	FY03 Expend
1. Water	44	44	58	107	58	145
2. Health/Pop	18	21	18	21	18	21
3. Ec Opp.	88	97	74	87	74	79
TOTAL	150	162	150	215	150	245

USAID/Jordan's strategic construct is flexible enough so that annual allocations among SOs can be adjusted if necessary, based upon implementation progress, pipeline and potential mortgage concerns. The overall pipeline level on December 31, 2000 stood at \$282 million, down from \$306 million at the end of the fiscal year. Almost 80 percent of the total was accounted for by SO 2, largely because it includes long-gestation infrastructure projects that must be fully funded ahead of time. By contrast, SO 3 represented seven percent of the total (\$18 million) and SO 5 represented 14 percent of the total (\$40 million). These figures suggest that pipeline management continues to fall broadly within Agency guidelines, with the long-gestation water projects to some extent offset by the quick-disbursing cash transfer program.

Global Bureau Programs: Several Global Bureau activities remain key to achieving our SOs. We plan to procure approximately \$25 Million in Global Bureau services through FY 2003. All of these initiatives would be undertaken using Global Bureau-obligated field support and most would fall under SO 3, the health and population strategic objective.

Workforce and Operating Expense: USAID/Jordan workforce and operating expense (OE) budgets are based on the ANE-provided USDH workforce planning levels. The number of USDH positions is expected to remain constant at 11 in each of the next three years. Also, the current organizational structure that entails no Deputy Director is expected to continue. The FSN staffing level will remain constant at 39 employees, along with five and one half US PSCs, an increase in two and one half PSCs from previous levels. The new US PSC positions include: 1) a part-time, local-hire administrative/operations person; 2) a water engineer, unless USAID hires USDH water engineers in which case the Mission would request this addition to USDH staffing; 3) a PHN specialist. The OE budgets for each year

represent the minimum level of operational resources necessary to responsibly and effectively manage a \$1 billion- plus portfolio over the next three years.

Utilizing the FY 2000 OYB as an example, each of the 11 USDHs manages an average of \$18.2 million in new program obligations per year (e.g., \$200 million divided by 11 USDHs). Of these 11 individuals, six (including the Mission Director) have direct program implementation responsibilities. On average, each of these six USDHs with program management responsibility manages \$33.3 million in new obligations each year or a portfolio of around \$100 million (\$33.3 x three years). It perhaps should also be stated that USAID/Jordan, while responsible for one of the two or three largest portfolios in the Agency, ranks only number 44 in terms of total staff and number 24 in terms of USDH staff. In these circumstances, any reductions in workforce would reduce management and accountability controls to unacceptable levels.

The table below summarizes the Mission’s budget request. Changes between fiscal years are mainly due to estimated FSN salary increases and increased ICASS costs, combined with low costs associated with a below average USDH turnover in FY 2002 and FY 2003:

Operating Expenses Budget (\$000)

Year	Appropriated		Total Budget
	Dollars	Trust Funds	
FY 2001	2,066	1,000	3,066
FY 2002	2,144	999	3,144
FY 2003	2,106	1,000	3,106

USAID/Jordan is experiencing an unusually high turnover of USDH staff in FY 2001, with five of the eleven USDHs at post completing their assignments between December 2000 and September 2001. This results in increased costs for FY 2001 but lower costs for FY 2002 and FY 2003. For budgeting purposes, each replacement USDH is assumed to have two school-age children or the same number as the incumbent, whichever is larger. FY 2001 reflects the actual number of children for those children already assigned to Jordan.

Increased in-country travel costs reflect the increased OYB and the increased number of activities that now require overnight travel, primarily to Aqaba. A modest FSN salary increase is included for each fiscal year year. ICASS expenses are projected at \$435,000 in FY 2001; \$475,000 in FY 2002; \$500,000 in FY 2003. USAID/Jordan’s substantial increase in program funds enabled the Mission to negotiate a \$6 million equivalent increase in the local currency Trust Fund Agreement in late FY 1999. The increase in the Trust Fund will provide \$1 million for each of the fiscal years 2001 to 2006.

ICASS Reimbursement: USAID/Jordan is not an ICASS provider, thus no ICASS table is provided.

ENV Sub-Directive Amounts for FY 2001 Request

COUNTRY:						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	0	0	0	0	0	0

[List of Objective ID numbers](#)

ENV Sub-Directive Amounts for FY 2002 Request

COUNTRY:						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	0	0	0	0	0	0

[List of Objective ID numbers](#)

ENV Sub-Directive Amounts for FY 2002 Alternate Request

COUNTRY:						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	0	0	0	0	0	0

[List of Objective ID numbers](#)

ENV Sub-Directive Amounts for FY 2003 Request

COUNTRY:						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	0	0	0	0	0	0

[List of Objective ID numbers](#)

CSD Sub-Directive Amounts for FY 2001 Request

COUNTRY:									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Request

COUNTRY:									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Alternate Request

COUNTRY:									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2003 Request

COUNTRY:									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country:
 Approp: DA/CSD
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country:
 Approp: DA/CSD
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country:
 Approp: DA/CSD
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country:
 Approp: DA/CSD
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2003 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country:
 Approp: ESF
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country:
 Approp: ESF
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country:
 Approp: ESF
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
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 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country:
 Approp: ESF
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2003 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country:
 Approp: FSA
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country:
 Approp: FSA
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country:
 Approp: FSA
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country:
 Approp: FSA
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 2003 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country:
 Approp: AEEB
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country: Jordan
 Approp: ESF
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population **	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: INCREASED FOREIGN EXCHANGES EARNINGS FORM CULTURAL AND NATURE VISITORS															
Bilateral	0	0						0							0
Field Spt	0	0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: IMPROVED WATER RESOURCES MANAGEMENT															
Bilateral	232,454	44,000	14,520									29,480		44,000	232,454
Field Spt		0													0
	232,454	44,000	14,520	0	0	0	0	0	0	0	0	29,480	0	44,000	232,454
SO 3: Improved Access to and Quality of Reproductive and Primary Health Care															
Bilateral	19,940	9,100					9,100		0	0				14,000	15,040
Field Spt	0	8,900					7,100	1,500	0	300				6,600	2,300
	19,940	18,000	0	0	0	0	16,200	1,500	0	300		0	0	20,600	17,340
SO 4: OTHER ACTIVITIES IN SUPPORT OF AGENCY OBJECTIVES															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5: INCREASED ECONOMIC OPPORTUNITIES FOR JORDANIANS															
Bilateral	52,590	87,960		87,960										97,000	43,550
Field Spt		40		40											40
	52,590	88,000	0	88,000	0	0	0	0	0	0	0	0	0	97,000	43,590
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	304,984	141,060	14,520	87,960	0	0	9,100	0	0	0		29,480	0	155,000	291,044
Total Field Support	0	8,940	0	40	0	0	7,100	1,500	0	300		0	0	6,600	2,340
TOTAL PROGRAM	304,984	150,000	14,520	88,000	0	0	16,200	1,500	0	300		29,480	0	161,600	293,384

FY 2001 Request Agency Goal Totals	
Econ Growth	102,520
Democracy	0
HCD	0
PHN	18,000
Environment	29,480
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	148,200
CSD Program Total	1,800
TOTAL	150,000

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account
 ** 60% OF THIS AMOUNT WILL BE USED FOR OTHER HEALTH ACTIVITIES

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country: Jordan
 Approp: ESF
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 1: INCREASED FOREIGN EXCHANGES EARNINGS FORM CULTURAL AND NATURE VISITORS															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: IMPROVED WATER RESOURCES MANAGEMENT															
Bilateral	232,454	58,000	20,000									38,000		107,000	183,454
Field Spt		0													0
	232,454	58,000	20,000	0	0	0	0	0	0	0	0	38,000	0	107,000	183,454
SO 3: Improved Access to and Quality of Reproductive and Primary Health Care															
Bilateral	15,040	9,600					9,600							12,000	12,640
Field Spt	2,300	8,400					8,400							8,900	1,800
	17,340	18,000	0	0	0	0	18,000	0	0	0	0	0	0	20,900	14,440
SO 4: OTHER ACTIVITIES IN SUPPORT OF AGENCY OBJECTIVES															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5: INCREASED ECONOMIC OPPORTUNITIES FOR JORDANIANS															
Bilateral	43,550	74,000		74,000										87,000	30,550
Field Spt	40	0												40	0
	43,590	74,000	0	74,000	0	0	0	0	0	0	0	0	0	87,040	30,550
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	291,044	141,600	20,000	74,000	0	0	9,600	0	0	0	0	38,000	0	206,000	226,644
Total Field Support	2,340	8,400	0	0	0	0	8,400	0	0	0	0	0	0	8,940	1,800
TOTAL PROGRAM	293,384	150,000	20,000	74,000	0	0	18,000	0	0	0	0	38,000	0	214,940	228,444

