

*R. Asthon,
PPC/CDIE/DI*

UNCLASSIFIED

INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

AGENCY FOR INTERNATIONAL DEVELOPMENT

WASHINGTON, D.C. 20523

PROJECT PAPER

JORDAN: Development Administration
Training IV (278-0267)

August 1, 1986

UNCLASSIFIED

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT DATA SHEET

1. TRANSACTION CODE

A A = Add
C = Change
D = Delete

Amendment Number

DOCUMENT CODE

3

2. COUNTRY/ENTITY

Jordan

3. PROJECT NUMBER

278-0267

4. BUREAU/OFFICE

Asia and Near East/Jordan

5. PROJECT TITLE (maximum 40 characters)

DEVELOPMENT ADMINISTRATION TRAINING IV

6. PROJECT ASSISTANCE COMPLETION DATE (PACD)

MM DD YY
08 30 91

7. ESTIMATED DATE OF OBLIGATION

(Under 'B.' below, enter 1, 2, 3, or 4)

A. Initial FY 86

B. Quarter

C. Final FY 90

8. COSTS (\$000 OR EQUIVALENT \$1 =)

A. FUNDING SOURCE	FIRST FY			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total	1,600		1,600	7,500		7,500
(Grant)	(1,600)	()	(1,600)	(7,500)	()	(7,500)
(Loan)	()	()	()	()	()	()
Other U.S.						
1.						
2.						
Host Country		343			1,805	1,805
Other Donor(s) Private Sector		440			2,500	2,500
TOTALS	1,600	783	1,600	7,500	4,305	11,805

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) ESF	B-600	700				7,500		7,500	
(2)									
(3)									
(4)									
TOTALS						7,500		7,500	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)

720 790

11. SECONDARY PURPOSE CODE

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)

A. Code

R. Amount

13. PROJECT PURPOSE (maximum 480 characters)

To improve the efficiency and effectiveness of public and private sector services and investments through skill upgrading in technical, managerial and administrative areas.

14. SCHEDULED EVALUATIONS

Interim MM YY MM YY Final MM YY

15. SOURCE/ORIGIN OF GOODS AND SERVICES

000 941 Local Other (Specify)

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a page PP Amendment)

17. APPROVED BY

Signature: Lewis P. Reade

Title: Director, USAID/Jordan

Date Signed MM DD YY
08 01 86

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

MM DD YY

DEVELOPMENT ADMINISTRATION TRAINING IV

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ACRONYMS

A.I.D.	Agency for International Development
AID/W	Agency for International Development/Washington, D.C.
CDSS	Country Development Strategy Statement
DAT	Development Administration Training Project
GOJ	Government of Jordan
HC	Host Country (Jordan)
MOP	Ministry of Planning, Jordan
PACD	Project Assistance Completion Date
PIO/P	Project Implementation Order/Participant Training
S&T/IT	Bureau for Science and Technology, Office of International Training
USAID	US Agency for International Development/Jordan Mission

PROJECT AND ADVISORY COMMITTEE MEMBERS

Mission Project Committee:

Project Officer - Chairman	N. Nasr
Private Enterprise Office	S. Riley
Program Office	G. Ishaq
Health, Population & Nutrition Office	R. Haladay
Controller's Office	J. Fashho
Engineering Office	A. Sweiss
Project Development Office	A. Villemain

As needed other officers will be requested to join meetings of the Committee.

Mission Senior Review Committee:

Deputy Director	R. Johnson
Program Officer	R. Brown
Director, Private Enterprise	T. Rishoi
Deputy Director, Project Development Office	D. Masters
Director, Engineering Office	L. Weiss
Acting Controller	N. Wijesooriya
Regional Legal Advisor	D. Robertson
Regional Economist	M. Kraczkiewicz
Director Health and Population	R. Haladay
Director, Agriculture Office	R. Cummings
Director, Commodity Import Program	F. Donovan

Mission Approval Officer:

Director	Lewis P. Reade
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PROJECT PAPER

JORDAN 278-0267

DEVELOPMENT ADMINISTRATION TRAINING IV

PROJECT SUMMARY AND RECOMMENDATIONS

- A. Grantee: The Government of the Hashemite Kingdom of Jordan (GOJ).
- B. Implementing Agency: The Ministry of Planning (MOP) in consultation with other participating GOJ and private sector institutions.
- C. Amount: The Project is authorized for \$7,500,000 in ESF grant funds of which \$1,600,000 will be obligated in FY86.
- D. Total Project Costs: The total cost is estimated to be \$11,805,000 including GOJ contribution of US Dollar equivalent of \$1,805,000 and private sector contribution of U.S. Dollar equivalent of \$2,500,000 over life of project.
- E. Project Goal and Purpose:

Goal: To strengthen the Government of Jordan's ability to implement its development program and to strengthen the private sector's ability to increase production and productivity.

Purpose: To improve the efficiency and effectiveness of public and private sector services and investments through skill upgrading in technical, managerial and administrative areas.

F. Summary Project Description

This project represents the fourth in a grant funded DAT series, providing technical, administrative and managerial training for mid- and upper-level managers in public and private institutions.

DAT IV serves as an umbrella under which training opportunities for professional development are made available to Jordanian managers. In addition to short-term training in the U.S., DAT IV provides long-term graduate level academic training to increase the exposure of potential key individuals to U.S. training and institutional

systems. DAT IV will also support participants to high-level professional seminars offered in third countries, and fund consultants to design and conduct specialized short-courses in Jordan.

In the context of a rapidly expanding economy characterized by labor shortages, previous DAT projects focused on the public sector's needs for training in order to effectively implement GOJ development plans. However, as the economy continues to slow and workers return from the oil states, unemployment among skilled and semi-skilled workers is escalating. Reflecting this new economic setting, DAT IV provides a private sector training component to assist private sector institutions to increase production and job creation through investment and improved production efficiency and productivity.

USAID's official counterpart in Jordan is the Ministry of Planning. Training requests and proposed training plans originating in public sector institutions are submitted to the Ministry of Planning (MOP) which then reviews the nominee's qualifications and the relevance of proposed training. Those nominations meeting MOP selection criteria are then forwarded to USAID for approval.

In response to course announcements placed in local publications, private sector institutions will contact USAID or the MOP for training applications. These applications will be submitted by the nominating institution to either the MOP or USAID. USAID and MOP officials will meet regularly to screen private sector applicants and recommend qualified candidates to a senior level committee for approval of the training request.

Grant funds will finance foreign exchange and selected local currency costs required for English language training and costs for designing and presenting in-country training. The GOJ and mixed-enterprises will finance international travel, salaries, and supplementary per diem for their trainees. The private nominating institutions will pay the trainee's salary and approximately 50% of the total cost of training (including international airfare) as determined by a variable cost sharing formula.

- G. Recommendations: USAID/Jordan has reviewed the DAT IV Project finding the project to be technically, administratively, financially and socially sound. Therefore, the Project is recommended for FY 1986 approval and obligation of funds.

