

Performance Monitoring Plan

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Aqaba Community and Economic Development Program

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PERFORMANCE MONITORING PLAN - FINAL

AQABA COMMUNITY and ECONOMIC DEVELOPMENT (ACED)
PROGRAM

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Executive Summary

Overview of Aqaba Community & Economic Development (ACED) Performance Monitoring Plan (PMP)

During the first quarter of project start-up (October – December, 2007), the TSG, Inc. contract proposal draft Performance Monitoring Plan (“PMP”) was reviewed and revised as team members of the three components began to look at the specifics of their first annual work plan, key activities and deliverables through the first year and beyond. The PMP review was developed through a number of major stages, which also represent sections in this The Mitchell Group (“TMG”) consultant’s ACED PMP report, with the final deliverable being a revised Performance Monitoring and Evaluation Plan (“PMEP”) for the project.

This PMP revision was developed upon certain key principles. A cardinal rule of assessments states *‘It is better to access a few things frequently (and well), rather than many things infrequently.’* In a context of managing for results, many programs make the mistake of not taking the time to consider what is really important to know (and measure) about activities being undertaken, and end up trying to measure everything ‘in case’ they need the information. This is costly and wastes limited project resources. By definition an indicator ‘indicates’ an intended result is being achieved from the universe of possible measurable events – something that will help us answer the question, “*How will we know achievement or success when we see it?*”

By clearly defining the goals, major objectives and outcomes, and desired intermediate results of program activities, result statements at each level can lead to defining those indicators which will measure whether or not progress is being made towards reaching these objectives (process or output indicators) and eventually the impact on intended beneficiaries (impact indicators). This PMP builds upon USAID’s efforts in defining such objectives and desired intermediate results, but places them within the new USG foreign assistance framework goal, program objective, program areas, and program elements.

This PMP is intended to be a management tool and a living document – it can and will be revised as time goes forward in response to changing circumstances affecting the project. It is intended to help program managers and component leaders ‘tell their story’, highlight their successes, and focus on areas that need attention and change. There are three key elements to this PMP:

- (1) A Table I on which are listed all the performance indicators (output and impact) monitored by the project. These include the USAID mandated “F” indicators drawn from the Program Elements that most directly relate to project activities. These “F” indicators are almost exclusively output indicators in nature (# of x, y, or z). Of more use for project management and USAID, however, are key process indicators linked to the major activities of each specific project component and outcome or impact indicators linked to the specific results statements. Baselines, annual and end-of-project (EOP) targets are defined for each indicator.
- (2) Performance Indicator Reference Sheets (“PIRS”), prepared for each indicator in Table I, are one-page detailed descriptions defining the indicator, data source and method of data collection, data limitations, assessments of data quality, how and who will obtain the data,

and include baseline data and targets. As part of developing the PIRS, spreadsheets are prepared for each of the indicators that provide the data input on a number of variables, one of which is represented by the specific indicator itself.

- (3) Finally a Task Schedule Table 2 provides key performance management tasks associated with maintaining and updating the PMP through the life of the project, schedules for data collection, and special studies and eventual project evaluations (internal and/or external), with special focus on Year One. This task schedule will be added to as each new year begins, with a new Annual Work Plan.

I. Introduction

1.1 Background

The Aqaba Community and Economic Development (ACED) project is a new, five-year program awarded to TSG, Inc. and its partners¹, as follow-on to earlier USAID program support to the Aqaba Special Economic Zone Authority (ASEZA). “One of King Abdullah II’s top priorities is the development of Aqaba as a southern economic growth pole” within Jordan and “as a model for municipal governments throughout Jordan” and of “modern business practices within the GOJ as a whole”.² Different investors have already pledged over \$ 8 billion over the next five years, and Aqaba is already in the midst of dramatic construction and expansion of business opportunities.

Beginning during October of FY 2007, ACED will focus its activities through three components. **Component 1** will strengthen government institutions, principally ASEZA’s regulatory role and capacity to deliver services to its clients, as well as the semi-private parastatal, the Aqaba Development Corporation (ADC), serving as the development arm for the Zone to manage key government assets³, infrastructure, utilities and develop them, while attracting new investments. In order for Jordanians, and people of Aqaba in particular, to take advantage of the explosive economic growth-taking place within this Zone, **Component 2** will focus on strengthening the private sector through capacity building, job skills training, with particular focus on Micro, Small, and Medium Enterprises (MSMEs) to acquire the skills needed to become more competitive in capturing business opportunities and meeting the needs of an expanding workforce. Economic expansion brings changes, and **Component 3** will focus on assisting local communities – through voluntary neighborhood development councils and local NGOs - in Aqaba to have a voice in the direction of that change, in participating through public-private sector dialogues in ASEZA decision making with respect to funded priorities for community services and infrastructure, and the development of their city.

1.2 Foreign Assistance Strategic Framework – F Process

In early 2006, Secretary of State Condoleezza Rice laid out the new Foreign Assistance Framework that would coordinate all USG foreign assistance funding. The new Framework (October 12, 2006), became the conceptual model under which the “F System” would function. This framework categorizes all countries receiving foreign assistance into five major categories: Rebuilding Countries, Developing Countries, Transforming Countries, Sustaining Partnership Countries, and Restrictive Countries. Jordan falls within the “Transforming Countries” category. USAID Missions, American Embassies and other US government agencies worldwide will work under this same Foreign Assistance Framework and towards the same five Program Objectives;

¹ CHF International, the Mitchell Group, Banyan Global, Inc.

² TSG Proposal Statement of Work, Attachment I, 2007, p. 4.

³ Five sea ports, the city’s international airport, industrial parks and strategic parcels of land along the coastline and within city limits.

1. Peace & Security
2. Governing Justly and Democratically
3. Investing in People
4. Economic Growth
5. Humanitarian Assistance

Each Program Objective is composed of supporting Program Areas, Program Elements and Program Sub-Elements that the State Department elaborates in their Final Operational Plan (OP). Conceptually, we may think of these five program objective areas as they fit within the various levels of operation within USAID Jordan's programs (cf. Figure 1 below). At the highest level, "Jordan, a model for growth & prosperity in the region" has been defined as the overarching **goal** for all program objectives. A USAID office Chief generally leads each program objective. Within each Program Objective, there are a number of mission-targeted Program Areas, each which may have its own program area leader or cognizant technical officer (CTO). Program areas have selected Program Elements that best define the actual projects and activities managed through each program area.