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	94,000
Democracy	0
HCD	0
PHN	18,000
Environment	38,000
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	150,000
CSD Program Total	0
TOTAL	150,000

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

** 60% OF THIS AMOUNT WILL BE USED FOR OTHER HEALTH ACTIVITIES

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country: Jordan
 Approp: ESF
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 1: INCREASED FOREIGN EXCHANGES EARNINGS FORM CULTURAL AND NATURE VISITORS															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: IMPROVED WATER RESOURCES MANAGEMENT															
Bilateral	183,454	58,000	20,000									38,000		145,000	96,454
Field Spt		0													0
	183,454	58,000	20,000	0	0	0	0	0	0	0	0	38,000	0	145,000	96,454
SO 3: Improved Access to and Quality of Reproductive and Primary Health Care															
Bilateral	12,640	9,800					9,500							12,000	10,440
Field Spt	1,800	8,200					8,500							8,500	1,500
	14,440	18,000	0	0	0	0	18,000	0	0	0	0	0	0	20,500	11,940
SO 4: OTHER ACTIVITIES IN SUPPORT OF AGENCY OBJECTIVES															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5: INCREASED ECONOMIC OPPORTUNITIES FOR JORDANIANS															
Bilateral	30,550	74,000		74,000										79,000	25,550
Field Spt		0													0
	30,550	74,000	0	74,000	0	0	0	0	0	0	0	0	0	79,000	25,550
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	226,644	141,800	20,000	74,000	0	0	9,500	0	0	0	0	38,000	0	236,000	132,444
Total Field Support	1,800	8,200	0	0	0	0	8,500	0	0	0	0	0	0	8,500	1,500
TOTAL PROGRAM	228,444	150,000	20,000	74,000	0	0	18,000	0	0	0	0	38,000	0	244,500	133,944

FY 2003 Request Agency Goal Totals	
Econ Growth	94,000
Democracy	0
HCD	0
PHN	18,000
Environment	38,000
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	150,000
CSD Program Total	0
TOTAL	150,000

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account
 ** 60% OF THIS AMOUNT WILL BE USED FOR OTHER HEALTH ACTIVITIES

Workforce Tables

Org_Jordan End of year On-Board FY 2001 Estimate	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire	0	1	1	0	2	0	0	4	1	1	1	1	1	2	7	11
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Direct Hire	0	1	0	0	0	0	0	1	0	2	2	0	0	0	4	5
Other FSN/TCN	0	2	4	0	4	0	0	10	1	4	13	2	0	4	24	34
Subtotal	0	4	5	0	6	0	0	15	2	7	16	3	1	6	35	50
Program Funded 1/																
U.S. Citizens	0	3	1	0	1	0	0	5	0.5	0	0	0	0	1	1.5	6.5
FSNs/TCNs	0	2	0	0	0	0	0	2	0	0	0	0	0	0	0	2
Subtotal	0	5	1	0	1	0	0	7	0.5	0	0	0	0	1	1.5	8.5
Total Direct Workforce	0	9	6	0	7	0	0	22	2.5	7	16	3	1	7	36.5	58.5
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
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	9	6	0	7	0	0	22	2.5	7	16	3	1	7	36.5	58.5

* Should USAID hire new FSO Water Engineers, USAID/Jordan would plan to expand the USDH staff by one to accommodate this position. However, if USAID does not hire new FSO Water Engineers, USAID/Jordan would plan to expand the USPSC staff by one for this same purpose (SO2).

** USPSC PHN Specialist (SO3)

Workforce Tables

Org Jordan End of year On-Board								Total	Org.	Fin.	Admin.	Con-	All	Total	Total	
FY 2002 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	SO/SpO	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff
OE Funded: 1/																
U.S. Direct Hire	0	1	1	0	2	0	0	4	1	1	1	1	1	2	7	11
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Direct Hire	0	1	0	0	0	0	0	1	0	2	2	0	0	0	4	5
Other FSN/TCN	0	2	4	0	4	0	0	10	1	4	13	2	0	4	24	34
Subtotal	0	4	5	0	6	0	0	15	2	7	16	3	1	6	35	50
Program Funded 1/																
U.S. Citizens	0	3	1	0	1	0	0	5	0.5	0	0	0	0	1	1.5	6.5
FSNs/TCNs	0	2	0	0	0	0	0	2	0	0	0	0	0	0	0	2
Subtotal	0	5	1	0	1	0	0	7	0.5	0	0	0	0	1	1.5	8.5
Total Direct Workforce	0	9	6	0	7	0	0	22	2.5	7	16	3	1	7	36.5	58.5
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
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	9	6	0	7	0	0	22	2.5	7	16	3	1	7	36.5	58.5

Workforce Tables

Org <u>Jordan</u> End of year On-Board FY 2003 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire	0	1	1	0	2	0	0	4	1	1	1	1	1	2	7	11
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Direct Hire	0	1	0	0	0	0	0	1	0	2	2	0	0	0	4	5
Other FSN/TCN	0	2	4	0	4	0	0	10	1	4	13	2	0	4	24	34
Subtotal	0	4	5	0	6	0	0	15	2	7	16	3	1	6	35	50
Program Funded 1/																
U.S. Citizens	0	3	1	0	1	0	0	5	0.5	0	0	0	0	1	1.5	6.5
FSNs/TCNs	0	2	0	0	0	0	0	2	0	0	0	0	0	0	0	2
Subtotal	0	5	1	0	1	0	0	7	0.5	0	0	0	0	1	1.5	8.5
Total Direct Workforce	0	9	6	0	7	0	0	22	2.5	7	16	3	1	7	36.5	58.5
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
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	9	6	0	7	0	0	22	2.5	7	16	3	1	7	36.5	58.5

1/ Excludes TAACS, Fellows, and IDIs

USDH Staffing Requirements by Backstop, FY 2001 - FY 2004

Mission:

please fill in mission name

Occupational Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2001	FY 2002	FY 2003	FY 2004
Senior Management				
SMG - 01	1	1	1	1
Program Management				
Program Mgt - 02	2	2	2	2
Project Dvpm Officer - 94	0	0	0	0
Support Management				
EXO - 03	1	1	1	1
Controller - 04	1	1	1	1
Legal - 85	1	1	1	1
Commodity Mgt. - 92	0	0	0	0
Contract Mgt. - 93	1	1	1	1
Sector Management				
Agriculture - 10 & 14	0	0	0	0
Economics - 11	0	0	0	0
Democracy - 12	0	0	0	0
Food for Peace - 15	0	0	0	0
Private Enterprise - 21	2	2	2	2
Engineering - 25	0	0	0	0
Environment - 40 & 75	1	1	1	1
Health/Pop. - 50	1	1	1	1
Education - 60	0	0	0	0
Total	11	11	11	11

GDOs: If you have a position that is currently designated a BS-12 GDO, list that position under the occupational backstop that most closely reflects the skills needed for the position.
RUDOs: do not forget to include those who were in UE-funded RUDO positions.
 remaining **IDIs:** list under the occupational Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth Zankowski@HR.PPIM@aidw and to M. Cary Kauffman@HR.PPIM@aidw as well as include it with your R4 submission.