PROJECT AUTHORIZATION

NAME OF COUNTRY : JORDAN
NAME OF PROJECT : DEVELOPMENT ADMINISTRATION TRAINING IV
NUMBER OF PROJECT : 278-0267

1. Pursuant to Part II, Chapter 4, Section 531 of the Foreign Assistance Act of 1961, as amended, I hereby authorize a Grant to the Hashemite Kingdom of Jordan (the "Cooperating Country") of not to exceed Seven Million and Five Hundred Thousand United States Dollars (\$7,500,000) over a five year period from date of authorization, subject to the availability of funds in accordance with A.I.D. allotment and OYB Procedures, to help in financing certain foreign exchange and local currency costs of goods and services required for the Project as described in the following paragraph. The planned life of the Project is five years from date of initial obligation.
2. The Project consists of assisting the Cooperating Country in its development efforts through the provision of training focused on manpower and institution building in both the public and private sectors.
3. The Project Agreement which may be negotiated and executed by the officer to whom such authority is delegated in accordance with A.I.D. regulations and Delegations of Authority shall be subject to the following essential terms and covenants and major conditions together with such other terms and conditions as A.I.D. may deem appropriate.
4. Source and Origin of Commodities, Nationality of Services
Commodities financed by A.I.D. under the project shall have their source and origin in the Cooperating Country or in the United States except as A.I.D. may otherwise agree in writing. Except for ocean shipping, the suppliers of commodities or services shall have the Cooperating Country or the United States as their place of nationality, except as A.I.D. may otherwise agree in writing. Ocean shipping financed under the Grant shall, except as A.I.D. may otherwise agree in writing, be financed only on flag vessels of the United States.
5. Waiver for Third Country Training. Training in Code 899 countries is approved for up to, but not to exceed, \$300,000 of Project funds.



Lewis P. Reade
Director, USAID/Jordan
Date: 8/21, 1986

Clearance:
DC :RAJohnson
RLA :DRobertson
PROG:RBrown
PEO :TRishoi
CONT:WSchrider

I. PROJECT RATIONALE AND DESCRIPTION

A. Relationship to Host Country Priorities

The Hashemite Kingdom of Jordan's third Five Year Plan (1986-1990), sets goals and investment levels for improving Jordan's managerial and administrative capacity in both the public and private sectors. Upgrading skills and providing training in technical fields experiencing manpower shortages is seen as critical to improving national productivity, matching skills to employment opportunities and better balancing sectoral and regional development. The Five Year Plan also stresses the need to more fully utilize women in the development process.

Previous Development Administration Training (DAT) Projects provided training opportunities for mid- and upper-level managers of Government of Jordan (GOJ) and mixed enterprises. The current project, DAT IV, also includes a component for private sector institutions. DAT Projects target training to address specific skill area weaknesses by providing a variety of opportunities in technical skills training, skills upgrading, academic training, and by funding consultants to assist Jordan in developing special training programs in-country and to participate in evaluations of training needs and opportunities.

B. Relationship to the AID Strategy Statement (CDSS)

USAID/Jordan's (USAID) strategy over the current Country Development Strategy Statement (CDSS) period is to assist Jordan in restructuring its economy empowering the private sector manufacturing and service industries to assume predominant responsibility for Jordan's income, employment, and export growth. Such a restructuring will, inter alia, require:

- a macroeconomic policy setting more conducive to private sector development,
- improved efficiency in public services and facilities used by business,
- limits on direct government intervention in productive sectors and devolution to the private sector of public enterprises and functions that can be more efficiently managed and operated by the private sector,
- better management of public resources and programs so as to reduce the government's call on foreign exchange, manpower, and material and capital resources that could be used in private sector development,

- improved knowledge of Jordan's physical and natural environment so as to improve the quality and surety of return from both private and public sector investments,
- improved private sector capability to develop, produce, and market new and improved products and services, and
- mobilization of capital to support private sector ventures.

This DAT project, the fourth in a grant funded series, is a central element in helping the Government of Jordan (GOJ) and USAID to meet the above requirements for restructuring Jordan's economy by providing professional development training for mid-level managers. Training opportunities offered through DAT also reinforce other USAID projects and initiatives in areas identified as priorities and concerns in the CDSS.

DAT specifically reinforces AID policy issues in the areas of private sector development and women in development. DAT IV sets aside funds for training of private sector nominees in modern technical, administrative and managerial techniques to increase production efficiency and productivity (marketing, packaging, business management, etc.). DAT IV will monitor the number of women nominated and those approved for training to establish a data base and ensure their adequate representation among those receiving training.

Since 1952, USAID has provided training for over 2800 Jordanians in academic and technical fields. USAID training activities have made a major contribution to the successful development of Jordan's private and public sector institutions. Of the eighteen current highest ranking civilian officials in the Jordanian Government, five are former AID participants. Based on this experience, USAID feels that participant training for the public and private sectors of Jordan helps establish relationships which will continue long after official US assistance to Jordan has ceased. These relationships would continue to serve the interests of the US and are an important element in the proposed project.

C. Project Rationale

With few natural resources other than phosphates, potash and limestone, Jordan has invested heavily in the development of its human resources. This strategy paid off handsomely during the oil boom years of the 1970's and early 1980's, when up to 40% of Jordan's total labor force was employed overseas, principally in the Gulf States. With their higher level of training and education and their Arab nationality, Jordanians increasingly came to be employed in professional and white collar positions. With workers'

remittances exceeding \$1 billion annually, the pay-off from Jordan's investment in education was readily apparent.

The slip in oil prices in 1981 adversely affected the economies of the Arab oil producing states. The very sharp fall in world oil prices in 1985-1986 exacerbated the economic depression in the Gulf. Heavily dependent on inflows of workers' remittances and Arab donor aid, Jordan, too, has had to adjust to a very changed economic outlook. These changed circumstances affect both the priorities that should be accorded participant training and the return to be expected.

First, a World Bank analysis points toward a mis-match between the skills expected to be required by the economy and the skills supplied by the educational system. For example, civil and mechanical engineering have been stressed rather than engineering skills in product design, production, and other aspects of industrial engineering relevant to manufacturing development. Marketing, merchandising, advertising, commercial art, cost accounting and other commercial skills related to efficiency of manufacturing production and sales are poorly taught, if at all. Training is rarely available in fields where Jordan may be able to develop capabilities for export of services as in technical maintenance and repair, electronics, instrumentation and aircraft overhaul.

Second, women are assuming an increasingly important role in the market place. More women pursue academic degrees qualifying them for management and professional positions in both the public and private sectors. Less likely to pursue employment opportunities overseas, women become a particularly attractive group for further professional training as their skills are more likely to be retained in Jordan than their male counterparts.

This project will assist Jordanian institutions to meet expected deficits in and secure the quality of skills in areas such as high level management and engineering (particularly for the manufacturing industry). The project provides for specialist training and retraining for individuals as conditions change and new technologies or procedures are introduced. This is particularly true where individuals perceive such training as incentives to advancement. It is expected that this kind of training targeted at mid- and upper-level managers will make institutions more responsive to public needs and consumer demands, training programs will more closely match employment opportunities and increases in production and productivity will stimulate job creation

In the context of a rapidly expanding economy characterized by labor shortages, previous DAT projects focused on the public

sector's needs for training in order to effectively implement GOJ development plans. However, as the economy continues to slow and workers return from the oil states, unemployment among skilled and semi-skilled workers is escalating. Reflecting this new economic setting, DAT IV provides a private sector training component to assist private sector institutions to increase production and job creation by investing wisely and improving production efficiency and productivity.

D. Project Objectives

1. The project goal is to strengthen the Government of Jordan's ability to implement its development program and to strengthen the private sector's ability to increase production and productivity.
2. The project purpose is to improve the efficiency and effectiveness of public and private sector services and investments through skill upgrading in technical, managerial and administrative areas.
3. Project outputs are the number of participants trained in priority skill areas (business management, finances, accounting, private sector development, etc.) in government and private sector institutions. Standard categories are long-term and short-term training. New elements of DAT IV, an emphasis on women and a private sector set-aside, will mean outputs will also be expressed in terms of number of people trained in the public sector and in the private sector and the percentage of women in each category.

It is estimated that approximately 800 individuals will be trained. Consideration will be given to providing more opportunities for graduate-level training than provided under DAT III to increase exposure of potential leaders and key individuals to U.S. training and institutional systems.

4. The assumptions for achieving the project objectives are:
 - a. Jordan's existing institutions desire training opportunities for their personnel and will identify participants and relevant programs;
 - b. The GOJ and private sector institutions will place returning participants in responsible positions which make use of training received;
 - c. The continued training opportunities will improve Jordan's development performance and thus increase its development gains.