The Mission Operational Plan (OP) presents Program Objectives, Program Area⁴, and Program Element indicators with indicator definitions.⁵ The Foreign Assistance Performance Indicators guidance documentation outlines a number of key processes that are to help country missions develop their performance management plans (PMPs). The

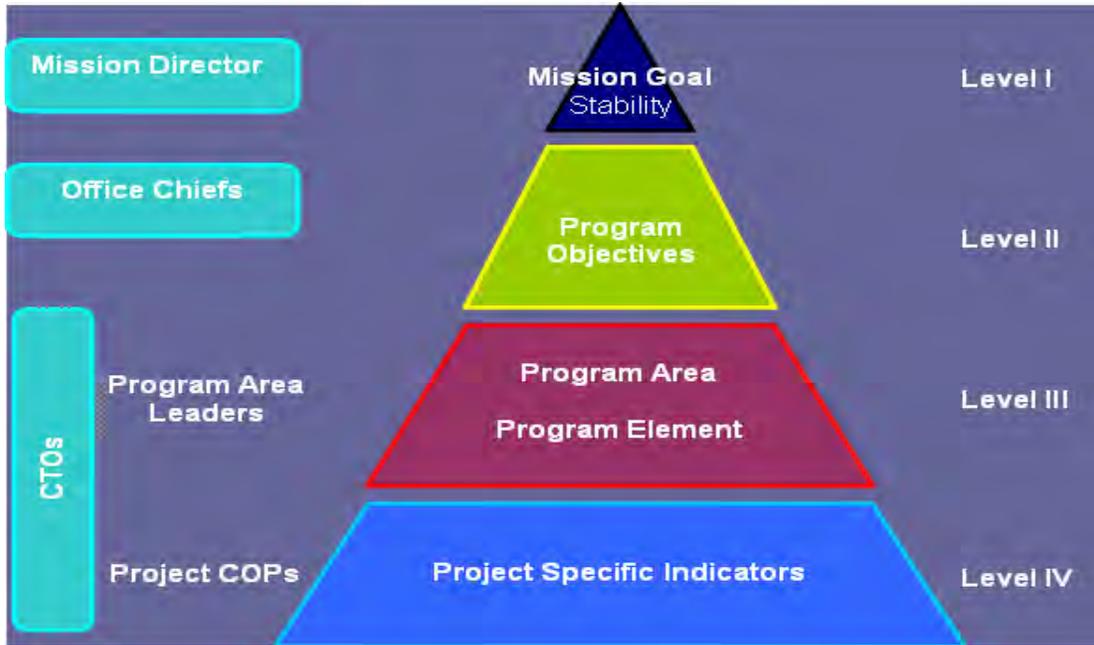
*"Guidance identifies, defines, and explains the data collection process for all indicators used in the Operational Plan and in the FACTS database. The information on USG programs will be used, under the authorization of the Director for Foreign Assistance, to report results to OMB, the Congress, and above all, the public."*⁶

⁴ Annex 1, Final OP Indicators with Objective and Area, December 8, 2006.

⁵ U.S. Foreign Assistance Performance Indicators for use in Developing FY2007 Operational Plans, December 15, 2006.

⁶ U.S. Foreign Assistance Performance Indicators for use in Developing FY2007 Operational Plans, December 15, 2006, p.1.

Figure I: Foreign Assistance Framework Management Levels



II. The Performance Management Plan

The new Foreign Assistance Strategic Framework draws heavily from procedures and lessons learned through the USAID PEPFAR (HIV/AIDS) program, which has been heavily funded and deeply data driven in recent years. Indeed, one might say that the new framework is “too heavily data driven” through the endless lists of “F” indicators given, many mandated. However, the old strategic framework, with its ‘focus on results’ does have a great deal to contribute within this new framework. The new framework’s indicators, heavily numbers orientated, contributed little to “**so what**” and “**why are these results important?**” questions. In this PMP, attention is given to a few well-targeted results statements with their outcome and impact indicators, while an effort has been made to select only those output indicators which best measure project progress towards reaching intended outcomes and targets.

One of the cardinal rules of assessment states: “**It is better to assess a few things frequently (and well), rather than many things infrequently (and perhaps less well).**”⁷ It is important to have clear result statements (or objectives) for each program area level, for each element level – for each of the project components. These statements lead to the development of impact or outcome indicators that should answer the question “**How will we know achievement when we see it?**” When we do know, we will be able to manage for results. Our efforts were to keep these indicators simple and keep them few!

A Performance Management Plan ***is intended to be a ‘living document’***, changing over time, used as a management tool at various operational program areas (project level, program element level, program area level, program objective level, and finally the final macro program goal level).

“F” indicators refer to the indicators used by the Office of the Director of Foreign Assistance. While “F” indicators have been developed within the State Department OP document at several levels, ***it is only those at the Program Element level that are mandatory for a mission to report upon, if they are directly related to activities being implemented within the country program.***⁸ The Guidance document clearly states that:

*“USG operating units may enter additional output, outcome, or impact indicators...to establish targets and monitor the progress and impacts of their interventions at the implementing mechanism level.”*⁹

Most of these “F” indicators at the Element level are output in nature, and do not provide enough information to USAID Jordan program managers who need to manage their programs for results.

⁷ Doug Reeves, Educator.

⁸ Quoted from the Guidance Document: “*Missions/posts choose the standard indicator(s) that best express what will be achieved with the year’s funding, and an operating unit can only choose indicators from the list under the element in which it has money.*”, December 15, 2006, p. 6,8).

⁹ Ibid, p.6.

To do this, one must have identified clear impact and outcome indicators that respond to the results statements put forward at Program Objective, Program Area, and Program Element levels.

USAID Jordan identified appropriate Program Areas and Elements and defined them in the FY 2007 Operational Plan, which included budget line items for each planned program. USAID Jordan began a process that led to the eventual identification of selected “F” level indicators – at the Program Element level – to which they would need to report to Washington within the new framework.

During development of the ACED first annual work plan, the USAID Jordan CTO gave ACED component leaders and M&E advisor considerable flexibility in reviewing these mission-identified “F” indicators and to include only those that truly made sense within the context of project activities.¹⁰ Some “F” indicators were dropped, replaced by project identified output and impact indicators with better capture information permitting program management for results.

This PMP was developed in accordance with current USAID guidance and new requirements under the new Operational Planning process. The PMP:

- Provides a detailed description of the performance indicators that will be tracked.
- Specifies the source, method, and schedule for the collection of the required data.
- Assigns responsibility for data collection to a specific office, team, or individual.
- Describes the known data limitations, discusses the significance of the limitations for judging the extent to which goals have been achieved, and describes actions taken or planned to address these limitations.
- Describes data quality assessment procedures for quarterly or annual reporting that will be used to verify and validate the measured values of actual performance
- Describes plans for data analysis, reporting, reviews, and use.
- Identifies possible evaluation efforts to complement the performance management efforts.
- Estimates the costs of collecting, analyzing, and reporting performance data.
- Specifies performance task schedules and critical events during the life of the project.

This PMP is composed of three principal elements: (1) the project indicator Table 1, (2) the performance indicator reference sheets for each of these indicators, and finally (3) a task schedule Table 2 mapping out key actions that must take place over the life of this project and that maintain the PMP as a useful management tool.

This PMP should be considered an integral part of the ACED’s Work Plan for the First Year (October 2007 – September 2008), particularly the tables given for each component with their activities and sub-activities. This work plan describes in greater detail other information that will be regularly obtained at the project component level to monitor progress towards established component and program results.

¹⁰ Initially 50 “F” indicators had been proposed for ACED program activities, though this number was subsequently reduced to 11.

2.1 ACED PMP Indicators

Sixty-four performance indicators have been initially recommended to monitor both progress and eventually the impact of program activities. These are presented in Annex I below as:

Table 1: Aqaba Community & Economic Development (ACED) Program Summary PMP Indicators”.