OPERATING EXPENSES

Org. Title: USAID/Jordan Org. No: 278 OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		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		
11.1	Base Pay & pymt. for annual leave balances - FNDH	155.9		155.9	155.0		155.0	162.3		162.3	162.3		162.3
	Subtotal OC 11.1	155.9	0.0	155.9	155.0	0.0	155.0	162.3	0.0	162.3	162.3	0.0	162.3
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		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0.0		0.0	0.0		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	0.0	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		
11.5	USDH			0.0			0.0			0.0			0.0
11.5	FNDH	22.9		22.9	21.5		21.5	22.2		22.2	22.2		22.2
	Subtotal OC 11.5	22.9	0.0	22.9	21.5	0.0	21.5	22.2	0.0	22.2	22.2	0.0	22.2
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		
11.8	USPSC Salaries	61.5		61.5	26.5		26.5	61.5		61.5	61.5		61.5
11.8	FN PSC Salaries	0.0	810.1	810.1		892.3	892.3		952.4	952.4		952.4	952.4
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 11.8	61.5	810.1	871.6	26.5	892.3	918.8	61.5	952.4	1,013.9	61.5	952.4	1,013.9
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		
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		
12.1	Educational Allowances	148.9		148.9	246.5		246.5	197.8		197.8	197.8		197.8
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	6.8		6.8	5.3		5.3	5.2		5.2	5.2		5.2
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		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH	13.9	0.0	13.9	28.9	0.0	28.9	28.2	0.0	28.2	28.2	0.0	28.2
12.1	Other FNDH Benefits	14.3	0.0	14.3	14.4	0.0	14.4	15.1	0.0	15.1	15.1	0.0	15.1
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		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC	28.7	0.0	28.7	42.8	0.0	42.8	44.9	0.0	44.9	44.9	0.0	44.9
12.1	Other FN PSC Benefits	0.0	86.8	86.8	0.0	92.8	92.8	48.4	47.6	96.0	48.4	47.6	96.0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0	0.0		0.0			0.0			0.0
	Subtotal OC 12.1	212.6	86.8	299.4	337.9	92.8	430.7	339.6	47.6	387.2	339.6	47.6	387.2
13.0	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		
13.0	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		
13.0	Severance Payments for FNDH	0.0		0.0	0.0		0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH	0.0		0.0	0.0		0.0			0.0			0.0
13.0	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		
13.0	Severance Payments for FN PSCs	0.0		0.0	0.0		0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs	0.0		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	0.0	0.0	0.0	0.0	0.0
21.0	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		
21.0	Training Travel	25.0		25.0	25.0		25.0	25.0		25.0	25.0		25.0
21.0	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		

OPERATING EXPENSES

Org. Title: USAID/Jordan Org. No: 278 OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Post Assignment Travel - to field	35.2		35.2	25.0		25.0	0.0		0.0	0.0		0.0
21.0	Assignment to Washington Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Home Leave Travel	29.0		29.0	25.0		25.0	34.5		34.5	34.5		34.5
21.0	R & R Travel	22.5		22.5	25.5		25.5	31.5		31.5	31.5		31.5
21.0	Education Travel	4.0		4.0	0.0		0.0	3.0		3.0	3.0		3.0
21.0	Evacuation Travel	10.0		10.0	10.0		10.0	10.0		10.0	10.0		10.0
21.0	Retirement Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Pre-Employment Invitational Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Other Mandatory/Statutory Travel			0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	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		
21.0	Site Visits - Headquarters Personnel	10.5		10.5	10.5		10.5	10.5		10.5	10.5		10.5
21.0	Site Visits - Mission Personnel	42.8		42.8	42.8		42.8	42.8		42.8	42.8		42.8
21.0	Conferences/Seminars/Meetings/Retreats	65.5		65.5	70.0		70.0	70.0		70.0	70.0		70.0
21.0	Assessment Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Impact Evaluation Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Disaster Travel (to respond to specific disasters)	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Recruitment Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Other Operational Travel	27.0		27.0	27.0		27.0	27.0		27.0	27.0		27.0
	Subtotal OC 21.0	271.5	0.0	271.5	260.8	0.0	260.8	254.3	0.0	254.3	254.3	0.0	254.3
22.0	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		
22.0	Post assignment freight	120.0		120.0	60.0		60.0	0.0		0.0	0.0		0.0
22.0	Home Leave Freight	12.5		12.5	14.0		14.0	18.5		18.5	18.5		18.5
22.0	Retirement Freight	20.0		20.0	0.0		0.0	0.0		0.0	0.0		0.0
22.0	Transportation/Freight for Office Furniture/Equip.	23.5		23.5	20.0		20.0	17.0		17.0	17.0		17.0
22.0	Transportation/Freight for Res. Furniture/Equip.	20.0		20.0	18.0		18.0	15.0		15.0	15.0		15.0
	Subtotal OC 22.0	196.0	0.0	196.0	112.0	0.0	112.0	50.5	0.0	50.5	50.5	0.0	50.5
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		
23.2	Rental Payments to Others - Office Space	0.0		0.0	0.0		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
23.2	Rental Payments to Others - Residences	132.1	103.1	235.2	221.5	13.7	235.2	235.2		235.2	235.2		235.2
	Subtotal OC 23.2	145.5	103.1	248.6	234.9	13.7	248.6	248.6	0.0	248.6	248.6	0.0	248.6
23.3	Communications, utilities, and miscellaneous charges	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
23.3	Residential Utilities	43.1		43.1	43.1		43.1	43.1		43.1	43.1		43.1
23.3	Telephone Costs	15.0		15.0	15.0		15.0	15.0		15.0	15.0		15.0
23.3	IT Software Leases	12.0		12.0	12.0		12.0	12.0		12.0	12.0		12.0
23.3	IT Hardware Lease	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.3	Commercial Time Sharing	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.3	Postal Fees (Other than APO Mail)	4.0		4.0	4.0		4.0	4.0		4.0	4.0		4.0
23.3	Other Mail Service Costs	5.0		5.0	5.0		5.0	5.0		5.0	5.0		5.0
23.3	Courier Services	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
	Subtotal OC 23.3	82.3	0.0	82.3	82.3	0.0	82.3	82.3	0.0	82.3	82.3	0.0	82.3
24.0	Printing and Reproduction	3.2		3.2	3.2		3.2	3.2		3.2	3.2		3.2
	Subtotal OC 24.0	3.2	0.0	3.2	3.2	0.0	3.2	3.2	0.0	3.2	3.2	0.0	3.2

OPERATING EXPENSES

Org. Title: USAID/Jordan Org. No: 278 OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		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		
25.1	Studies, Analyses, & Evaluations	0.0		0.0	0.0		0.0		0.0	0.0		0.0	
25.1	Management & Professional Support Services	21.0		21.0	21.0		21.0		21.0	21.0		21.0	
25.1	Engineering & Technical Services	0.0		0.0	0.0		0.0		0.0	0.0		0.0	
	Subtotal OC 25.1	21.0	0.0	21.0	21.0	0.0	21.0	21.0	0.0	21.0	21.0	0.0	21.0
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		
25.2	Office Security Guards	0.0		0.0	0.0		0.0		0.0	0.0		0.0	
25.2	Residential Security Guard Services	33.0		33.0	33.0		33.0		33.0	33.0		33.0	
25.2	Official Residential Expenses	0.0		0.0	0.0		0.0		0.0	0.0		0.0	
25.2	Representation Allowances	1.0		1.0	1.5		1.5		1.5	1.5		1.5	
25.2	Non-Federal Audits	0.0		0.0	0.0		0.0		0.0	0.0		0.0	
25.2	Grievances/Investigations	0.0		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	
25.2	Vehicle Rental	0.0		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		0.0	
25.2	Records Declassification & Other Records Services	0.0		0.0	0.0		0.0		0.0	0.0		0.0	
25.2	Recruiting activities	1.0		1.0	1.0		1.0		1.0	1.0		1.0	
25.2	Penalty Interest Payments	0.0		0.0	0.0		0.0		0.0	0.0		0.0	
25.2	Other Miscellaneous Services	0.0		0.0	0.0		0.0		0.0	0.0		0.0	
25.2	Staff training contracts	7.5		7.5	7.5		7.5		7.5	7.5		7.5	
25.2	IT related contracts	5.3		5.3	5.3		5.3		5.3	5.3		5.3	
	Subtotal OC 25.2	48.1	0.0	48.1	48.6	0.0	48.6	48.6	0.0	48.6	48.6	0.0	48.6
25.3	Purchase of goods and services from Government accounts	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	435.0		435.0	475.0		475.0	500.0		500.0	500.0		500.0
25.3	All Other Services from Other Gov't. accounts	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 25.3	435.0	0.0	435.0	475.0	0.0	475.0	500.0	0.0	500.0	500.0	0.0	500.0
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		
25.4	Office building Maintenance	1.5		1.5	1.5		1.5	1.5		1.5	1.5		1.5
25.4	Residential Building Maintenance	12.5		12.5	5.0		5.0	0.0		0.0	0.0		0.0
	Subtotal OC 25.4	14.0	0.0	14.0	6.5	0.0	6.5	1.5	0.0	1.5	1.5	0.0	1.5
25.6	Medical Care	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	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	IT and telephone operation and maintenance costs	16.5		16.5	16.5		16.5	16.5		16.5	16.5		16.5
25.7	Storage Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.7	Office Furniture/Equip. Repair and Maintenance	9.0		9.0	9.0		9.0	9.0		9.0	9.0		9.0
25.7	Vehicle Repair and Maintenance	13.7		13.7	11.0		11.0	11.0		11.0	11.0		11.0
25.7	Residential Furniture/Equip. Repair and Maintenance	12.5		12.5	10.0		10.0	0.0		0.0	0.0		0.0
	Subtotal OC 25.7	51.7	0.0	51.7	46.5	0.0	46.5	36.5	0.0	36.5	36.5	0.0	36.5
25.8	Subsistence & spt. of persons (by contract or Gov't.)	0.0		0.0	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	0.0	0.0	0.0	0.0	0.0