E. The Project Elements

1. Project Inputs.

A.I.D.'s contribution is expected to be Seven Million and Five Hundred Thousand (\$7,500,000) U.S. Dollars in ESF grant funds. For public sector employees, AID's contribution will cover all training costs with the exception of international travel; the GOJ will cover salary costs during training, supplemental per diem for short-term training, and international travel. For private sector and mixed enterprise employees, a variable cost sharing formula for training costs will be used that reflects the financial capability of the nominating establishment (it is expected to average 50 percent of the total cost of training). Private sector and mixed enterprise employee salary costs will be borne by the nominating institution.

2. Project Participants and Responsibilities

- A. USAID. A USAID project officer will monitor the DAT IV project: reviewing requests for training, organizing committee review, preparing PIO/Ps, briefing and debriefing participants, and performing liaison function with AID/W and participant training contractors in the U.S. AID/Washington (S&T/IT office) processes US training requests, places participants, monitors training progress and makes reports to USAID/Jordan.
- B. Ministry of Planning. USAID's counterpart is the Ministry of Planning. The Ministry of Planning will appoint an individual responsible for coordinating requests originating in the GOJ and mixed enterprises; the MOP will review and evaluate these and recommend that USAID fund training activities deemed beneficial to Jordan's development efforts. The MOP will also be held responsible for ensuring that returning GOJ trainees are placed in appropriate positions where their new expertise will be used to best advantage.
- C. Private Sector. Individual nominating institutions will be responsible for forwarding training requests to USAID or the MOP with appropriate justification for proposed programs. The nominating institution will also be held responsible for placing trainees in appropriate technical and managerial positions upon their return.

3. Beneficiaries

Given the wide range of training activities possible, it is difficult to identify and quantify project beneficiaries. Immediate beneficiaries will include, of course, individuals receiving training and the institutions employing the trainees upon their return. Longer term beneficiaries would include the consumers of that institution's services or products.

- A. Private Sector. In DAT IV, beneficiaries go beyond public sector institutions and their users to include the private sector and their consumers. Consequently DAT IV anticipates a broader impact on Jordan's development than previous DAT projects by benefiting productive enterprises offering consumer goods and services. It is anticipated that this private sector training will improve product quality and lead to increased efficiencies in production which will result in greater production of higher quality goods and services.
- B. Women in Development. In addition, DAT IV emphasizes the importance of training women managers and professionals. It is AID policy to promote the economic participation of women in development in recognition of the fact that the pace of development and the quality of its outcome is greatly dependent on the degree to which women fulfill their potential contribution and share in society's gains.

DAT IV requires that statistics on the sex of nominees and trainees be kept and encourages both the private and public sector to identify women participants and promote greater dissemination of information on available training opportunities to women professionals. USAID will freely approve short-term English language training in the U.S. for women participants whose English language proficiency may fall short of adequate for proposed training programs, and arrange female chaperones as appropriate.

II. COST ESTIMATE AND FINANCIAL PLAN

A. Cost Estimate

Total costs are expected to be \$7,500,000 US dollars contributed by USAID, \$1,805,000 in-kind and local cash costs contributed by GOJ and \$2,500,000 in-kind and local cash costs contributed by the private sector. Authorization will be for \$7,500,000.

Due to the nature of the project, not all training activities have or can be identified at this time. Following is a cost estimate based on projections presented in Appendix 1.

SUMMARY PROJECT BUDGET
(in 000's US Dollars)

<u>Training</u>		\$11,795
U.S.	(\$11,515)	
Jordan	(230)*	
3rd country	(50)	
<u>Promotion/Advertising**</u>		10
<u>TOTAL</u>		<u>\$11.805***</u>

*Includes technical assistance costs

**Advertising private sector training opportunities

***A final evaluation will be conducted one year after PACD and will be funded from another source.

B. Financial Plan

1. USAID Contribution

USAID plans to obligate \$1,600,000 in FY1986, \$1,500,000 in FYs 87, 88, and 89 and \$1,400,000 in FY1990. USAID anticipates that 50% of the project (\$3,750,000 US Dollars and \$2,152,000 US Dollar equivalent in local costs and in-kind contributions) will be allocated by January 1989 and the remaining \$3,750,000 US Dollars and \$2,152,000 US Dollar equivalent in local costs will be expended by PACD.

The USAID contribution will be set-aside as follows:

<u>U.S. CONTRIBUTION</u>			
<u>(IN 000's)</u>			
	<u>----- SECTOR -----</u>		
	<u>Public</u>	<u>Private</u>	<u>TOTAL</u>
<u>TRAINING</u>	4,900	2,480	7,380
U.S.	(4,750)	(2,450)	(7,200)
Jordan	(120)	(10)	(130)
3rd country	(30)	(20)	(50)
<u>TECHNICAL ASSISTANCE*</u>	<u>100</u>	<u>10</u>	<u>110</u>
<u>PROMOTION</u>	<u>0</u>	<u>10</u>	<u>10</u>
TOTAL	5,000	2,500	7,500
			=====

*For evaluations, assistance in preparing courses in-country, etc.

2. GOJ Contribution

The GOJ will contribute \$1,805,000 in Dollars equivalent costs to fund salaries (long-term, 75% of base pay; short-term, full salary), international transportation and supplementary per diem for their respective participants. The cost sharing formula developed for the private sector will also be applied to revenue generating mixed enterprises.

3. Private Sector Contribution

The private sector will be assessed charges based on a cost sharing formula which takes into account each institution's financial status. The private sector is expected to contribute approximately 50% of training costs: \$2,500,000 in US Dollar equivalent in-kind costs and foreign currency.

III. IMPLEMENTATION PLAN

A. Implementing Parties

In the past, USAID met regularly with MOP officials to review and evaluate project progress, evolving GOJ objectives, etc. Under DAT IV, USAID plans to continue to meet regularly with MOP officials concerning GOJ and mixed-enterprise participants and to set up a similar operations committee to review and evaluate private sector applicants.

1. USAID

On the DAT Project level, a Training Committee, chaired by the Training Officer, reviews and approves/disapproves requests forwarded from the MOP (public sector and mixed-enterprise personnel). Private sector nominations will be reviewed jointly with the MOP on the staff level. Qualified candidates will then be forwarded to a committee composed of senior MOP and USAID officials for approval.

The DAT Project Manager is responsible for disseminating information on course offerings received in USAID offices to appropriate government institutions and coordinating advertising for private sector training opportunities, receiving training requests, organizing reviews, communicating results of review, preparing training documentation for approved requests, processing participants, coordinating predeparture orientation, liaison activity with AID/W and training contractors, debriefing returning participants and for coordinating follow-up activities.

Under DAT IV USAID will encourage GOJ institutions to study manpower needs and formulate institutional training plans against which individual training plans can be assessed.

2. AID/W

S&T/IT will process requests for US training and monitor each participant's program, sending periodic reports to USAID. Reports, based on class enrollments and grades, will be shared with host institutions to evaluate participants' progress. At least one month prior to participants' return to Jordan, S&T/IT will cable their estimated time of arrival to USAID.

3. Ministry of Planning

The MOP is responsible for disseminating information about this Project and individual training opportunities within the public sector. The MOP will also be responsible to encourage

competition among government personnel for training opportunities, review and recommend training requests for funding (including women nominees), ensuring adequate funding is available from the sponsoring institution and that the sponsoring institution encumbers an appropriate position for the returning trainee. All requests will be accompanied by a training plan which will include training objectives and justification, and a statement of trainee responsibilities upon returning to Jordan. The GOJ will also provide logistical support for special consultants brought to Jordan to assist in the development of special training programs or to participate in evaluations.