This table seeks to harmonize both USAID’s strategic results framework with the new Foreign Assistance Framework of Goal- Program Objective – Program Area – and project level Program Elements. This project contributes to two of USAID Jordan’s program objectives “Governing Justly and Democratically” and “Economic Growth”. At the same time, this table takes specific project objectives and sub-objectives, linked to its three major components, and place these within this same framework.

This table is divided into 12 columns:

1. Column 1 refers to the specific ACED project component responsible for this indicator, and also notes whether or not it is one of the mandated USAID “F” indicators. Some indicators are crosscutting, receiving input from all three components.
2. Column 2 provides the specific indicator itself.
3. Column 3 cites the unit of measurement, whether a number (#), percent (%), or value (\$ or JD).
4. Column 4 describes how data about this indicator will be disaggregated. This will always include gender (female/male) when possible, as well as other criteria. This information is included in the spreadsheets from which these data are drawn.
5. Column 5 provides information about the source of this data, and implementing partner concerned.
6. Column 6 indicates the month and year in which the baseline for each indicator was established. New indicators may be added during the life of the project, and therefore the baseline dates will vary.
7. Column 7 provides the indicator baseline value at the time this baseline was established.
8. Column 8 sets the first year’s target for this indicator
9. Column 9, once the year is past, provides the actual value accomplished by the project. This value helps to assess progress, and whether or not future targets need to be reset.
10. Columns 10 & 11, similar to 8 & 9, set targets and achievements for the second year of the project
11. Column 12 sets the target for the third year of the project.
12. Column 13 provides the ‘best guess’ the project can make about what the end-of-project achievement should be for this indicator – accomplished by September 2012. At the beginning of the project, it will be difficult to set some of these EOP targets, but an effort should be made to do so nevertheless. These may be adjusted as time goes forward

GOAL: Several macro-indicators are provided at the ‘goal’ level towards which the ACED project contributes; other programs, USAID, GOJ, and others, also share this goal and contribute to its realization. ACED however does make a significant contribution towards this overall program goal and to the three impact indicators provided.

In order to report on the indicators of this table, a modified Table IA is presented in Annex 2 “ACED Quarterly PMP Indicator Reporting Table”. This table provides space to show actual versus target results for each indicator on a quarterly basis. Some indicators are reported upon only once each year, so the first three quarters of the year are shaded gray. This is the table that should be

included as part of each ACED quarterly report. Who completes the specific indicators each quarter is discussed in the Performance Indicator Reference Sheets, below.

Program Objectives and Program Areas:

ACED performance indicators have been arranged under the appropriate USAID program objective and program area categories of the new foreign assistance framework, and linked with specific results statements sought by the project. Figure 2 below provides the overall framework into which all activities and indicators fall.

FIGURE 2: Aqaba Community & Economic Development Program



2.2 Performance Indicator Reference Sheets

Performance Indicator Reference Sheets have been prepared for all 62 indicators monitored by ACED. PIRS provide information about the specific people assigned to monitor each indicator and initial guideline on how this is to be done. As experience is gained, modifications may be needed to the PIRS, and should be done by the person tracking the specific indicator. This also provides a future record to those who may wish to gain additional information about the rationale for specified indicators, or how information was gathered. This information is a useful tool for those who might evaluate the project in the future, for example. It is also useful for those within USAID who are responsible for following progress of the project. Annex I provides the PIRS for this project's PMP.

An important part of each PIRS is included in the data spreadsheet formats (Excel) that are linked to each PIRS. Here, besides the specific data point for the indicator, one may also obtain additional key information used by the project to track this information. Here, for instance, one will be able to obtain information about gender (female/male), if appropriate. Here other disaggregated information will be provided. Annex I includes these data spreadsheets for each indicator. Some spreadsheets can serve more than 1 indicator. The spreadsheet tracking ACED training activities, for instance, serves 11 separate indicators.

2.3 Task Schedule (2007-2011)

Key activities that need to take place over the life of the project in maintaining and updating this PMP are provided in the Task Schedule below, Table 2. This task schedule, like the rest of the PMP, must be periodically reviewed, and new tasks be added as each new year begins. Managing for results requires flexibility in planning, as new information becomes available or new opportunities become evident.

Table 2: ACED PMP Management Task Schedule

PERFORMANCE MANAGEMENT TASKS	2007				2008				2009				2010				2011				NOTES (who is responsible for task and when (month) if possible)
	Q1	Q2	Q3	Q4																	
Performance Results																					
Annual Report to Washington (Due: September 30) PMP Reviews for ACED PMP (USAID with ACED COP) Funding Obligations for ACED	X		X			X			X			X			X			X			Eric Johnson, CTO CTO + Larry Hearn, COP USAID CTO
Aqaba Community & Economic Development (ACED) PMP																					
Reviews of Project Level PMP (Project Level, all components)	X																				TMG/Swanson with ACED team members
Completion of Results Statements for Program and Element levels	X																				TMG/Swanson with ACED team members
Identification of appropriate USAID "F" Indicators from Program Elements (within project Program Areas)	X																				TMG/Swanson with ACED team members
Selection by ACED Component members of best project level indicators for monitoring project progress and impact	X																				TMG/Swanson with ACED team members
Harmonize USAID/Jordan Mission PMP with ACED PMP	X																				Monitoring and Evaluation plan due 30 days after award
ACED completes Fiscal 2007 final indicators and indicator tables (including Mission required "F" indicators)	X																				TMG/Swanson
Baselines, Annual and EOP Targets completed for all indicators		X																			March 24-April 14, STTA R. Swanson
Components 1,2,4, complete their PIRS for all indicators		X																			Component Leaders
ACED Required Databases for PMP Developed on-Line (WEB-PRD) and available for quarterly data entry beginning in the 2 nd Quarter	X																				TSG
Review of initial implementation of PMP indicators/possible revisions		X																			March 24-April 14, STTA R. Swanson
Final Project level reports (project close-out)																				X	COP/Component Leaders
Data Quality Assessments																					
Special Studies, Surveys conducted (be specific)																					

PERFORMANCE MANAGEMENT TASKS	2007				2008				2009				2010				2011				NOTES (who is responsible for task and when (month) if possible)
	Q1	Q2	Q3	Q4																	
1. Baseline Data for Port's Data (Indicator 28,29)	X	X																			Component I
2. Baseline Data for ASEZA Revenue Shared with Central Government (Indicator #2)		X																			Component I
3. ASEZA Consumer Satisfaction Survey							X								X				X		Bi-annual survey + EOP, last done August 2006 and Feb. 2005
4. Employment Phone Survey (benefits of workforce development training), Indicator #38				X		X		X		X		X		X		X		X			1X/year in March, September
5. Job Referrals Phone Survey, Indicator 43				X		X		X		X		X		X		X		X			1X, /year in March, September
6. Periodic Review/Evaluation of Indicators (change/modify as required)		X				X				X				X				X			March/April, planned during annual visit of TMG/M&E consultant
Performance Evaluation																					
Internal Project Evaluations							X								X						The Mitchell Group/Swanson during annual visits
Project Mid-term Evaluations											X										COP with ACED team
Final Project Evaluations																				X	August 2012, COP
Other/Data Handling, etc.																					
EOP Data transfer from ACED to USAID Jordan M&E Section for archiving																				X	September 2012, COP

2.4 Cross-Cutting Issues

In addition to indicators defined for the each of the major project activities within each of the three project components, indicators were defined for a number of cross-cutting program areas. These included data on project short and long term technical assistance, training indicators, communication, gender, and the grants program.