OPERATING EXPENSES

Org. Title: USAID/Jordan Org. No: 278 OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
26.0	Supplies and materials	53.7		53.7	54.0		54.0	54.4		54.4	54.4		54.4
	Subtotal OC 26.0	53.7	0.0	53.7	54.0	0.0	54.0	54.4	0.0	54.4	54.4	0.0	54.4
31.0	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		
31.0	Purchase of Residential Furniture/Equip.	90.0		90.0	92.6		92.6	97.2		97.2	97.2		97.2
31.0	Purchase of Office Furniture/Equip.	10.7		10.7	9.3		9.3	9.8		9.8	9.8		9.8
31.0	Purchase of Vehicles	31.5		31.5	33.0		33.0	34.8		34.8	34.8		34.8
31.0	Armoring of Vehicles	27.0		27.0	0.0		0.0	0.0		0.0	0.0		0.0
31.0	Purchase of Printing/Graphics Equipment	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
31.0	IT Hardware purchases	91.5		91.5	103.0		103.0	63.8		63.8	63.8		63.8
31.0	IT Software purchases	40.0		40.0	21.0		21.0	14.0		14.0	14.0		14.0
	Subtotal OC 31.0	290.7	0.0	290.7	258.9	0.0	258.9	219.6	0.0	219.6	219.6	0.0	219.6
32.0	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		
32.0	Purchase of Land & Buildings (& bldg. construction)	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
32.0	Purchase of fixed equipment for buildings	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
32.0	Purchase of fixed security equipment for buildings	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
32.0	Building Renovations/Alterations - Office	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
32.0	Building Renovations/Alterations - Residential	0.0		0.0	0.0		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	0.0	0.0	0.0	0.0	0.0
42.0	Claims and indemnities	0.0		0.0	0.0		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	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET		2,065.6	1,000.0	3,065.6	2,144.6	998.8	3,143.4	2,106.1	1,000.0	3,106.1	2,106.1	1,000.0	3,106.1

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>688.0</u>		<u>759.0</u>		<u>789.0</u>
Exchange Rate Used in Computations	<u>0.708</u>	<u>0.708</u>	<u>0.708</u>	<u>0.708</u>	<u>0.708</u>

* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal: 42.6 71.7 73.1

Organization: USAID/Jordan

278

Foreign National Voluntary Separation Account									
Action	FY 2001			FY 2002			FY 2003		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	42.6	1.1	43.7	71.7	1.1	72.8	73.1	1.2	74.3
Withdrawals	113.0	0.0	113.0	20.0	0.0	20.0	40.0	0.0	40.0

Local Currency Trust Funds - Regular				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year	3,445.0	5,445.0	4,445.0	4,445.0
Obligations	1,000.0	1,000.0	1,000.0	1,000.0
Deposits	3,000.0	0.0	0.0	0.0
Balance End of Year	5,445.0	4,445.0	3,445.0	3,445.0

Exchange Rate 0.708 0.708 0.708

Local Currency Trust Funds - Real Property				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year	0.0	0.0	0.0	0.0
Obligations	0.0	0.0	0.0	0.0
Deposits	0.0	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0	0.0

Exchange Rate 0.708 0.708 0.708

Cost of Controller Operations

Org. Title: USAID/Jordan		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 278		Dollars	TF	Total									
OC													
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		
11.1	Base Pay & pymt. for annual leave balances - FNDH	58.0		58.0	60.0		60.0	62.0		62.0	62.0		62.0
	Subtotal OC 11.1	58.0	0.0	58.0	60.0	0.0	60.0	62.0	0.0	62.0	62.0	0.0	62.0
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		
11.3	Base Pay & pymt. for annual leave balances - FNDH	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	0.0	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		
11.5	USDH	0.0		0.0			0.0			0.0			0.0
11.5	FNDH	5.0		5.0	5.0		5.0	5.0		5.0	5.0		5.0
	Subtotal OC 11.5	5.0	0.0	5.0	5.0	0.0	5.0	5.0	0.0	5.0	5.0	0.0	5.0
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		
11.8	USPSC Salaries	35.0		35.0	0.0		0.0	35.0		35.0	35.0		35.0
11.8	FN PSC Salaries	0.0	114.0	114.0	0.0	125.0	125.0	0.0	133.0	133.0	0.0		0.0
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
	Subtotal OC 11.8	35.0	114.0	149.0	0.0	125.0	125.0	35.0	133.0	168.0	35.0	0.0	35.0
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		
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		
12.1	Educational Allowances	16.5		16.5	14.0		14.0	15.0		15.0	15.0		15.0
12.1	Cost of Living Allowances	0.0		0.0	0.0		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		0.0	0.0		0.0
12.1	Quarters Allowances	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1	Other Misc. USDH Benefits	2.0		2.0	0.0		0.0	0.0		0.0	0.0		0.0
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		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH	10.0		10.0	12.0		12.0	15.0		15.0	15.0		15.0
12.1	Other FNDH Benefits	5.0		5.0	5.0		5.0	5.0		5.0	5.0		5.0
12.1	US PSC Benefits	0.0		0.0	0.0		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		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC	5.0	0.0	5.0	5.7	0.0	5.7	7.5	0.0	7.5	7.5		7.5
12.1	Other FN PSC Benefits	0.0	12.5	12.5	0.0	12.5	12.5	0.0	12.6	12.6	0.0		0.0
12.1	IPA/Detail-In/PASA/RSSA Benefits	0.0		0.0			0.0			0.0			0.0
	Subtotal OC 12.1	38.5	12.5	51.0	36.7	12.5	49.2	42.5	12.6	55.1	42.5	0.0	42.5
13.0	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		
13.0	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		
13.0	Severance Payments for FNDH	0.0		0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH	0.0		0.0			0.0			0.0			0.0