GOJ sponsored trainees are required every trainee to sign documents stating that he/she will serve the Government at least two years for every one year of academic training and four times the period of training for short term programs. Another individual, usually a member of the trainee's family countersigns, agreeing to pay the costs of training if the trainee defaults on his service obligation or fails to return to the country. Since 1955, only four people have defaulted and two have not returned to Jordan. There is no reason to anticipate any change during the life of this project, leading to the conclusion that participants will return and meet training objectives.

For private sector nominees, the GOJ and USAID will work out a similar bonding mechanism to be detailed in a project implementation letter.

For private sector applications, the MOP will work with USAID staff to recommend qualified candidates to an operations committee composed of senior level MOP and USAID officials for approval.

USAID will work with the MOP to develop a follow-on program that can be administered by the MOP in the future.

4. Private Sector Nominating Institutions

In response to advertisements placed in local publications, private sector institutions can nominate candidates to USAID or MOP for training. These nominating institutions must provide documentation supporting the candidate's nomination (e.g., academic qualifications, current position, appropriateness of training, expected increase in performance due to training), work with USAID to determine cost sharing, provide guarantee of payment of their share of costs, and guarantee the placement of the returning trainee in an appropriate position within the institution.

B. Criteria for Selection

1. Public Sector

USAID will continue to rely on the MOP to generate and nominate individuals for training. However, USAID will work with the MOP to promote training of women and training in areas such as in the areas of privatization, small enterprise development, venture capital, and other areas related to support of private sector development as well as vocational/technical training development. Other favored areas include business management, personnel management, finance, trainer training, accounting, computer sciences, manpower planning, hospital administration, health technician training, nursing, tourism, agriculture, education, international law and research.

Participants selected under this project, will conform to the GOJ and AID's selection criteria presented in Appendix 4.

2. Private Sector

USAID will favor nominations for training in product design, marketing, management, venture capital, finance, quality control and other areas fundamental to improving product quality, distribution and marketing, and productivity in the private sector. Nominations of women are encouraged. If nominations do not include sufficient numbers of women, USAID may use a different cost sharing equation for women trainees as an incentive to encourage greater participation by women.

i. Recruitment and Placement:

To make the program known to Jordan's private sector, information will be made available through business organizations and newspaper advertisements. Specific training information and program guidance will be available at the Ministry of Planning and USAID offices and through AID/Washington's training office.

ii. Application and Preliminary Screening:

Applications for assistance may be made to the Ministry of Planning or USAID. Applications will include, to the extent possible, course

information, applicant background, cost sharing information, benefits to be gained from the course

etc. Ministry of Planning will consolidate applications. Periodically, about once a month, staff level representatives from the Ministry and AID will jointly screen them against selection criteria (Appendix 3) to determine those which best meet the criteria.

iii. Final Approval:

Following the preliminary screening, the qualified applicants will be reviewed by a senior level committee to make final approvals. The approval committee will be composed of senior officers of the MOP and USAID.

C. Implementation Schedule

The Grant is expected to be authorized and executed in August 1986. The Conditions Precedent to initial disbursement, based on past experience, may be satisfied within 30 days of execution of the Agreement, although 60 days has been permitted in the draft Grant Agreement and disbursement is expected to occur in the fourth quarter of FY1986, unless AID agrees otherwise in writing. The Project Assistance Completion Date (PACD) will be August 30, 1991, with the Terminal Disbursement Date (TDD) nine months thereafter.

IV. MONITORING PLAN

The USAID DAT Project Manager regularly monitors both quantitative and qualitative data. Participant numbers and training costs are updated regularly in the Participant Management System, meetings are held regularly with MOP officials, and returning trainees are debriefed following training to assess appropriateness of training.

Monitoring of participant programs in the United States will be the responsibility of the Office of International Training. For academic long-term participants it is the responsibility of the AID contractor, currently Partners for International Education and Training (PIET), to send the USAID and the GOJ periodic reports on courses selected and grades earned. The reports will be reviewed and evaluated by the GOJ and the USAID. Progress reports on short-term technical training are being prepared by PIET.

Monitoring of third country training will be the responsibility of USAID/Jordan's Training Office with the cooperation of the USAID Mission where the training is being conducted. For in-country training, Mission technical staff will be responsible for monitoring the participant process.

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

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

Handbook 10 Participant Training suggested the establishment of a society for returned participants. The initiation of such a society will be looked into. In the meantime, the American University of Beirut does have an excellent alumni club for AUB graduates which includes Jordanians sponsored by AID. The total number of returned AUB trained Jordanians is approximately 1000.

V. SUMMARY PROJECT ANALYSES

- A. Economic Considerations. Based on experience with previous Development Administration Training Projects, it is accepted that economic benefits will, as a result of the project, accrue both to the recipients as well as the Hashemite Kingdom of Jordan. (Annex 5)
- B. Administrative. This the the fourth DAT project and the administrative structure already in place in USAID and the MOP has proved effective. Administrative procedures for implementing the private sector set-aside will be based on the system in place with the MOP and modified as experience dictates.
- C. Social. There is no reason to believe that training offered under this project will be rejected by the target population because of the values, beliefs, social structure, or organizations within Jordanian communities. All available evidence and previous experience indicates a strong belief in the value of education. The inclusion of a set-aside for private sector training will increase the "spread effect" of the Project compared with its predecessors.

VI. CONDITIONS AND COVENANTS

A. Conditions Precedent to Disbursement:

Prior to the first disbursement under the Grant, or to the issuance by AID of documentation pursuant to which disbursement will be made, the Grantee will, except as the Parties may otherwise agree in writing, furnish to AID in form and substance satisfactory to AID:

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

B. Covenants

GOJ will use its best efforts to communicate appropriate training opportunities to qualified women professionals and managers and increase the number of women participants to 15% of Project trainees.

C. Waiver

A blanket waiver for third country training in Free World countries is approved for up to \$300,000 of Project funds to allow GOJ and private sector key personnel to attend high-level professional conferences and seminars, not held in the U.S. or the Cooperating country.

The interests of the U.S. are best served by permitting the procurement of services from Free World countries other than the Cooperating Country and the U.S.

D. Notification

When AID has determined that the conditions precedent specified in Section IV.A have been met, it will promptly notify the Grantee.

E. Terminal Dates for Conditions Precedent

If the conditions specified have not been met within sixty (60) days of the date of this Agreement, or such later date as AID may agree to in writing, AID, at its option, may terminate this Agreement by written notice to the Grantee.

VII. EVALUATION ARRANGEMENTS

An interim in-house evaluation is scheduled for FY1989 to look closely at the private sector component (nomination trends, disbursement, financing) and of the nomination rates for women.

One year after the PACD, a final evaluation is scheduled to look at the appropriateness and effectiveness of the DAT approach to providing training in the public and private sector as determined by trainee placement and reviews by participants and their supervisors.

TRAINING PROJECTIONS

	----- PUBLIC SECTOR -----		----- PRIVATE SECTOR -----	
	<u>Number of</u> <u>Persons</u>	<u>Person Months</u> <u>of Training</u>	<u>Number of</u> <u>Persons</u>	<u>Person Months</u> <u>of Training</u>
<u>1987</u>				
Short-term	60	120	92	184
Long-term	10	180		
<u>1988</u>				
Short-term	60	120	92	184
Long-term	10	180		
<u>1989</u>				
Short-term	60	120	92	184
Long-term	10	180		
<u>1990</u>				
Short-term	60	120	92	184
Long-term	10	180		
<u>1991</u>				
Short-term	58	116	92	184
TOTAL	<u>338</u>	<u>1,316</u>	<u>460</u>	<u>920</u>
	=====	=====	=====	=====

- Notes:
- (1) Training is anticipated to commence on/about August, 1986 and terminate July 1991.
 - (2) Funds not utilized for the private sector and in-country or third country training may be used to increase grants for the public sector, and vice versa.