2.5 Key Terms and Concepts

Effective performance management and monitoring requires component leaders to be very selective in their choice of performance indicators. This is as true in determining priorities for one's time as it is in determining which progress and impact indicators a program should select. Results statements for each program area must be precise and these must guide action. From a multitude of possible options for M&E indicators, we have focused upon those indicators which best measure the direction of impact sought. Indicators are just that: indicators of something happening. With good program benchmarks, milestones identified each year, and longer term outcome and impact indicators, it is possible for program management to evaluate results.

This Performance Management Plan will identify, but not be limited to, the following types of information needed for program monitoring and evaluation.

- | | |
|-------------------------------------|---|
| (1) Benchmarks | (7) Methodologies for data collection |
| (2) Milestones | (8) Data sources & management |
| (3) Baseline Data | (9) Frequency of Data collection, when obtained |
| (4) End-of-Project (EOP) Targets | (10) Who will obtain data |
| (5) Output (process) Indicators | (11) Frequency of reporting |
| (6) Impact (and outcome) Indicators | (12) Resources needed for monitoring |

It is often not possible to quantify achievements or impacts. At the project level, key informant interview and case studies can help describe in a qualitative manner what cannot be measured quantitatively. Well-crafted **success stories** can be important indicators of impact. At the micro-level, success stories can mobilize communities, groups, and individuals to initiate positive actions. At the macro-level, success stories can mobilize and encourage donor constituents that funds are achieving results. Counting of the number of "branded" success stories published is encouraged as a type of indicator of impact at both levels, and criteria needed to create good success stories were provided to the ACED team through a PowerPoint presentation.

This Performance Management Plan uses a number of technical expressions. One frequently encounters differences among professionals in the use of some of these terms, and it is important not to belabor the semantics of each. Issues of scale and level sometimes create overlap in concepts. A definition of how we propose to use the following terms is given:

- (1) **Deliverable:** A specific annual work plan result completed following a series of other activities leading to this final result. Each project year will have its set of deliverables as set forth in the annual work plan for that year.

Example: Baselines with targets completed for all indicators in ACED PMP: December 2007.

- (2) **Milestone:** Within the process of implementing a series of related activities towards a specific objective, a number of specific stages may be identified to

indicate progress being made towards this objective. These 'stages' may be described as 'milestones' passed towards reaching this objective.

Example: First of two FY 07 job fairs held by May 2007.

- (3) **Objective:** At the project level, every project will set for itself a series of objectives, and sub-objectives, to reach project goals. Project level indicators are organized within these objective areas.

Example: Objective 3.3:1 Job fair initiative established for the Community of Aqaba.

- (4) **Results Statement:** At each program element, program area, program objective level, program managers should define clearly the results they hope to achieve through the combined programs undertaken at each level. This statement should be short, precise, uni-level, one-dimensional, and measurable.

Example at Program Element Level for "Workforce Development": Enhanced capabilities of Jordanian workforce".

- (5) **Performance Indicator:** Among a potentially large number of achievements made by a project in reaching established objectives and sub-objectives, some are chosen to represent progress being made. Those chosen are focused towards what is considered the 'most important' achievements of specific components and sub-components of the project. Those selected are intended to 'indicate' that progress is being made in this specific case and, by extension, in other areas of the project not specifically represented by an indicator. Performance indicators represent an observable or measurable characteristic that shows or 'indicates' the extent to which an intended result is being achieved. Such indicators answer the question "How will we know achievement when we see it?". Though one may refer to many different kinds of performance indicators, there are two major categories, output (or process) and impact (including outcome) indicators.

- (6) **Output (or Process) Indicator:** Depending on the level of aggregation desired, reaching any specific objective requires following a process over days, weeks, months – even years. Generally, USAID is interested in reviewing indicators that summarize a process culminating after months of effort. Process indicators are specifically identifiable project activities or 'causes', 'actions' leading to desired 'effects' or impacts. A process indicator is essentially a hypothesis statement stating that these 'activities' will lead to the desired objectives of the project. Most "F" indicators within the new framework are output indicators.

Examples: "Number of people gaining employment or more remunerative employment as a result of participation in USG-funded workforce development programs in Aqaba (USAID "F" indicator). Indicators which designate the "number of" anything being accomplished are part of a process and measure performance. However, sometimes, a number can also suggest impact, as in "# of tourists/year visiting the Aqaba Region" where ASEZA may be aiming to see a 10% growth/year, and representing a proxy for Aqaba's growth in reputation as a 'world class leisure destination'.

- (7) **Impact indicator:** These are the indicators that suggest that a project is accomplishing its objectives, specific to managing for results requirements. In a process of cause and effect, these are the 'effects' of project level activities, actions or 'causes'. Impact indicators that designate the "value", "volume", or "%" of anything being accomplished represent the final outcomes or impacts of activities. Impact indicators at lower levels are frequently referred to as

“outcomes”, while those at the higher levels can be thought of as ‘macro-impact indicators’.

Examples: Intended Results:

Improved Economic Opportunities for Jordanians: % of Aqaba regional unemployment decreases (impact indicator)

% of ASEZA building control directorate documents archived: (outcome impact indicator)

Develop the Capacity of Aqabites to participate more fully in ASEZ economic opportunities: % of job referrals (from the Aqaba Job Referral Center) who received jobs. (Impact indicator)

- (8) *Performance Indicator Reference Sheets (PIRS):* Each indicator will be described in detail through the PIRS. Here a precise definition is given of the indicator, and an explanation given as to why this indicator is considered important. Details are provided as to how data will be collected for these indicators, with a suggested spreadsheet to organize information. How, when, and by whom the data will be collected, and its source is described. At least one year of historical data is provided, if available, for the baseline, with planned targets over three or more years estimated.
- (9) *Benchmark:* In establishing an indicator, the situation at the point of departure, or baseline, for a project needs to be established. Many times the value is “zero”, because these are new activities being initiated by this project. In other cases, there may be a prior situation upon which the project is building. For example, employment statistics from ASEZA over the past few years establishes the baseline from which project efforts in expanding employment opportunities can contribute. *Example: Aqaba workforce employment in 2006: 29,306, of whom 22,648 were national, and 6,658 were foreigners. Target: 20,000 new jobs by 2012.*
- (10) *End-of-Project (EOP) Target:* Having established a benchmark for an indicator, the project will establish what it hopes to realistically accomplish each year until the end of the project. Because it is impossible to predict the impact of factors out of the control of the project (e.g. political will, political instability, funding levels, weather, accidents, corruption, human relationships, etc.) it is important to set reasonable targets. EOP targets may be adjusted in consultations between USAID program leaders, ASEZA leaders, and key project partners as specific activities of a project move forward. Generally Year One and Year Two Targets are established, with an EOP target.
- Example: #of Neighborhood Development Council and NGO non-public sector citizens who received USG-assisted training on local community participation and development: Target for FY 2007: 90 people, of whom 20 will be women, 70 men; Target for 2008: 120 people, of whom 40 will be women, 80 will be men. EOP target: 500 individuals, of whom half will be women.*