Cost of Controller Operations

Org. Title: USAID/Jordan		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 278		Dollars	TF	Total									
OC													
13.0	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		
13.0	Severance Payments for FN PSCs	0.0		0.0			0.0			0.0			0.0
13.0	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	0.0	0.0	0.0	0.0	0.0
21.0	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		
21.0	Training Travel	5.0		5.0	5.0		5.0	5.0		5.0	5.0		5.0
21.0	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		
21.0	Post Assignment Travel - to field	7.5		7.5	0.0		0.0			0.0			0.0
21.0	Assignment to Washington Travel	0.0		0.0	0.0		0.0			0.0			0.0
21.0	Home Leave Travel	8.0		8.0	0.0		0.0	4.5		4.5	4.5		4.5
21.0	R & R Travel	0.0		0.0	4.5		4.5	0.0		0.0	0.0		0.0
21.0	Education Travel	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
21.0	Evacuation Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Retirement Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Pre-Employment Invitational Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Other Mandatory/Statutory Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	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		
21.0	Site Visits - Headquarters Personnel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Site Visits - Mission Personnel	4.0		4.0	4.0		4.0	4.0		4.0	4.0		4.0
21.0	Conferences/Seminars/Meetings/Retreats	5.0		5.0	5.0		5.0	5.0		5.0	5.0		5.0
21.0	Assessment Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Impact Evaluation Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Disaster Travel (to respond to specific disasters)	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Recruitment Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Other Operational Travel	5.0		5.0	5.0		5.0	10.0		10.0	10.0		10.0
	Subtotal OC 21.0	36.5	0.0	36.5	25.5	0.0	25.5	30.5	0.0	30.5	30.5	0.0	30.5
22.0	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		
22.0	Post assignment freight	20.0		20.0	0.0		0.0	0.0		0.0	0.0		0.0
22.0	Home Leave Freight	4.0		4.0	0.0		0.0	3.0		3.0	3.0		3.0
22.0	Retirement Freight	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
22.0	Transportation/Freight for Office Furniture/Equip.	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
22.0	Transportation/Freight for Res. Furniture/Equip.	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
	Subtotal OC 22.0	27.0	0.0	27.0	3.0	0.0	3.0	6.0	0.0	6.0	6.0	0.0	6.0
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		
23.2	Rental Payments to Others - Office Space	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.2	Rental Payments to Others - Warehouse Space	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
23.2	Rental Payments to Others - Residences	20.0		20.0	20.0		20.0	20.0		20.0	20.0		20.0

Cost of Controller Operations

Org. Title: USAID/Jordan
Org. No: 278
OC

	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total									
Subtotal OC 23.2	21.0	0.0	21.0	21.0	0.0	21.0	21.0	0.0	21.0	21.0	0.0	21.0
23.3 Communications, utilities, and miscellaneous charges	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	0.1		0.1	0.1		0.1	0.1		0.1	0.1		0.1
23.3 Residential Utilities	4.0		4.0	4.0		4.0	4.0		4.0	4.0		4.0
23.3 Telephone Costs	4.0		4.0	4.0		4.0	4.0		4.0	4.0		4.0
23.3 IT Software Leases	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
23.3 IT Hardware Lease	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.3 Commercial Time Sharing	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
23.3 Postal Fees (Other than APO Mail)	0.7		0.7	0.7		0.7	0.7		0.7	0.7		0.7
23.3 Other Mail Service Costs	0.7		0.7	0.7		0.7	0.7		0.7	0.7		0.7
23.3 Courier Services	0.5		0.5	0.5		0.5	0.5		0.5	0.5		0.5
Subtotal OC 23.3	11.0	0.0	11.0	11.0	0.0	11.0	11.0	0.0	11.0	11.0	0.0	11.0
24.0 Printing and Reproduction	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
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		
25.1 Studies, Analyses, & Evaluations	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.1 Management & Professional Support Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.1 Engineering & Technical Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
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		
25.2 Office Security Guards	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Residential Security Guard Services	3.0		3.0	3.0		3.0	3.0		3.0	3.0		3.0
25.2 Official Residential Expenses	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Representation Allowances	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Non-Federal Audits	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Grievances/Investigations	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Insurance and Vehicle Registration Fees	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Vehicle Rental	0.0		0.0	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	0.0		0.0
25.2 Records Declassification & Other Records Services	0.0		0.0	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	0.0		0.0
25.2 Penalty Interest Payments	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Other Miscellaneous Services	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
25.2 Staff training contracts	0.5		0.5	0.5		0.5	0.5		0.5	0.5		0.5
25.2 IT related contracts	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Subtotal OC 25.2	3.5	0.0	3.5	3.5	0.0	3.5	3.5	0.0	3.5	3.5	0.0	3.5

Cost of Controller Operations

Org. Title: USAID/Jordan													
Org. No: 278													
OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request			
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	
25.3	Purchase of goods and services from Government accounts			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
25.3	40.0		40.0	43.0		43.0	45.0		45.0	45.0		45.0	
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			
	40.0	0.0	40.0	43.0	0.0	43.0	45.0	0.0	45.0	45.0	0.0	45.0	
	Subtotal OC 25.3												
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			
25.4	Office building Maintenance			0.1			0.1			0.1			
25.4	Residential Building Maintenance			1.0			1.0			1.0			
	1.1	0.0	1.1	1.1	0.0	1.1	1.1	0.0	1.1	1.1	0.0	1.1	
	Subtotal OC 25.4												
25.6	Medical Care			0.0			0.0			0.0			
	Subtotal OC 25.6			0.0			0.0			0.0			
25.7	Operation/maintenance of equipment & storage of goods			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
25.7	IT and telephone operation and maintenance costs			1.5			1.5			1.5			
25.7	Storage Services			0.0			0.0			0.0			
25.7	Office Furniture/Equip. Repair and Maintenance			0.9			0.9			0.9			
25.7	Vehicle Repair and Maintenance			0.0			0.0			0.0			
25.7	Residential Furniture/Equip. Repair and Maintenance			1.0			1.0			1.0			
	3.4	0.0	3.4	3.4	0.0	3.4	3.4	0.0	3.4	3.4	0.0	3.4	
	Subtotal OC 25.7												
25.8	Substance & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			
	Subtotal OC 25.8			0.0			0.0			0.0			
26.0	Supplies and materials			10.0			10.0			10.0			
	Subtotal OC 26.0			10.0			10.0			10.0			
31.0	Equipment			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
31.0	Purchase of Residential Furniture/Equip.			30.0			0.0			0.0			
31.0	Purchase of Office Furniture/Equip.			1.0			1.0			0.0			
31.0	Purchase of Vehicles			0.0			0.0			0.0			
31.0	Armoring of Vehicles			0.0			0.0			0.0			
31.0	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			
31.0	IT Hardware purchases			8.0			4.0			2.0			
31.0	IT Software purchases			4.0			2.0			1.0			
	43.0	0.0	43.0	7.0	0.0	7.0	3.0	0.0	3.0	3.0	0.0	3.0	
	Subtotal OC 31.0												
32.0	Lands and structures			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			

Cost of Controller Operations

Org. Title: USAID/Jordan		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 278		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
OC													
32.0	Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0			0.0
32.0	Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
32.0	Purchase of fixed security equipment for buildings			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Residential			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	0.0	0.0	0.0	0.0	0.0
42.0	Claims and indemnities			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	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET		333.0	126.5	459.5	230.2	137.5	367.7	279.0	145.6	424.6	279.0	0.0	279.0

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>113.0</u>		<u>115.0</u>		<u>120.0</u>
Exchange Rate Used in Computations	<u>0.708</u>	<u>0.708</u>	<u>0.708</u>	<u>0.708</u>	<u>0.708</u>

* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
 On that form, OE funded deposits must equal: 15.0 17.7 22.5

Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2002		FY 2003	
				Obligated by:		Obligated by:	
Operating Unit	Global Bureau	Operating Unit	Global Bureau				
SO3 Improved Acces to and Quality of Reproductive and Primary Health Care	936-3043.04 Measure (BUCEN-SCILS)	M	2000-2004		350		350
	936-3083.01 Measure (DHS)	H	2000-2004		700		0
	936-3052 IEC Support Project	H	2000-2004		2,500		2,500
	936-3068 AVSC International	M	2000-2004		850		850
	936-3078 Policy Project	H	2000-2004		700		700
	936-3057 Central Contraceptive Procurement	H	2000-2004		100		400
	936-3082.01 Linkages	M	2000-2001		-		-
	936-3085 Commercial Market Strategies	H	2000-2004		1,400		1,400
	936-3090.02 Implementing AIDS Prevention & Control activities Impact	H	2000-2003		300		300
	936-3104.01 Jordan Health Policy and System Strengthening	H	2001-2004		1,500		1,700
GRAND TOTAL.....					8,400		8,200