SUMMARY BUDGET
U.S. DOLLARS (000)

	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	<u>Third & In-Country</u>	<u>Total</u>
<u>U.S. Contribution</u>							
<u>Training</u>							
Public Sector	913	1,006	1,060	1,134	637	250	5,000
Private Sector	440	466	492	518	544	40	2,500
Total U.S.	<u>1,353</u>	<u>1,472</u>	<u>1,552</u>	<u>1,652</u>	<u>1,181</u>	<u>290</u>	<u>7,500</u>
<u>GOJ Contribution</u>							
Training	343	374	401	426	261		1,805
<u>Private Sector</u>							
<u>Contribution</u>							
Training	440	466	492	518	544	40	2,500
TOTAL PROJECT COST	2,136	2,312	2,445	2,596	1,986	330	11,805

PARTICIPANT SELECTION CRITERIA

- a. Be a citizen of Jordan.
- b. Have demonstrated to the satisfaction of the employer awareness of the responsibilities to be assumed if selected.
- c. Have met the age criteria and the required medical examination.
- d. Have worked for his/her employer for a minimum of one year.
- e. Have demonstrated adequate academic or other experience to assure the individual is qualified for the program proposed.
- f. Have demonstrated maturity and leadership potential.
- g. Have sufficient English language proficiency, or be approved for English language training, for the proposed training program in the U.S.
- h. Be employed at the time of nomination in the field for which he/she is nominated; or have written assurance by employing institution of such an assignment upon completion of training.
- i. GOJ participants must be willing to serve in any part of the country in his/her field of training.
- j. Be willing to sign an agreement with employer requiring him/her to return to Jordan upon completion of training and, if a GOJ employee, to serve the Government for the number of required years according to Jordanian Law.
- k. Generally should not have participated in another AID-sponsored training program within previous 2 years.

SOCIAL ANALYSIS

Skill Mis-match. In the recent past, the educational system expanded rapidly in response to the aspirations of a growing middle class and labor demands of a bouyant economy which required the skills of a highly educated labor force. Moreover, the Gulf States continued to draw Jordanians; the regional demand for skilled labor effectively eliminated any structural unemployment while exerting upward pressure on domestic wages. However, with decline in international oil prices and on-set of the present economic recession, the dynamics of the labor market have changed drastically.

The "skill mix" rather than the number of graduates is now the primary concern. The Gulf States no longer offer an employment outlet and the slower rate of domestic economic growth implies creation of fewer new jobs. Thus the combination of long term high population growth, channelled through a greatly expanded formal education system, now points to labor surplus rather than the relative scarcity of just a few years ago. Moreover, the Jordanian educational system is not producing the kinds of skills needed for the projected outlook of Jordan's economy. Studies of future demand for various occupations both within Jordan and the Gulf States are, at best, infrequent, incomplete and poorly disseminated, accentuating the likelihood of mis-matches between labor supply from the education system and the economy's needs.

Women in Development. In the last several years, women have demonstrated their interest and availability to assume responsible positions in the work force. At least 65% of the students at the University of Jordan are women and they have consistently demonstrated high achievement; roughly 13-15% of the work force in Jordan are women. Regretably, traditional career path orientations (e.g., secretaries, teachers, nurses) and public sector personnel policies tend to channel women into positions with low career potential. Consequently there are few women in the public sector occupying middle and upper management positions, although some institutions (e.g. Department of Statistics, Income Tax, Urban Development, Ministry of Education, Alia, JCTV) have a better record of placing women in responsible positions.

Although it is beyond the scope of DAT IV to address tradition patterns of job classification and division of labor, it does strive to begin a systematic effort to break the cycle that unconsciously and routinely places women in jobs with limited career potential.

ECONOMIC ANALYSIS

With few natural resources other than phosphates, Jordan has invested heavily in the development of its human resources. This strategy paid off handsomely during the oil boom years of the 1970's and early 1980's, when up to 40% of Jordan's total labor force was employed overseas, principally in the Gulf States. With their higher level of training and education and their Arab nationality, Jordanians increasingly came to be employed in professional and white collar positions. With workers' remittances exceeding \$1 billion annually, the pay-off from Jordan's investment in education was readily apparent.

The slip in oil prices in 1981 adversely affected the economies of the Arab oil producing states. The very sharp fall in world oil prices in 1985-1986 exacerbated the economic depression in the Gulf. Heavily dependent on inflows of workers' remittances and Arab donor aid, Jordan, too, has had to adjust to a very changed economic outlook. These changed circumstances affect both the priorities that should be accorded participant training and the return to be expected.

In the public sector, prospects are for (1) far lower rates of increase in domestic revenue collection, given lower economic growth, and (2) reduced inflows of Arab donor aid. As a result, public sector hiring is likely to be far tighter, and, existing staff capabilities. In the course of adjustment to changed external economic circumstances, the role and operations of the public sector will also have to change. For example, with heavy past investment in infrastructure completed and reduced revenues, the government is likely to place less emphasis on infrastructure investment and more on promoting private sector investment and growth. To give another example, with a tighter labor market, the importance of public sector job counselling and employment offices will increase. While from an economic efficiency viewpoint, it might be argued that it would be preferable to adjust to the shifts in public sector requirements by retiring redundant personnel and hiring new personnel with requisite skills, politically this course of action is foreclosed. As a result, short-term participant training becomes the least-cost way of training existing public sector employees for taking on changed tasks.

Within the private sector, adjustment will need to take place to adjust to the tighter markets in neighboring Arab countries and to assume the dynamic role envisioned for it in the Five Year Plan. To develop their domestic markets more fully and raise product quality to competitive standards, it is anticipated that key members of the private sector will benefit from short-term training opportunities targeted at specific business problems they encounter. It is anticipated that training in marketing, distribution, packaging, advertising, business management, accounting, testing, etc. will allow businesses to make more strategic investments enabling them to expand thus creating employment opportunities and perhaps increasing exports.

FINANCIAL ANALYSIS

	USAID Contribution		Private Sector Contribution	GOJ Contribution	
	<u>Private Sector</u>	<u>Public Sector</u>		<u>Public Sector</u>	<u>Total</u>
1987	419,382	869,640	419,382	326,725	2,035,129
1988	443,762	947,880	443,762	355,973	2,191,377
1989	468,418	1,013,920	468,418	382,605	2,338,361
1990	492,890	1,080,060	492,890	405,640	2,471,480
1991	<u>518,650</u>	<u>607,376</u>	<u>518,650</u>	<u>248,460</u>	<u>1,893,136</u>
TOTAL	2,343,102	4,523,876	2,343,102	1,719,403	10,929,489
Third and In- Country Training	39,743	250,000	39,743		329,486
Contingency 5%	<u>117,155</u>	<u>226,124</u>	<u>117,156</u>	<u>85,970</u>	<u>546,404</u>
Total Project Cost	<u>2,500,000</u> =====	<u>5,000,000</u> =====	<u>2,500,000</u> =====	<u>1,805,373</u> =====	<u>11,805,373</u> =====

DEVELOPMENT ADMINISTRATION TRAINING IV
PROJECT BUDGET - PUBLIC SECTOR
U.S. Contribution

	NUMBER OF PARTICIPANTS		PERSON MONTH		AMOUNT		Total
	LT	ST	LT	ST	LT	\$ ST	
1987							
Short-term		60		120		477,240	477,240
Long-term	10		180		392,400		392,400
1988							
Short-term		60		120		520,200	520,200
Long-term	10		180		427,680		427,680
1989							
Short-term		60		120		559,200	559,200
Long-term	10		180		459,720		459,720
1990							
Short-term		60		120		592,800	592,800
Long-term	10		180		487,260		487,260
1991							
Short-term		58		116		607,376	607,376
Long-term							
<hr/>							
Total	40	298	720	596	1,767,060	2,756,816	4,523,876
<hr/>							
Contingency 5%					88,353	137,771	226,124
Total					1,855,413	2,894,587	4,750,000
<hr/>							
Third and/or In-Country Training							250,000
TOTAL PROJECT COSTS							5,000,000
<hr/>							