Aqaba Community and Economic Development (Aced) Program Summary PMP Indicator Table

a) USAID STRATEGIC OBJECTIVE 10: "IMPROVED ECONOMIC OPPORTUNITIES FOR JORDANIANS"

Project Component	Performance Indicators	Unit of Measure	Disaggregated by: Schedule for Collection:	Data Source & Implementing Partner(s)	Baseline Year/ Month	Baseline Value	2007 Target 10/07-9/08	2007 Actual	2008 Target 10/08 – 9/09	2008 Actual	2009 Target 10/09-9/10	EOP Target
Goal: ASEZ is a world class business hub and leisure destination on the Red Sea that enhances quality of life/prosperity of community and is a driving force for the economic growth of Jordan												
Component I	1. % of ASEZA total revenue shared with Central Government	%	Operating Expenditures + Capital Expenditures + amount given to GOJ Annual	ASEZA/ Finance Directorate	2006	50% Mn. JD 43.67	60%		70%		80%	100%
Component I	2. \$ value of new construction permits annually awarded by ASEZA	\$	Site Construction Permits & Value Annually	ASEZA	2006	TBD						N/A
Component I	3. # of tourists/year visiting Aqaba Region (10% growth/year)	#	Female, male; Tourist Days Quarterly	ASEZA, Tourism Division	2006	374,000	411,000		452,000		500,000	610,000
USAID Program Objective: 2.0 Governing Justly & Democratically Results Statement "More transparent, efficient & responsive public sector" (IR 1)												
Program Area Indicator: 2.3: Local Governance & Decentralization Result Statement: "Establish mechanisms for local communities to participate in development decision making with the ASEZ"												
(F) Component 3.1.1	4. # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (ie. ASEZA)(cumulative)	#	Female/Male; ASEZA Division Quarterly	ACED	2006	0	15 5/10		25 10/15		TBD	
(F) Component 3.1.3	5. # of local mechanisms (NDCs, NGOs) supported with USG assistance for citizens to engage their sub-national government (ASEZ) (aggregate during LOP)(cumulative)	#	Specify NDC, NGO, or other Civil Society Organization Quarterly	ACED	2006	0	15		30		TBD	
Component 3.1.4	6. # of NDC and NGO non-public sector citizens who received USG-assisted training on local community participation and development (cumulative)	#	Female/Male, Youth members, Specify NDC, NGO, or other Civil Society Org. (some people may receive 2+ trainings) Quarterly	ACED	2006	0	90 20/70		120 40/80		TBD	
Component 3.1.3	7. # of NDCs actively participating with project (cumulative)	#	Quarterly	ACED	2006	0	3		8		TBD	
Component 3.1.3	8. # of priority issues, development schemes, raised by Aqaba neighborhood development councils (NDCs) (cumulative)	#	Categorize by Activity Type Quarterly	ACED	2006	0	9		30		TBD	
Component 3.1.4	9. # of priority issues, development schemes leading to successful and completed project grant activities (cumulative)	#	Type of Project, Initiation Date, Completion Date Quarterly	ACED	2006	0	1		10		TBD	
Component 3.2.1	10. # of local Aqaba NGOs receiving project training	#	Female/male led Quarterly	ACED	2006	0	15		30		TBD	

Project Component	Performance Indicators	Unit of Measure	Disaggregated by: Schedule for Collection:	Data Source & Implementing Partner(s)	Baseline Year/ Month	Baseline Value	2007 Target 10/07-9/08	2007 Actual	2008 Target 10/08 – 9/09	2008 Actual	2009 Target 10/09-9/10	EOP Target
Program Objective: 4.0 Economic Growth												
Strategic Objective #10: Results Statement: “Improved Economic Opportunities for Jordanians”												
Component 2	11. % Achievement of towards ASEZA estimate of 20,000 new jobs for Jordanians by EOP	%	Female/Male Annual	ASEZA, DOS	2006	29,306 22,648 6,658	4,000		4,000		4,000	20,000
Component 2	12. % Aqaba regional unemployment decreases	%	Female/male Annual	ASEZA www.dos.gov.jo	2006	Male: 12.8% Fem.: 22.3 %						
Component I.3	13. \$ Value, from Aqaba port, of: Imports & Exports (re-exports)	\$	Inflow of Imported Merchandise Re-exports Annual	Port Data	2006	Mn.JD 358.70/113.8 0						
Program Area Indicator: 4.2 Trade & Investment												
Result Statement: “More effective legal and regulatory environment” (IR #2)												
Program Element Indicator: 4.2.1 Trade and Investment Enabling Environment:												
Project Component I:I “Develop ASEZA and ADC organizations for the role of a regulator and a developer”												
(F) Component I	14. # of public and private sector standard-setting bodies that have adopted internationally accepted guidelines for standards setting as a result of USG assistance.	#	Aqaba – ASEZA & ADC Annual	ACED	207	0	3		5		TBD	
Component I.1	15. # of MOUs established and implemented	#	ASEZA/ADC MOUs; ASEZA & External institutions MOUs (Data aggregated year from year) Annual	ASEZA	Nov 2007	0	10		10		10	50
Component I.1, I.2	16. % of ASEZA procurement system, regulations, Instructions & Guideline documents published in English (cumulative during life of project)	%	# and Type of Procurement Document in Arabic, # translated into English Quarterly	ASEZA	Nov 2007	0						
Component I.1.6; I.2.4	17. # of on-line e-government services available to both business and non-business communities	#	Designate each type of electronic format that can be downloaded and submitted electronically (construction, building permits, business licensing, business registration, work permits...) Quarterly	ASEZA	2006	TBD	TBD					
Component I.2	18. % of building control directorate documents digitally archived	%	Cumulative during project: Total # of documents, # digitally archived Quarterly	ASEZA	2006	TBD	TBD					
Component I.2.3	19. # of Environmental Impact Assessments (EIA) completed	#	Annual	ASEZA	2006	0						