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

INFORMATION ANNEX A: Institutional and Organizational Development

Institutional and organizational development is a cross-cutting theme that is addressed in all three of the USAID/Jordan Strategic Objectives (SOs). The type of activities are also implicit (and in some cases explicit) in the various Intermediate Results (IRs). For example, IR 2.1 focuses on “stronger water sector institutions;” IR 3.4 emphasizes sustainability with its reference to “increased rationalization of health financing system;” and IR 5.2 concentrates on capacity building, including “more effective identification and implementation of policy reform.” The following illustrative examples provide a sense for the breadth and depth of these interventions:

1. *Jordan Association for Family Planning and Protection (JAFPP)*: This non-governmental organization opened its first clinic in 1964. Today, it manages a network of 18 clinics with an all-female staff providing family planning services throughout the country. In fact, JAFPP provides 26 percent of all the family planning services in Jordan. Even more remarkably, the 18 JAFPP clinics together provide more family planning services to its Jordanian clientele than *all* 380 Ministry of Health Primary Health Care Centers combined. USAID/Jordan, the major provider of donor assistance to JAFPP, has played a major role in moving JAFPP toward financial sustainability. In the first instance, USAID over the last three years was instrumental in helping JAFPP attain a 92 percent *operational* cost recovery rate at five selected clinics. As a result of this success, USAID is about to launch a new initiative aimed at allowing the organization to generate at least 75 percent of its *total* costs within the next four years.
2. *National Population Commission (NPC)*: This autonomous government entity was founded by the Government of Jordan in 1973 to address population issues at a policy level. In the middle 1990s, it became the official coordinating body for all population activities, programs and information in Jordan. Among other things, it developed the country’s national population strategy. It also plays a key role in enhancing public awareness on population issues. The impact of its work in discussing attitudes and perspectives on family planning with Islamic religious community leaders and youth is both pioneering and far-reaching. More generally, NPC is regarded as a model institution in the Middle East and beyond as far as its role in population analysis, policy and outreach is concerned. The fact that the King, Prime Minister, parliamentary leaders, and cabinet members attended the launch of the revised population strategy reflects the increasing openness with which population issues are discussed in Jordan. USAID, the largest donor to NPC, initiated its support in 1995 and has been the catalyst behind much of NPC’s recent success. See also www.jnpc.org.jo.
3. *Jordan Valley Authority (JVA)*: Since its creation in 1977, JVA has operated as the irrigation water supplier to farmers in the Jordan Valley, the most agriculturally productive region of the country whose unique “micro climate” offers important opportunities for producing high value crops with a high demand on world markets. During the early years, JVA’s mandate also extended to the provision of broad social services, including roads, schools, clinics, marketing and tourism. More recently, this broad mandate is being reconsidered as part of a trend toward greater efficiency through decentralization, private sector participation,

streamlined procedures, and financial sustainability. USAID/Jordan, which has had a long involvement with JVA, is spearheading this effort in two key areas. First, USAID-funded technical assistance has been used to track the true costs of irrigation water. As part of this process, a new accounting system is also being introduced. Second, USAID is launching a new effort that entails the development of a long-term strategic plan for JVA. The goal is to help shape a more effective organization with a sharply focused mission statement that concentrates on critical water issues that are vital to Jordan's future.

4. *Business Association Development:* Jordan's accession to the World Trade Organization (WTO) in April 2000, combined with its initialing of a Free Trade Agreement (FTA) with the U.S. in October 2000, is accelerating Jordan's integration into the global marketplace. It also places heavy demands on Jordan's private sector. USAID assists local business associations in their response to globalization. For example, USAID's vision and pioneering support for the establishment of the Jordan American Business Association (www.jaba.org.jo) in 1999 has resulted in a dynamic force for expanded trade and investment between the U.S. and Jordan. The organization is also playing an important role in promoting the FTA within the country.

Another outstanding achievement was the establishment of int@j, Jordan's information technology industry association. Early accomplishments include successful industry advocacy in achieving a significant reduction in telecom service access fees for internet and data service providers. Similarly, USAID helped play a catalytic role in efforts by the Young Entrepreneur's Association to advance the "Jordan Vision 2020" (www.amir-jordan.org) process, a pioneering effort involving more than 25 business associations. An important aspect of Vision 2020 is gaining consensus among a broad range of groups working to emphasize improved technology, better education, and a more outward looking approach toward trade and investment. Perhaps its most important achievement thus far has been to help forge an innovative public-private partnership—the Economic Consultative Council (ECC), chaired by King Abdullah II—that has been the driving force behind key reforms that continue to be initiated.

Six local business associations have received major assistance as part of USAID's associational development initiative. This support includes a grant of at least \$150,000; support in developing a strategic plan; and the provision of an IT strengthening package (computers, web site development, e-mail access, etc.): the Amman Chamber of Commerce (www.ammanchamber.org); the Amman World Trade Center (www.wtca.org); the Business and Professional Women's Association; the Jordan Trade Association (www.jta-jordan.org); the Young Entrepreneur's Association (www.yea.com.jo); and INT@J (www.intaj.net). Numerous other associations have benefited from a variety of other USAID-supported programs, including the Jordan Exporters and Producers Association for Fruits and Vegetables (www.accessme.com/jepafv); the Jordan Hotel Association (www.johotels.com); and the Jordanian Society for the Protection of Intellectual Property Rights (www.jipa.com).

Information Annex Topic: Institutional and organizational development

What the information annex will be used for: prepare the cross-cutting theme chapter of the FY 2000 Performance Overview. The 2000 revision of the Agency Strategic Plan includes five cross-cutting themes in addition to the six Agency goals and the management goal. It also includes a commitment to report on one of the themes in depth in the Performance Overview each year. Institutional and organizational development has been chosen as the theme to be reported on in the 2000 Performance Overview.

The Performance Overview chapter aims to document the following points, based on the information requested:

- * support for institutional and organizational development is systematically programmed in results frameworks for the majority of Agency OUs;
- * support for institutional and organizational development systematically cross-cuts Agency goal areas in OU programs;
- * institutional and organizational development support is provided to public sector, private for-profit and private non-profit organizations consistent with program objectives;
- * a variety of types of capacity-building (e.g., financial accountability and sustainability, management and

Guidelines for Identifying Institutional Capacity Development. An institutional development IR should contain two elements: (1) the name of the overarching institution concerned and (2) the change taking place. IRs Institutions are defined as the "rules of the game" and the measures for enforcing those rules. In other words, for our purposes, institutions refer to the broad political and economic context within which development processes take place. These include policies, laws, regulations, and judicial practices. They also refer to less tangible practices like corruption, presence or lack of transparency and accountability. The rules and norms we are concerned with are political and economic, not social. Not every IR about policy is to be called institutional development. If the IR is about adopting/implementing a specific policy, it is not institutional development-- it falls under the goal area for the sector it addresses. Include only IRs about changing the

Guideline for Identifying Organizational Capacity Development IRs. The IR should have these elements: (1) It must name or allude to a specific organization or type of organization (an organization is a group of individuals bound by some common purpose to achieve objectives) and (2) it has to how or what action is being done to develop the organization.

Instructions							
Using the definitions of institutional and organizational development stated on the Definitions tab on this Excel workbook, OUs are required to: verify that the IRs and indicators identified for their programs fall within the definition of institutional and/or organizational development provided, correct the list as necessary to add or delete IRs and indicators that match the definition, and identify the recipients of institutional and organizational development support as public sector, private for-profit, private non-profit, marking all that apply in each case. Correct the IR list as necessary to add IRs that match the definition or to delete IRs that do not or that are no longer part of your results framework.							
Verification							
Codes: Y - IR falls within the definition N - IR does not fall with the defintion X - This IR has been changed, modified, or dropped.							
Public sector, private for profit, and private non-profit							
Codes: Y - Yes N - No							

INFORMATION ANNEX B: SUCCESS STORIES
(Water Resource Management SO)
Donor Coordination in Action

The Petra National Park is a World Heritage Site and is the number one tourist destination in Jordan, attracting almost half a million visitors per year in recently. With peace and stability in the region, Jordan's tourism industry, and specifically Petra tourism, grew substantially in recent years. With no water or wastewater facilities in place to serve the tourism industry or protect Petra from environmental deterioration, USAID agreed in 1997 to assist Jordan by financing engineering services for the design and supervision of construction for water distribution and wastewater collection and treatment systems to serve Petra and surrounding villages.