DEVELOPMENT ADMINISTRATION TRAINING IV
PROJECT BUDGET - PRIVATE SECTOR
U.S. Contribution (\$)

	<u>Number of Participants</u>	<u>Duration PM</u>	<u>COSTS</u>		<u>TOTAL</u>
			<u>INT. TRAVEL</u>	<u>PROG. COST</u>	
1987	92	184	89,194	330,188	418,382
1988	92	184	97,106	346,656	443,762
1989	92	184	104,466	363,952	468,418
1990	92	184	110,722	382,168	492,890
1991	92	184	117,346	401,304	518,650
TOTALS	<u>460</u> =====	<u>920</u> =====	<u>518,834</u>	<u>1,824,268</u>	<u>2,343,102</u>
Contingency 5%			25,942	91,213	117,155
TOTALS			<u>544,776</u> =====	<u>1,915,481</u> =====	<u>2,460,257</u>
Third Country/or In-Country Training					<u>39,743</u>
Total Private Sector Costs					<u>2,500,000</u> =====

NOTE: The Private Sector is expected to contribute 50 percent of the total training computed at an estimated cost of \$2,500,000.

DEVELOPMENT ADMINISTRATION TRAINING IV
PROJECT BUDGET - PUBLIC SECTOR
GOJ CONTRIBUTION (\$)

		<u>LONG TERM</u>		<u>SHORT TERM</u>		<u>TOTALS</u>
		<u>INT. TRAVEL</u>	<u>SALARY</u>	<u>INT TRAVEL</u>	<u>SALARY</u>	
1987	300 PM	19,390	101,115	116,340	89,880	326,725
1988	300 PM	21,113	110,160	126,780	97,920	355,973
1989	300 PM	22,710	118,395	136,260	105,240	382,605
1990	300 PM	24,070	125,550	144,420	111,600	405,640
1991	116 PM			<u>147,958</u>	<u>100,502</u>	<u>248,460</u>
TOTAL		87,283	455,220	671,758	505,142	1,719,403
		=====	=====	=====	=====	
Contingency 5%						<u>85,970</u>
Total						<u>1,805,373</u>
						=====

SUMMARY

	<u>LONG TERM</u>	<u>SHORT TERM</u>	<u>TOTAL</u>
International Travel	87,283	671,758	759,041
Salaries	455,220	505,142	960,362
Total Before Contingency	<u>542,503</u>	<u>1,176,900</u>	<u>1,719,403</u>
Contingency 5%	27,125	58,845	85,970
TOTAL	<u>569,628</u>	<u>1,235,745</u>	<u>1,805,373</u>
	=====	=====	=====

LOGICAL FRAMEWORK

LIFE OF PROJECT:
 FROM FY 86 to FY 91
 TOTAL U.S. FUNDING 7,500,000

Project Title & Number: Development Administration Training IV
 278-0267

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>(A-1) Program of Sector Goal: The broader objective to which this project contributes:</p> <p>Upgrade skills and improve the administrative and technical capabilities of Jordanian public and private personnel to carry out Jordan's development efforts.</p>	<p>(A-2) Measures of Goal Achievement:</p> <p>Returned participants occupying positions of authority/responsibility</p>	<p>(A-3)</p> <p>Follow-up activities to verify positions held by returned participants. Objective assessment of level of such positions and opportunity for exercise of authority/responsibility.</p>	<p>(A-4) Measures for achieving goal targets:</p> <p>Returned participants will be used in productive manner beneficial both to the trainees and to Jordan.</p> <p>Combination of incentives/requirements will be sufficient to ensure that trainees return to Jordan and remain in employer's service a reasonable period of time.</p>

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LOGICAL FRAMEWORK

LIFE OF PROJECT:
 FROM FY 86 to FY 91
 TOTAL U.S. FUNDING 7,500,000

Project Title & Number: Development Administration Training IV
278-0267

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

2/10

LOGICAL FRAMEWORK

LIFE OF PROJECT:
 FROM FY 86 to FY 91
 TOTAL U.S. FUNDING 7,500,000

Project Title & Number: Development Administration Training IV
278-0267

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
(D-1) Project Inputs:	(D-2) Implementation Target (Type and Quantity)	(D-3)	(D-4) Assumptions for providing Inputs
<u>USAID</u> Funds for participant training	A total of \$7,500,000 for five years	Controller's Records	Funds will be provided as scheduled by both AID and GOJ.
<u>GOJ:</u> International Travel and salaries of participants during training.	Approximately \$1,805,000 over the life of the project.	PIO/Ps	
<u>Private Sector:</u> International Travel and cost sharing of program.	A goal of 50% cost sharing. Approximately \$2,500,000 over the life of the project.	PIO/Ps	

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Annex 8

A.I.D. PROJECT NO. 278-0267

PROJECT

GRANT AGREEMENT

BETWEEN

THE HASHEMITE KINGDOM OF JORDAN

AND THE

UNITED STATES OF AMERICA

FOR

DEVELOPMENT ADMINISTRATION TRAINING IV

DATE: , 1986

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Project Grant Agreement

Date: 1986

Between

The Hashemite Kingdom of Jordan ("Grantee"), acting through the Ministry of Planning ("MOP")

And

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

Article 1: The Agreement

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

Article 2: The Project

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

SECTION 2.2 Incremental Nature of Project Funding.

(a) A.I.D.'s contribution to the Project will be provided in increments, the initial contribution of One Million Six Hundred Thousand United States Dollars (\$ 1,600,000) being made available in accordance with Section 3.1 of this Agreement. Subsequent increments will be subject to availability of funds to A.I.D. for the purpose, and to the mutual agreement of the Parties, at the time of a subsequent increment, to proceed.

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

Article 3. Financing

SECTION 3.1. The Grant. To assist the Grantee to meet the costs of carrying out the Project, A.I.D., pursuant to the Foreign Assistance Act of 1961, as amended, agrees to grant the Grantee under the terms of this Agreement not to exceed One Million Six Hundred Thousand United States Dollars (\$1,600,000) ("Grant"). The Grant may be used to finance Foreign Exchange Costs, as defined in Section 6.1, and Local Currency Costs, as defined in Section 6.2, of goods and services required for the Project.

SECTION 3.2. Grantee Resources for the Project

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

(b) It is estimated that the total resources to be provided by the Grantee for the Project over the life of the Project will be approximately the equivalent of U.S. \$1,805,000, including costs borne on an "in-kind" basis.

SECTION 3.3. Project Assistance Completion Date

(a) The "Project Assistance Completion Date" (PACD), which is August 31, 1991, or such other date as the Parties may agree to in writing, is the date by which the Parties estimate that all services financed under the Grant will have been performed and all goods financed under the Grant will have been furnished for the Project as contemplated in this Agreement.

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

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

Article 4: Conditions Precedent to Disbursement

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

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

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

SECTION 4.2. Covenant. The GOJ will use its best efforts to communicate appropriate training opportunities to qualified women managers and professionals and increase the number of women participants to 15% of Project Trainees.

SECTION 4.3. Notification. When A.I.D. has determined that the conditions precedent specified in Section 4.1 have been met, it will promptly notify the Grantee.

SECTION 4.4. Terminal Dates for Conditions Precedent. If the conditions specified in Section 4.1 have not been met within sixty (60) days of the date of this Agreement, or such later date as A.I.D. may agree to in writing, A.I.D., at its option, may terminate this Agreement by written notice to the Grantee.

Article 5: Project Evaluation

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

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

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

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

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

Article 6: Procurement Source.

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

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

Article 7: Disbursement.

SECTION 7.1 Disbursements for Foreign Exchange Costs.

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

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

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

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

SECTION 7.2. Disbursement for Local Currency Costs.