Project Component	Performance Indicators	Unit of Measure	Disaggregated by: Schedule for Collection:	Data Source & Implementing Partner(s)	Baseline Year/ Month	Baseline Value	2007 Target 10/07-9/08	2007 Actual	2008 Target 10/08 – 9/09	2008 Actual	2009 Target 10/09-9/10	EOP Target
Component 1.3 Component 3.1	20. % of “customers” who report “overall satisfaction” with Government’s (ASEZA) ability to support trade and movement of goods and services within Municipality of Aqaba (16 Benchmarking Categories for each of 7 ASEZA divisions (Revenue, customs, investment, community development, municipality of Aqaba...))	%	Female/Male; Age groups Component # will have 20 data points on demographic information Annual	ASEZA; Bi-annual survey; Next survey: August 2008	02/2005 & 8/2006	66%	NA		70%		TBD	
Component 1.3	21. # of Days to move goods through Aqaba ports: export: Container Port: Fertilizer Port Phosphate Port Oil Port General Port	#	Time of arrival at Port: Time of departure of truck Annual	Port Data	TBD	TBD						
Component 1.3	22. # of Days to move goods through Aqaba ports: import: Container Port: Fertilizer Port, Phosphate Port Oil Port, General Port	#	Time of arrival of Truck at port Time of departure of goods from Port on ship Annual.	Port Data	TBD	TBD						
Program Element Indicator: 4.2.2 Trade and Investment Capacity: Result Statement: “Restructured foreign and domestic regulatory system”												
(F) Component 2	23. # of firms receiving USG assistance that obtain certification with international quality control, environmental and other process voluntary standards or regulations	#	Aqaba Annual	ACED	2007	0	1		5		15	
(F) Component 2	24. # of firms receiving capacity building assistance to export (includes MSMEs)	#	Aqaba Annual	ACED	2007	0	0		4		8	
Program Areas Indicator: 4.6 Private Sector Competitiveness Result Statement: “Increased depth of private sector growth. (IR 3)”												
Program Element: Workforce Development (4.6.3) Result Statement: “Enhanced capabilities of Jordanian workforce”												
Activity 2.1 Results Statement: “Develop the Capacity of Aqabites to participate more fully in ASEZ economic opportunities”												
Component 2	25. # of employees of project assisted MSME and NGO (cumulative)	#	Female/Male, by MSME and NGO Quarterly	Project records	2006	0	TBD					
(F) Component 2	26. # of persons participating in USG funded workforce development programs; (# of individuals receiving training through Aqaba Skills Development Center or partners)	#	Aqabites, Other Jordanians, Others Female/Male ; Vocational vs. non-vocational training Quarterly	ACED	2006	0	200 50/150		500 150/350		TBD	
(F) Component 2	27. # of persons completing USG-funded workforce development programs (cumulative)	#	Aqabites, Other Jordanians, Others Female/Male; Note: seeking employment; already employed Quarterly	ACED	2006	0	140 40/100		400 100/300		TBD	

Project Component	Performance Indicators	Unit of Measure	Disaggregated by: Schedule for Collection:	Data Source & Implementing Partner(s)	Baseline Year/ Month	Baseline Value	2007 Target 10/07-9/08	2007 Actual	2008 Target 10/08 – 9/09	2008 Actual	2009 Target 10/09-9/10	EOP Target
(F) Component 2	28. # of people gaining employment or more remunerative employment as a result of participation in USG-funded workforce development programs (cumulative)	#	Aqabites, Other Jordanians, Others Female/Male; Annually	ACED Phone Survey 2X year (10% sample)	2006	0	100 20/80		350 70/280		TBD	
(F) Component 1	29. # of new or improved workforce development policies drafted through USG assistance	#	Annually	ACED	2006	0	1		2		TBD	
Component 3.3.1	30. # of jobs filled at project sponsored fairs	#	Filled by Female, Male; # of Fairs, Locations; Jobs Offered, Total Attendees, Firms Offering Jobs, Annually	ACED	2006	0	70		TBD			
Component 3.3.3	31. # of job applications received and qualified job applications received by Aqaba Job Referral Center	#	Annually	ACED	2006	0	1,000 350/650		TBD			
Component 3.3.3	32. # of job applicants referred to employers	#	Female, Male, Sector Annually	ACED	2006	0	700 200/500		TBD			
Component 3.3.3	33. % of job referrals who received jobs	%	Female, Male, Sector Annually	ACED, 2X year phone survey	2006	0	30% 50/150		TBD			
Component 3.3.3	34. # of jobs posted by companies at Aqaba Job Referral Center	#	Industry Sector Quarterly	ACED	2006	0	TBD					
Program Element: Private Sector Productivity (4.6.2)												
Result Statement: "More competitive productive sectors"												
Activity 2.2: Results Statement: "Expand the base of MSMEs in Aqaba"												
Impact Component 2	35. \$ value of bank loans received by project supported MSMEs (cumulative over LOP)	\$	Bank By micro, small, medium or larger Quarterly	ACED Project MSME records	Sept. 2007	0	TBD					
Component 2	36. \$ Value of gross loan portfolio outstanding to female MSME borrowers (cumulative)	\$	Enterprise Category, micro, small, medium or larger Quarterly	ACED Project MSME records	Sept. 2007	0	TBD					
Component 2	37. # of Aqaba-based MSMEs/entrepreneurs engaged through project supported incubator system (cumulative)	#	# of Employees; Female/Male led Enterprise Category Quarterly	ACED	2006	0	5		10		20	
(F) Component 2	38. # of SMEs receiving USG assistance to access bank loans or private equity as a result of USG assistance (cumulative)(includes micro as well)	#	# of Employees; Female/Male led Enterprise Category Quarterly	ACED	2006	0	4		12		TBD	
(F) Component 2	39. # of SMEs that successfully accessed bank loans or private equity as a result of USG assistance (cumulative)(includes micro as well)	#	# of Employees; Female/Male led Enterprise Category; \$ Value of Bank Loans/Equity Accessed; size of firm Quarterly	ACED	2006	?	2		6		TBD	
(F) Component 2	40. # of firms(SMEs) receiving USG assistance to invest in improved technologies (cumulative)(includes micro as well)	#	# of Employees; Female/Male led Enterprise Category; \$ value of assistance received Quarterly	ACED	2006	?	4		12		TBD	

Project Component	Performance Indicators	Unit of Measure	Disaggregated by: Schedule for Collection:	Data Source & Implementing Partner(s)	Baseline Year/Month	Baseline Value	2007 Target 10/07-9/08	2007 Actual	2008 Target 10/08-9/09	2008 Actual	2009 Target 10/09-9/10	EOP Target
Component 2	41. # of new SME owned and operated since beginning of project (target 10/year) (cumulative)(Includes micro as well)	#	# of Employees; Female/Male led Enterprise Category Quarterly	ACED	2006	0	5		15		30	
Component 2	42. # of MSMEs in Aqaba receiving Business Development Services (cumulative)	#	Women/men owned Specify Services Received and # (firms receiving help in creating business plans) Quarterly	ACED	2006	0	25		50		75	
Component 2,1,3	43. # of studies undertaken by project, on behalf of ASEZA, seeking to identify key spin-offs into the private sector (for which project support may help implement)	#	Annual	ACED	2006	0	1		2		2	
Program Element: Business Enabling Environment (4.6.1)												
Result Statement: "Increased capacity of firms to capitalize on trade agreements."												
Activity 2.3: Results Statement: "Establish linkages between existing SMEs and incoming economic activities"												
Component 2	44. \$ Value of New Business contracts gained by Aqaba MSMEs as a result of project assistance	\$	# of Employees; Female/Male led Enterprise Category Quarterly	ACED	2006	0	TBD					
Component 2	45. # of buyer-seller <u>formal meetings</u> offered to incoming investors	#	Investor Category Quarterly	ACED	2006	0	6		8		10	
Activity 2.4: Results Statement: "Improve overall business awareness in Aqaba"												
Component 2	46. # of business round-tables led by ASEZA each year (cumulative)	#	# of participants, female/male/ Industry segment Annual	ACED	2006	0	1		5		9	
Cross-cutting Issues												
Project Technical Assistance												
Components 1,2,3	47. Person months of Long Term Technical Assistance Provided	0	Quarterly	ACED Business Office	2006	0						
Components 1,2,3	48. Person Days of Short-Term Technical Assistance Provided	0	Quarterly	Project Files	2006	0						
Components 1,2,3	49. # of research, analytic documents, studies completed project team and consultants (including trip reports)	#	Quarterly	Project Files	2006	0	10		20		20	
Training Indicators												
Components 1,2,3	50. # of Training Programs Completed (all components)	#	Quarterly	Project Files	2006	0						
Components 1,2,3	51. # of People Trained	#	Quarterly	Project Files	2006	0						
Components 1,2,3	52. # Of Person months of Training Completed	#	Quarterly	Project Files	2006	0						
Components 1,2,3	53. % of Trained who were women	%	Quarterly	Project Files	2006	0						