With completion of the USAID-financed design by the U.S. firm of Camp, Dresser & McKee, Morganti began construction of the water and wastewater system project by USAID in a partnership with other donors. Construction contracts were awarded in the third quarter of 1998, with USAID providing \$27 million to fund the engineering services for all construction supervision in addition to the construction of the wastewater collection and treatment systems. The governments of Germany and France provided \$7 million to finance the construction of the water distribution systems.

Construction of the water and wastewater systems was completed in the fourth quarter of 2000 within the planned budget and schedule. The wastewater systems, with a capacity to serve 40,000 people, will serve the Petra tourism industry in Wadi Mousa estimated at 3,000 hotel beds, 2,500 day visitors, plus four towns (with a total current population of 20,000) in the Petra area: Wadi Mousa, Taiba, B'doul and Beida.

The Wadi Mousa Water and Wastewater Project is an excellent example of donor coordination and cooperation in achieving shared goals with the Government of Jordan. This is the first major multi-donor parallel-financed project in Jordan. As a result of this success, the multi-donor financing concept is being replicated in other major USAID-supported projects.

INFORMATION ANNEX B: SUCCESS STORIES
(Health and Population SO)
Self-Sustainability with High Quality at Low Rates

“After coming out of this clinic I really feel that I have been to some of what you call high society private clinics, or even better as if I have been visited by a private doctor in my own house.” These were the words of Ms. Fatima, 50 years old, who needed reproductive health services and was referred by her neighbor to the Jordan Association for Family Planning and Protection (JAFPP) clinic in their area. Visiting the clinic, Fatima received counseling after which she was referred to the clinic physician for a pap smear for a very nominal fee.

Fatima did not go alone to the JAFPP clinic. Accompanying her were her two twin daughters, Mais and Jumana, who were also in need of reproductive health services. With five children after nine years of marriage, Mais was exhausted and overworked and in need of proper counseling on family planning methods. Jumana, also married for nine years, had no children and was seeking counseling on infertility services. After their visit to the JAFPP clinic, Mais began using an IUD and Jumana started with sessions for infertility counseling and services.

Since its foundation as a non-governmental organization (NGO) in 1971, JAFPP has been devoted to assuring access to high quality family planning and reproductive health services to women, young people and the socially disadvantaged in an effort to assure basic human rights for all. The most recent Jordan Annual Fertility (JAF) Survey conducted in December 2000 showed that JAFPP was the single most important source of family planning in Jordan, serving 26 percent of all current family planning users. Health care professionals and clients alike agree that the quality of the care provided by JAFPP is unsurpassed.

With funding from USAID through a John Snow Research and Training Institute project, successful efforts have been made by five JAFPP clinics to become financially self-sustaining by applying the cost recovery approach while still maintaining a high quality standard of services. Through charging nominal fees collected from clients, the clinics have improved their operational sustainability from 50 percent in 1997 to 92 percent in 2000.

One of JAFPP's most creative initiatives is the establishment of a linkage with the local community and government agencies by organizing and training a cadre of community volunteers, Friends of JAFPP, at each clinic site. This approach has helped the NGO reach the traditionally under served. The volunteers join the highly trained clinic staff in planning and conducting outreach activities to disseminate information about family planning and JAFPP services to prospective clients. This requires community mobilization initiated through local meetings conducted by clinic staff in cooperation with local Friends of JAFPP community leaders. Talk sessions, presentation of posters and brochures and screening of video spots are some of the methods used in these meetings to highlight family planning issues and concepts.

Historically, most clients visiting and receiving JAFPP services have expressed satisfaction and acknowledge the high quality of services provided. Many even advocate and advise other clients to make use of the clinics' services.

INFORMATION ANNEX B: SUCCESS STORIES
(Health and Population SO)
Capacity Building to Build National Health Accounts (NHA) System

Dr. Hani, a General Practitioner within the Jordanian Ministry of Health (MOH), epitomizes the outcome of capacity building and dedication to work. For over two-and-one-half years he has served as the MOH project counterpart for the USAID-funded Partnerships for Health Reform (PHR) project. In addition, Dr. Hani manages the Jordanian National Health Accounts (NHA) team.

NHA is a national level accounting tool that allows governments to track the magnitude and flow of health care expenditures throughout the economy. Prior to the establishment of PHR, Jordan did not possess a systematic method for tracking such expenditures. Dr. Hani, realizing the importance of NHA as a planning tool, assisted PHR in the selection and training of key personnel for the NHA team. During the selection process, Dr. Hani highlighted the importance of structuring a team that consisted of members from the major health care sectors: MOH, Royal Medical Services (RMS), and Jordan University Hospital. In addition, he identified key training requirements, for each team member, that were necessary for achieving consistent and high quality NHA results. For example, Dr. Hani, with the assistance of the University of Jordan, designed a comprehensive accounting and finance course that was attended by all NHA team members. The outcome of this course was the development of a uniform method of accounting for expenditures across each of the major health care sectors.

Moreover, Dr. Hani has developed into an extremely efficient manager who is well versed in health care policy and planning. He has represented Jordan at each of the three regional NHA workshops, using state-of-the-art visual displays. His presentation of the NHA data and its policy implications have been well received by those in attendance, and is oftentimes cited in the local press.

Given the level of capacity building that has taken place within the MOH through PHR and its efforts, it is apparent that a cadre of individuals, led by Dr. Hani, are now able to forge the path towards institutionalization of NHA in the country.

INFORMATION ANNEX B: SUCCESS STORIES
(Economic Opportunity SO)
Jordan – An Emerging Regional IT Leader: The REACH Initiative

What began as a vision inspired by the success stories of other small countries like Singapore and Ireland, is quickly shaping into a reality. Those countries, similarly short on natural resources, and long on human talent, provided Jordan with a compelling example of what can be achieved when the public and private sectors work together to agree on a strategic vision and then implement it.

The vision for Jordan's future was first articulated on June 30th 1999, when His Majesty King Abdullah II asked Jordan's Information Technology leaders to develop a concrete proposal aimed at strengthening Jordan's IT sector. In response, Jordanian IT leaders, with technical assistance from the USAID-funded Access to Microfinance and Improved Implementation of Policy Reform (AMIR) Program, devised the REACH Initiative, a comprehensive framework that embraces actions in the following areas: **R**egulatory Framework, **E**nabling Environment and **I**nfrastructure, **A**dvancement of National IT Programs, **C**apital and Finance, and **H**uman Resource Development.

Presented to HM King Abdullah II in October 1999, the REACH report laid out a clear plan of action to bolster the country's nascent IT sector and maximize its ability to compete in local, regional and global markets. It took a critical look at Jordan's strengths and weaknesses vis-à-vis other relevant competitors. Most importantly, it outlined a 5-year plan, specifying actions to be implemented—by the private sector, the Government, and other stakeholders—to ensure a favorable place for Jordan in the Internet-based E-economy. USAID, through the AMIR program, is now supporting the implementation of this 5-year plan.

Just one year after the launch of REACH, great strides have already been made in developing the economic environment and technical expertise necessary to achieve these goals. IT-related employment has more than doubled, annual exports have grown to an estimated \$40 million (a growth rate of 349 percent since the launch of REACH), and one-third of the IT-related foreign direct investment target of \$150 million has been attracted to Jordan.

Some of the major achievements of the REACH Initiative to date include:

- Presentation of Jordan's economic agenda designed to capture the benefits of globalization and the technological revolution by HM King Abdullah II at the World Economic Forum in Davos, Switzerland in January 2000. As a result of meetings with major U.S. IT companies, Microsoft officials visited Jordan to explore investment opportunities and opened a local office, while Hewlett Packard agreed to assist Jordan in its efforts to implement its new E-government initiative.
- Hosting of Jordan's first international IT forum in March 2000. More than 380 participants attended the forum, half of whom were foreign participants representing 120 high-profile international companies. The forum provided Jordanian firms an opportunity for signing

cooperation agreements with U.S. software firms, as well as being a catalyst for improvements in Jordan's telecommunications infrastructure.