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

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

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

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

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

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

Article 8: Miscellaneous:

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

To the Grantee:

Mail Address: The Ministry of Planning
Amman, Jordan

To A.I.D.:

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

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

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

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

SECTION 8.3. Annexes. A "Project Grant Standard Provisions Annex" (Annex 2) is attached and form part of this Agreement.

SECTION 8.4 Language of Agreement. This Agreement is prepared in the English language.

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

THE HASHEMITE KINGDOM OF JORDAN

BY: _____
Taher H. Kanaan

TITLE: Minister of Planning

THE UNITED STATES OF AMERICA

BY: _____
Paul H. Boeker

TITLE: Ambassador

BY: _____
Lewis P. Reade

TITLE: Director, USAID/Jordan

Annexes: As Stated

DEVELOPMENT ADMINISTRATION TRAINING IV
AMPLIFIED PROJECT DESCRIPTION

1. Project Goal

The Project Goal is to strengthen the Government of Jordan's ability to implement its development program, and to strengthen the private sector's ability to increase production and productivity.

2. Project Purpose

The Project Purpose is to improve the efficiency and effectiveness of public and private sector services and investments through skills upgrading in technical, managerial and administrative areas.

3. Project Components

The Project's main component is training. It provides for training approximately 40 long-term academic participants in the U.S. and 758 short term participants, primarily in the U.S. When justified, modest levels of in-country and third country training will be approved. The Project also funds consultancy services and other costs.

4. Priority Training Categories

A. Government of Jordan. It is expected that under this Project, academic, technical and other training will be in primary developmental areas as envisioned in GOJ manpower studies. These priority areas include but are not limited to Business Management, Finance, Trainer of Trainees, Accounting, Computer Science, Manpower Planning, Privatization, Hospital Administration, Training of Health Technicians, Nursing, Tourism, Educational Technology, Agriculture, International Law, Training of Researchers and Energy and Mineral Resources.

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

- B. Private Sector. Of the planned \$7,500,000 U.S. contribution, \$2,500,000 is set aside for training private sector personnel.

It is expected that private sector training will be in areas related to production and productivity issues. These areas include Business Management, Marketing, Packaging, Distribution, Accounting, Industrial Hazards, Health and Safety, Finance, Computer Science, Production Control, Quality Assurance, and other appropriate technical areas.

Persons trained under this Project Component will be mostly mid-level employees from private sector businesses. Training will be short-term (although allowance is made for long-term academic training if appropriate). Opportunities will include short courses offered in the U.S., observation tours in the U.S. and world class seminars offered in the U.S. and third countries.

- C. Women Participants

It is expected that the Ministry of Planning and private sectors will use their best efforts to communicate appropriate training opportunities to qualified women professionals and managers and to encourage their supervisors to nominate them for training. USAID and the Ministry of Planning will record the number of men and women nominated for training and, of those, the number of each who were actually recommended for training.

5. Implementation

This Project will be jointly implemented by USAID and GOJ, as represented by the Ministry of Planning. As in the past, the GOJ will take principal responsibility for identifying needs and reviewing nominations for training from the public sector; USAID will assume primary responsibility for promoting and evaluating participants from the private sector. Actual placement of approved nominations will be implemented through the USAID training office.

With respect to the private sector component, private sector applications for training may be made to the Ministry of Planning or USAID. The Ministry of Planning will consolidate applications. Periodically, about once a month, staff level representatives from the Ministry of Planning and USAID will jointly screen applicants to determine qualified candidates. Following the preliminary screening, qualified candidates will be reviewed by a senior level committee to make final approvals. The approval committee will be composed of senior officers of the Ministry of Planning and USAID.

6. Financial Plan

The total project cost is estimated to be US\$11,805,000 over a five year project life. The AID contribution consists of a US\$ 7.5 million grant, subject to availability of funds. The Government of Jordan contribution in cash and in-kind is estimated to be equivalent to US\$1,805,000. This budget will be periodically amended to reflect increments in funding and requested changes in budget line items as required to implement the project. These amendments or revisions to the project budget will be transmitted through implementation letters.

7. A.I.D. Contribution

A.I.D.'s contribution to the Project will finance training, consultants and other costs and will not exceed Seven Million Five Hundred Thousand U.S. Dollars (\$7,500,000). Of the first authorization of US\$1.6 million, \$1 million will be used for public sector training and \$600,000 for private sector training.

----- U.S. CONTRIBUTION (IN 000's)			
	----- SECTOR -----		
	<u>Public</u>	<u>Private</u>	<u>TOTAL</u>
<u>TRAINING</u>	4,900	2,480	7,380
U.S.	(4,750)	(2,450)	(7,350)
Jordan	(120)	(10)	(130)
3rd country	(30)	(20)	(50)
<u>TECHNICAL ASSISTANCE</u>	<u>100</u>	<u>10</u>	<u>110</u>
<u>PROMOTION</u>	<u>0</u>	<u>10</u>	<u>10</u>
<u>TOTAL</u>	5,000	2,500	7,500 =====

8. GOJ Contribution

GOJ contribution to the Project will consist of salaries of participants during training, international travel, supplemental per diem and logistic support for in-country training. The total GOJ contribution is estimated to reach 25% of total project costs or approximately One Million and Eight Hundred and Five Thousand U.S. Dollars (\$1,805,000), including in-kind and local costs.

9. Private Sector Contribution

The private sector contribution is expected to average 50% of costs attributed to the private sector component, i.e. \$2,500,000. A cost sharing formula will be applied to each participant and will take into account training costs, per diem, international travel, and materials.

DRAFT

PROJECT BUDGET (US\$ '000)

	<u>Initial Contribution</u>			<u>Life of Project Total</u>			<u>TOTAL</u>
	<u>AID</u>	<u>GOJ</u>	<u>Private Sector</u>	<u>AID</u>	<u>GOJ</u>	<u>Private Sector</u>	
Training in the U.S.	1550	336	440	7210	1770	2460	11,440
In-country training	40	2	2	240	10	10	260
Third country training	10	5	6	50	25	30	105
	<u>1600</u>	<u>343</u>	<u>448</u>	<u>7500</u>	<u>1805</u>	<u>2500</u>	<u>11,805</u>

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AIDAC

E.O. 12356: N/A

TAGS: N/A

SUBJECT: REQUEST FOR PID APPROVAL AUTHORITY -
DEVELOPMENT ADMINISTRATION TRAINING IV (278-0267)

REF - AMMAN 03635

1. WE CONCUR WITH THE MISSION'S REQUEST FOR AN AD HOC DELEGATION OF AUTHORITY TO REVIEW AND APPROVE THE PID FOR THE SUBJECT PROJECT. THIS DECISION REFLECTS THE BUREAU'S JUDGMENT THAT, WHILE THIS FOLLOW-ON PROJECT MAY CONTAIN SOME NEW DIMENSIONS (PARA 3, REFTEL), IT DOES NOT CONTAIN POLICY CONSIDERATIONS WITH WHICH AID/W NEED INVOLVE ITSELF.

2. WE WOULD APPRECIATE BEING KEPT INFORMED REGARDING PROJECT DEVELOPMENT AND APPROVAL, AS WELL AS RECEIVING OFFICIAL FILE COPIES OF BOTH THE PID AND PP. ARMACOST

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ANNEX 10

STATUTORY CHECKLIST

PROJECT CHECKLIST

Listed below are statutory criteria applicable to projects. This section is divided into two parts. Part A. includes criteria applicable to all projects. Part B. applies to projects funded from specific sources only: B.1 applies to all projects funded with Development Assistance Funds, B.2. applies to projects funded with Development Assistance loans, and B.3. applies to projects funded from ESP.

CROSS REFERENCES: IS COUNTRY CHECKLIST UP TO DATE? HAS STANDARD ITEM CHECKLIST BEEN REVISED FOR THIS PROJECT? Yes

A. GENERAL CRITERIA FOR PROJECT

1. FY 1986 Continuing Resolution Sec. 524; FAA Sec. 634A;

(a) Describe how authorizing and appropriations committees of Senate and House have been or will be notified concerning the project;

(a) Congressional Notification procedures have been followed.