Project Component	Performance Indicators	Unit of Measure	Disaggregated by: Schedule for Collection:	Data Source & Implementing Partner(s)	Baseline Year/ Month	Baseline Value	2007 Target 10/07-9/08	2007 Actual	2008 Target 10/08 – 9/09	2008 Actual	2009 Target 10/09-9/10	EOP Target
Communications												
Components 1,2,3	54. # of project success stories identified and communicated	#	Quarterly	ACED	2006	0	2		5		5	
	55. # of Web hits on Business Linkage Database electronically published	#	Designate whether Private or Public owned Quarterly	ACED	2006	0	TBD					
	56. # of copies of Source Aqaba Bulletin distributed (hardcopy and electronically)		Quarterly	ACED	2006	TBD						
Component 1.4, 2 & 3	57. # of different communications (press reports, notices, advertisements, etc.) from ASEZA to Aqaba public (for outreach, information sharing regarding upcoming projects, plans, budgets, new developments)	#	Sector of Activity, Dates of Release, Means of communication (e.g. # of flyers released ,Business Quarterly Bulletins, electronically, web page hits) Quarterly	Copies of actual communication releases, ASEZA	2006	0	TBD					
Components 2,3	58. # of different communications (press reports, notices, advertisements, announcements) from ACED to Aqaba public on program opportunities.	#	Communication Channel	Copies of actual communication releases	2006	0	TBD					
Gender												
Components 1,2,3	59. % of employees of project assisted MSMEs, NGOs, & civic organizations who are women	%	Full-time; part time Quarterly	ACED	2006	TBD						
Grants												
	60. \$ value total of grants distributed (cumulative)	\$	Quarterly	ACED Grants Office	2006	0	\$500,000		\$500,000		\$500,000	\$2,250,000
	61. \$ Value of Grants to Aqaba MSMEs	\$	Include #, and whether micro, small, or medium Quarterly	ACED Grants Office	2006	0						
	62. \$ Value of Grants to NDCs	\$	Include #, Name of Neighborhood Development Council (NDC)/ Category of Activity Quarterly	ACED Grants Office	2006	0	\$12,000		\$100,000		TBD	
	63. \$ value of Grants to local NGOs	\$	Include #, and Type of NGO, Aqaba or Other Quarterly	ACED Grants Office	2006	0	\$60,000		TBD			
	64. \$ Value of other General Programmatic Support Grants (not included above)	\$	Include #, and Type of Grants (e.g. IQCs)	ACED Grants Office	2006	0						

Table 1a: Annual & Quarterly Report Formats

**AQABA COMMUNITY & ECONOMIC DEVELOPMENT (ACED) QUARTERLY PMP INDICATOR TABLE
YEAR ONE: QUARTERLY WORKSHEET (OCTOBER 2007 - SEPTEMBER 2008)**

Goal: ASEZ is a world class business hub and leisure destination on the Red Sea that enhances quality of life/prosperity of community and is a driving force for the economic growth of Jordan															
	Strategic Objective 10: "Improved Economic Opportunities for Jordanians"	FY 2006 Baseline	1st Quarter FY 07 Target	Actual	% Act. Vs. Target	2nd Quarter FY 07 Target	Actual	% Act. Vs. Target	3rd Quarter FY 07 Target	Actual	% Act. Vs. Target	4TH Quarter FY 07 Target	Actual	% Act. Vs. Target	EOP Target
1	Value (JD) of ASEZA total revenue shared with Central Government (and %)	50% (43.67 Mn.JD)										50%			TBD
2	\$ value of new construction permits annually awarded by ASEZA	TBD										TBD			100%
3	# of tourists/year visiting Aqaba Region (quarters cumulate)	374,000										411,000			610,000
USAID Program Objective: 2.0 Governing Justly & Democratically Results Statement: "More transparent, efficient & responsible public sector" (IR 1)															
Program Area Indicator: 2.3: Local Governance & Decentralization Result Statement: "Establish mechanisms for local communities to participate in development decision making with the ASEZ"															
4	# of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen <u>local government</u> and/or decentralization (ie. ASEZA)(quarters cumulate)	0										15 10/15			1
5	# of local mechanisms (NDCs, NGOs) supported with USG assistance for citizens to engage their sub-national government (ASEZ) (aggregate during LOP)(cumulative)	0										15			TBD
6	# of NDC and NGO non-public sector citizens who received USG-assisted <u>training</u> on local community participation and development (cumulative)	0										90 20/70			TBD
7	# of NDCs actively participating with proejct (cumulative)	0										3			TBD
8	# of priority issues, development schemes, <u>raised</u> by Aqaba neighborhood development councils (NDCs) (cumulative)	0										9			TBD
9	# of priority issues, development schemes leading to successful and <u>completed project grant activities</u> (cumulative)	0										1			TBD
10	# of local Aqaba NGOs receiving project training	0										\$15			TBD
Program Objective: 4.0 Economic Growth															
Strategic Objective #10: Results Statement: "Improved Economic Opportunities for Jordanians"															
11	% Achievement of towards ASEZA estimate of 20,000 new jobs for Jordanians by EOP	29,306 F: 6,658 M: 2,648 M: 2,648										20% (4,000)			100% (20,000)

	Strategic Objective 10: "Improved Economic Opportunities for Jordanians"	FY 2006 Baseline	1st Quarter FY 07 Target	Actual	% Act. Vs. Target	2nd Quarter FY 07 Target	Actual	% Act. Vs. Target	3rd Quarter FY 07 Target	Actual	% Act. Vs. Target	4TH Quarter FY 07 Target	Actual	% Act. Vs. Target	EOP Target
12	% Aqaba regional unemployment decreases	Male: 12.8% Female: 22.3%										TBD			
13	\$ Value, from Aqaba port, of: Imports: Exports (re-exports)	Mn. JD 358.70 113.80										TBD			
Program Area Indicator: 4.2 Trade & Investment Result Statement: "More effective legal and regulatory environment" (IR 2)															
Program Element Indicator: 4.2.1 Trade and Investment Enabling Environment: Project Component I:I "Develop ASEZA and ADC organizations for the role of a regulator and a developer"															
14	# of public and private sector standard-setting bodies that have adopted internationally accepted guidelines for standards setting as a result of USG assistance.	0										3			TBD
15	# of MOUs established and implemented	0										10			50
16	% of ASEZA procurement system, regulations, Instructions & Guideline documents published in English (cumulative during life of project)	0										TBD			TBD
17	# of on-line e-government services available to both business and non-business communities	0										TBD			TBD
18	% of building control directorate documents digitally archived	0										TBD			TBD
19	# of Environmental Impact Assessments (EIA) completed	0										0			TBD
20	% of "customers" who report "overall satisfaction" with Government's (ASEZA) ability to support trade and movement of goods and services within Municipality of Aqaba (16 Benchmarking Categories for each of 7 ASEZA divisions (Revenue, customs, investment, community development, municipality of Aqaba...))	0										66%			TBD
21	# of Days to move goods through Aqaba ports: export: Container Port:	TBD										TBD			TBD
	Fertilizer Port	TBD										TBD			TBD
	Phosphate Port	TBD										TBD			TBD
	Oil Port	TBD										TBD			TBD
	General Port	TBD										TBD			TBD
22	# of Days to move goods through Aqaba ports: import: Container Port:	TBD										TBD			TBD
	Fertilizer Port,	TBD										TBD			TBD
	Phosphate Port	TBD										TBD			TBD
	Oil Port	TBD										TBD			TBD
	General Port	TBD										TBD			TBD