- Creation of a dynamic new IT industry association, Int@j, in May 2000, with a mission to effectively represent, promote and advance the Jordanian software and IT services industry in the global market. As of December 2000, 53 IT companies were registered members of the association. Int@j has already emerged as a highly effective advocate for telecom regulatory reforms and industry advancement.
- Drafting of an omnibus package of IT legislation, including the first e-commerce legislation in the entire Middle East, which lays the foundation for an investment-friendly IT environment in Jordan. The legislation is scheduled to be adopted in 2001.
- Commitment, for the first time in a free trade agreement, by Jordan and the U.S. to promote a liberalized trade environment for electronic commerce that encourages investment in new technologies and stimulates the innovative uses of networks to deliver products and services.
- Commitment by the Government of Jordan to implement educational reforms to ensure that students receive the proper training to meet the high demand for qualified IT experts in Jordan. Furthermore, cooperation initiatives have been undertaken by Jordan's academic community and the international IT community. Examples include the creation of Jordan's first Authorized Academic Training Partner (AATP) center in the Hijjawi College of Engineering Technology at Yarmouk University, offering an academic-level Microsoft certification program for engineers.
- Creation of the REACH Advisory Council (RAC), with members from both the public and private sectors, to guide a public-private sector partnership in the implementation of REACH objectives.
- Launching of Jordan's E-government Initiative designed to use new technologies to facilitate inter- and intra-agency communication and cooperation, as well as provide information and services to the public more efficiently.
- Planning for a regional IT-related stock exchange, which would include the Amman Stock Exchange, Bahrain Stock Exchange and Dubai Stock Exchange.

**INFORMATION ANNEX C:
ENVIRONMENTAL IMPACT**

Information annex A: Environmental Impact

Activity	Initial Environment Examination	Environmental Assessment	Date
SO2: Improved Water Resources Management:			
Conducted During the Previous Years:			
CE and ND for the Skills Enhancement and Support to Decision-Makers in Jordan's Water Sector	Yes	N/A	March 26, 2000
IEE & EA for Wadi Mousa Water and Wastewater Treatment Project	Yes	Yes	1996
The Rehabilitation of Springs and Wells, Negative Determination (ND)	Yes	N/A	November 18, 1997
The Restructuring and Rehabilitation of the Greater Amman Water Distribution System, (ND)	Yes	N/A	June 21, 1998
Pest Control Around AsSamra Wastewater Treatment Plant, (ND)	Yes	N/A	May 25, 1998
Review of the Zai Water Treatment Plant, (ND)	Yes	N/A	August, 24, 1998
Technical Assistance for Water/Wastewater Private Sector	Yes	N/A	Sept. 8, 1998
Participation, Categorical Exclusion, (CE)			
Review of Wastewater facility for Northern Jordan Valley	Yes		August 30, 1998
Community, Positive Determination (PD)			
CE and ND for the Water Sector Policy Support	Yes	N/A	May 19, 1999
CE and ND for Water Education Public Information	Yes	N/A	June 28, 1999
ND for the Rehabilitation of the Salt Springs	Yes	N/A	July 12, 1999
ND for additional Improvement at Zai Water Treatment Plant	Yes		May 23, 99
EA for the Upgrading and Expansion of Aqaba Water and Wastewater System		Yes	August 2000
EA wastewater Treatment Plant at North Jordan Valley		Yes	July 2000
Planned for FY 01			
EA for the Mafrag WWTP Project	Yes	Yes	During 2001
EA Ma'in Water Pipeline	Yes	Yes	During 2001
IEE/EA for AsSamra Wastewater Treatment Plant			End of 2001
IEE/EA "Improving the Efficiency of Water Use in Arid Land Agriculture"			During 2001
SO3: Improved Access to and Quality of Reproductive and Primary Health Care:			
Conducted During Previous Years:			
CE and ND for The Initiative in Primary Health Care	Yes		May 17, 1999
Initiative in Reproductive and Primary Health Care in Jordan, (ND)	Yes	N/A	December 13, 98
Planned for FY 01:			
Cost Recovery and Sustainability for the Jordanian Association for Family Planning and Protection Activity	TBD	TBD	During 2001
SO5: Increased Economic Opportunities for Jordanians			
Conducted During Previous Years :			
Cash Transfer, Categorical Exclusion (CE)	Yes	N/A	June 29, 1998
Socio-Economic Development for Nature Conservation Program (ND)	Yes	N/A	June 6, 2000
EA for the Aqaba International Industrial Estate	Yes	Yes	November 30, 2000
Categorical Exclusion (CE), ND and PD for the whole SO5	Yes		May 8, 1999
Planned for FY 01:IEE and EA for Accelerating Market Friendly Reforms and Initiatives (AMIR II)			
CE for Aqaba Technical Assistance Support Project (Completed)	Yes	N/A	Jan 8, 2001

**INFORMATION ANNEX D:
A NOTE ON MODIFICATIONS IN TARGETS AND INDICATORS**

Changes in This Year's R4

The basic set of targets and indicators used last year are once again presented this year. As per the May 2000 R4 discussions in Amman and approved by the ANE Bureau in February 2001, the targets for SO 5 (economic opportunity) have been updated through December 2004.

Requested Changes in Next Year's R4

One new SO indicator has been developed for SO 3 (health/population), in keeping with the guidance from the May 2000 R4 discussions that authorized the Mission to "add a new indicator to next year's R4 to reflect findings of the primary health care initiatives assessment currently underway" (2000 State 120642). This new indicator tracks couple years of family planning protection. Additionally, in next year's R-4 submission, the Mission would like to report on improvements in quality standards at primary health care centers at the IR level. More details on the "new" indicator and targets are attached.

For next year's R4, the Mission would like to use these two new indicators under SO 3 to replace two IR level indicators that will not be reported on beyond 2000. One of these "old" indicators was related to the Comprehensive Post Partum project that concluded in April 2001. The other tracks total cost recovery at selected JAFPP centers. Since this program is being dramatically expanded in FY 2001, the Mission could at some point develop a new IR indicator to track continued improvements in the sustainability of JAFPP.

Finally, we note that an adjustment has been made in the planned targets for the contraceptive prevalence rate, given the apparent decline between 1999 and 2000. Possible reasons for this are discussed in the text.

PERFORMANCE DATA TABLE FOR JORDAN SO3

OBJECTIVE: SO3 Improved Access to and Quality of Reproductive and Primary Health Care
APPROVED: January 22, 1999 **COUNTRY/ORGANIZATION:** USAID/Jordan

RESULT NAME: (SO Level)

INDICATOR: 3.2 Couple Years Protection (CYP) provided by PHCs

UNIT OF MEASURE:	YEAR	PLANNED (x 000)	ACTUAL (x000)
Total CYP for PHCs	2000		57
SOURCE:	2001	60	
2000-2004 – Contraceptives Logistics System Service Statistics	2002	64	
INDICATOR DESCRIPTION:	2003	68	
The measure couple years protection is calculated by determining the number of years of protection provided through the overall distribution of contraceptives to clients.	2004	72	
COMMENTS:			

PERFORMANCE DATA TABLE FOR JORDAN SO3

OBJECTIVE: SO3 Improved Access to and Quality of Reproductive and Primary Health Care
APPROVED: January 22, 1999 **COUNTRY/ORGANIZATION:** USAID/Jordan

RESULT NAME: IR 3.2 Increased availability of reproductive and primary health care services

INDICATOR: 3.2.1 Primary Health Centers achieving at least minimum quality standards.

UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
Number of Primary Health Care Centers achieving a minimum quality standards. SOURCE: 2000: QA Baseline Survey (N=30) 2001-2004: Annual Quality Surveys INDICATOR DESCRIPTION: The number of primary health care centers achieving minimum quality standards. This standard is defined to include: 1) infection prevention system components in place and utilized; 2) appropriate referral practices followed; 3) protocols and standards available and being followed; 4) health information and counseling provided at the time of the visit to PHC centers; and 5) follow-up care provided; indicators were selected based on expert assessment. COMMENTS:	2000		0
	2001	17	
	2002	34	
	2003	68	
	2004	135	

Information annex E : Jordan Strategic Construct