2. FAA Sec. 611 (a)(1). Prior to obligation in excess of \$100,000 will there be (a) engineering, financial or other plans necessary to carry out the assistance and (b) a reasonably firm estimate of the cost to the U.S. of the assistance?

(a) Yes.

(b) Yes.

3. FAA Sec. 611(a)(2). If further legislative action is required within recipient country, what is basis for reasonable expectation that such action will be completed in time to permit orderly accomplishment of purpose of the assistance? Not required.
4. FAA Sec. 611(b); FY 1986 Continuing Resolution Sec 501. If for water or water-related land resource construction, has project met the standards and criteria as set forth in the Principles and Standards for Planning Water and Related Land Resources, dated October 25, 1973? (See AID Handbook 3 for new guidelines.) N.A.
5. FAA Sec. 611 (e). If project is capital assistance (e.g., construction), and all U.S. assistance for it will exceed \$1 million, has Mission Director certified and Regional Assistant Administrator taken into consideration the country's capability effectively to maintain and utilize the project? N.A.
6. FAA Sec. 209. Is project susceptible to execution as part of regional or multilateral project? If so, why is project not so executed? Information and conclusion whether assistance will encourage regional development programs. not so susceptible.

7. FAA Sec 601(a). Information and conclusions whether project will encourage efforts of the country to: (a) increase the flow of international trade; (b) foster private initiative and competition; and (c) encourage development and use of cooperatives, and credit unions, and savings and loan associations; (d) discourage monopolistic practices; (e) improve technical efficiency of industry, agriculture and commerce; and (f) strengthen free labor unions.

The project provides training and limited technical assistance expected to address skill deficiencies in the areas listed, especially (a), (b) and (e).

8. FAA Sec. 601(b). Information and conclusions on how project will encourage U.S. private trade and investment abroad and encourage private U.S. participation in foreign assistance programs (including use of private trade channels, and the services of U.S. private enterprise).

No impact. The project will fund primarily participant training.

9. FAA Sec. 612(b), 636(h); FY 1986 Continuing Resolution Sec. 507. Describe steps taken to assure that, to the maximum extent possible, the country is contributing local currencies to meet the cost of contractual and other services, and foreign currencies owned by the U.S. are utilized in lieu of dollars.

The Government of Jordan (GOJ) will contribute not less than 25% of project costs from its own resources. The USG owns no excess Jordanian currency.

10. FAA Sec. 612(d). Does the U.S. own excess foreign currency of the country and, if so, what arrangements have been made for its release?

No

11. FAA Sec. 601(e). Will the project utilize competitive selection procedures for the awarding of contracts, except where applicable procurement rules allow otherwise?

Yes

12. FY 1986 Continuing Resolution Sec . 522. N.A.
 If assistance is for the production of any commodity for export, is the commodity likely to be in surplus on world markets at the time the resulting productive capacity becomes operative, and is such assistance likely to cause substantial injury to U.S. producers of the same, similar or competing commodity?
13. FAA 118(c) and (d). Does the project comply with the environmental procedures set forth in AID Regulation 16? Does the project or program take into consideration the problem of the destruction of tropical forests? Yes. N.A.
14. FAA 121(d). If a Sahel Project, has a determination been made that the host government has an adequate system for accounting for and controlling receipt and expenditure of project funds (dollars or local currency generated therefrom)? N.A.
15. FY 1986 Continuing Resolution Sec. 533. Is disbursement of the assistance conditioned solely on the basis of the policies of any multilateral institution? No
16. ISDCA of 1985 Sec. 310. For development assistance projects, how much of the funds will be available only for activities of economically and socially disadvantaged enterprises, historically black colleges and universities black colleges and universities, and private and voluntary organizations which are controlled by individuals who are black Americans, Hispanic Americans, or who are economically or socially disadvantaged (including women)? N.A.

B. FUNDING CRITERIA FOR PROJECT

1. Development Assistance Project Criteria N.A.

2. Development Assistance Project Criteria (Loans only) N.A.

3. Economic Support Fund Project Criteria

a. FAA Sec. 531(a). Will this assistance promote economic or political stability? To the maximum extent feasible, is this assistance consistent with the policy directions, purposes, and programs of part I of the FAA? Yes
Yes

b. FAA Sec. 531(c). Will assistance under this chapter be used for military, or paramilitary activities? No

c. ISDCA OF 1985 Sec. 207. Will ESF funds be used to finance the constructions of, or the operation or maintenance of, or the supplying of fuel for, a nuclear facility? If so, has the President certified that such country is a party of the Treaty on the Non-Proliferation of Nuclear Weapons or the Treaty on the Non-Proliferation of Nuclear Weapons or the Treaty for the Prohibition of Nuclear Weapons in Latin America (the "Treaty of Tlatelolco"), cooperates fully with the IAEA, and pursues nonproliferation policies consistent with those of the United States? No

d. FAA Sec. 609. If commodities are to be granted so that sale proceeds will accrue to the recipient country, have Special Account (counterpart) arrangements been made? N.A.

NO. OF DOCUMENT 21785	DATE RECEIVED 7/22/86	CONTROL NUMBER B-900112	DATE DUE 7/29/86
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SUBJECT DAT III		COMMENTS (Cont'd on back)	
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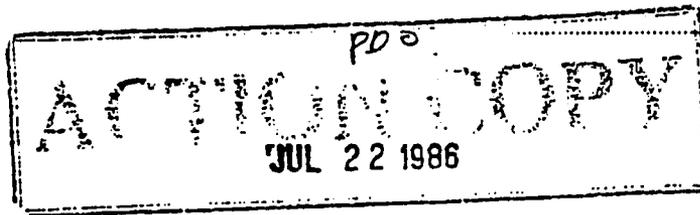
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DATE 21/7/1986
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Mr. L. Reade
Director
USAID
Jordan

Dear Mr. Reade,

Since the funds allocated for Development Administration Training (DAT III) have been depleted. You are kindly requested to take the necessary action to allocate an amount of US \$ 7.5 Million for DAT IV under the Technical Assistance Program to Jordan to cover the coming five-year period.

Sincerely yours,

Minister of Planning

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B I B L I O G R A P H Y

1. DEVELOPMENT ADMINISTRATION TRAINING I, 278-0146
2. DEVELOPMENT ADMINISTRATION TRAINING II, 278-0214
3. DEVELOPMENT ADMINISTRATION TRAINING III, 278-0257
4. USAID/Jordan's Participant Training Project: Review and Recommendations, dated 6/78
5. Statistical Yearbook, Ministry of Education, 1981/1982 dated 3/83
6. Statistical Yearbook, Ministry of Education, 1982/1983 dated 3/84
7. AID Handbook No. 10, Participant Training
8. Participant Directory - Joint Jordan, USAID sponsored Training Program, FY 1952 - December 31, 1975
9. Appraisal of an Education Project in the HKJ IBRD and IDA, February, 1975.
10. Education in Jordan 1921 - 1977 by Dr. Ahmad Al-Tall, February, 1978. Nat'l Book Foundation, Islamabad
11. Education, Sector Working Paper, World Bank, 1974
12. Education in Jordan, Rev. Ed. by Najati Al-Bukhari, Jordan Ministry of Culture and Information, 1973.
13. Report and Recommendations on a Proposed Loan to HKJ for a Third Education Project World Bank, November, 1979.
14. Jordan Education Sector Impact Evaluation. PPC, January 11, 1982
15. Higher Education in Jordan - October, 1984. A Study Prepared by USAID/J Staff.
16. A.I.D. Participant Training Policy Determination, July 13, 1983.
17. A.I.D. Women in Development Policy Paper.