		FY 2006 Baseline	1st Quarter FY 07 Target	Actual	% Act. Vs. Target	2nd Quarter FY 07 Target	Actual	% Act. Vs. Target	3rd Quarter FY 07 Target	Actual	% Act. Vs. Target	4TH Quarter FY 07 Target	Actual	% Act. Vs. Target	EOP Target
#	Goal: ASEZ is a world class business hub and leisure destination on the Red Sea that enhances quality of life/prosperity of community and is a driving force for the economic growth of Jordan														
	Program Element Indicator: 4.2.2 Trade and Investment Capacity: Result Statement: "Restructured foreign and domestic regulatory system"														
23	# of firms receiving USG assistance that obtain certification with international quality control, environmental and other process voluntary standards or regulations	0										1			TBD
24	# of firms receiving capacity building assistance to export (includes MSMEs)	0										0			50
	Program Areas Indicator: 4.6 Private Sector Competitiveness Result Statement: "Increased depth of private sector growth. (IR 3)														
	Program Element: Workforce Development (4.6.3) Result Statement: "Enhanced capabilities of Jordanian workforce"														
	Activity 2.1 Results Statement: "Develop the Capacity of Aqabites to participate more fully in ASEZ economic opportunities"														
25	# of employees of project assisted MSME and NGO (cumulative)(female/male)	0										TBD			TBD
26	# of persons participating in USG funded workforce development programs: # of individuals receiving training: (female/male)	0										200 50/150			
27	# of persons completing USG-funded workforce development programs (cumulative) (female/male)	0										140 40/100			TBD
28	# of people gaining employment or more remunerative employment as a result of participation in USG-funded workforce development programs (cumulative) (female/male)	0										100 20/80			TBD
29	# of new or improved workforce development policies drafted through USG assistance	0										1			TBD
30	# of jobs filled at project sponsored fairs	0										70			TBD
31	# of job applications received and qualified job applications received by Aqaba Job Referral Center (female/male)	0										1,000 350/650			TBD
32	# of job applicants referred to employers (female/male)	0										700 200/500			TBD
33	% of job referrals who received jobs (female/male)	0										30% 50/150			TBD
34	# of jobs posted by companies at Aqaba Job Referral Center	0										TBD			TBD

#	Goal: ASEZ is a world class business hub and leisure destination on the Red Sea that enhances quality of life/prosperity of community and is a driving force for the economic growth of Jordan	FY 2006 Baseline	1st Quarter FY 07 Target	Actual	% Act. Vs. Target	2nd Quarter FY 07 Target	Actual	% Act. Vs. Target	3rd Quarter FY 07 Target	Actual	% Act. Vs. Target	4TH Quarter FY 07 Target	Actual	% Act. Vs. Target	EOP Target
Program Element: Private Sector Productivity (4.6.2) Result Statement: "More competitive productive sectors"															
Activity 2.2: Results Statement: "Expand the base of MSMEs in Aqaba"															
35	\$ value of bank loans received by project supported MSMEs (cumulative over LOP)	0										TBD			TBD
36	\$ Value of gross loan portfolio outstanding to female MSME borrowers (cumulative)	0										TBD			TBD
37	# of Aqaba-based MSMEs/entrepreneurs engaged through project supported incubator system (cumulative)	0										5			TBD
38	# of SMEs receiving USG assistance to access bank loans or private equity as a result of USG assistance (cumulative)(includes micro as well)	0										4			TBD
39	# of SMEs that successfully accessed bank loans or private equity as a result of USG assistance (cumulative)(includes micro as well)											2			TBD
40	# of firms(SMEs) receiving USG assistance to invest in improved technologies (cumulative)(includes micro as well)	0										4			TBD
41	# of new SME owned and operated by Aqabites since beginning of project (target 10/year) (cumulative)(includes micro as well)											5			TBD
42	# of MSMEs in Aqaba receiving Business Development Services (cumulative)	0										25			TBD
43	# of studies undertaken by project, on behalf of ASEZA, seeking to identify key spin-offs into the private sector (for which project support may help implement)	0										1			TBD
Program Element: Business Enabling Environment (4.6.1) Result Statement: "Increased capacity of firms to capitalize on trade agreements."															
Activity 2.3: Results Statement: "Establish linkages between existing SMEs and incoming economic activities"															
44	\$ Value of New Business contracts gained by Aqaba MSMEs as a result of project assistance	0										TBD			TBD
45	# of buyer-seller formal meetings offered to incoming investors	0										6			TBD
Activity 2.4: Results Statement: "Improve overall business awareness in Aqaba"															
46	# of business round-tables led by ASEZA each year (cumulative)	0										1			TBD

		FY 2006 Baseline	1st Quarter FY 07 Target	Actual	% Act. Vs. Target	2nd Quarter FY 07 Target	Actual	% Act. Vs. Target	3rd Quarter FY 07 Target	Actual	% Act. Vs. Target	4TH Quarter FY 07 Target	Actual	% Act. Vs. Target	EOP Target
#	Goal: ASEZ is a world class business hub and leisure destination on the Red Sea that enhances quality of life/prosperity of community and is a driving force for the economic growth of Jordan														
Cross-cutting Issues															
Project Technical Assistance															
47	Person months of Long Term Technical Assistance Provided	0													
48	Person Days of Short-Term Technical Assistance Provided	0													
49	# of research, analytic documents, studies completed project team and consultants (including trip reports)	0													
Training Indicators															
50	# of Training Programs Completed (all components)														
51	# of People Trained	0													
52	# Of Person months of Training Completed														
53	% of Trained who were women	0													
Communications															
54	# of project success stories identified and communicated	0													
55	# of Web hits on Business Linkage Database electronically published	0													
	# of Page Views Employment Opportunities	0													
56	# of copies of Source Aqaba Bulletin distributed (hardcopy and electronically)	0													
57	# of different communications (press reports, notices, advertisements, etc.) from ASEZA to Aqaba public (for outreach, information sharing regarding upcoming projects, plans, budgets, new developments)	0													
58	# of different communications (press reports, notices, advertisements, announcements) from ACED to Aqaba public on program opportunities	0													
Gender															
59	% of employees of project assisted MSME, NGOs, who are women	0													
Grants															
60	\$ value total of grants distributed (cumulative)	0													
61	\$ Value of Grants to Aqaba MSMEs	0													
62	\$ Value of Grants to NDCs	0													
63	\$ value of Grants to local NGOs	0													
64	\$ Value of other General Programmatic support grants (not included above)	0													

Annex I: Performance Indicator Reference Sheets (PIRS)