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PERFORMANCE MONITORING AND EVALUATION (PME)

The Program's Enhanced PME Methodology and Tracking Tools

March 15, 2011

This publication was produced for review by the United States Agency for International Development. It was prepared by Kathleen O'Dell and Lara Salman.

PERFORMANCE MONITORING AND EVALUATION (PME)

The Program's Enhanced PME Methodology and Tracking Tools

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM

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DELOITTE CONSULTING LLP

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PERFORMANCE MONITORING AND EVALUATION METHODOLOGY

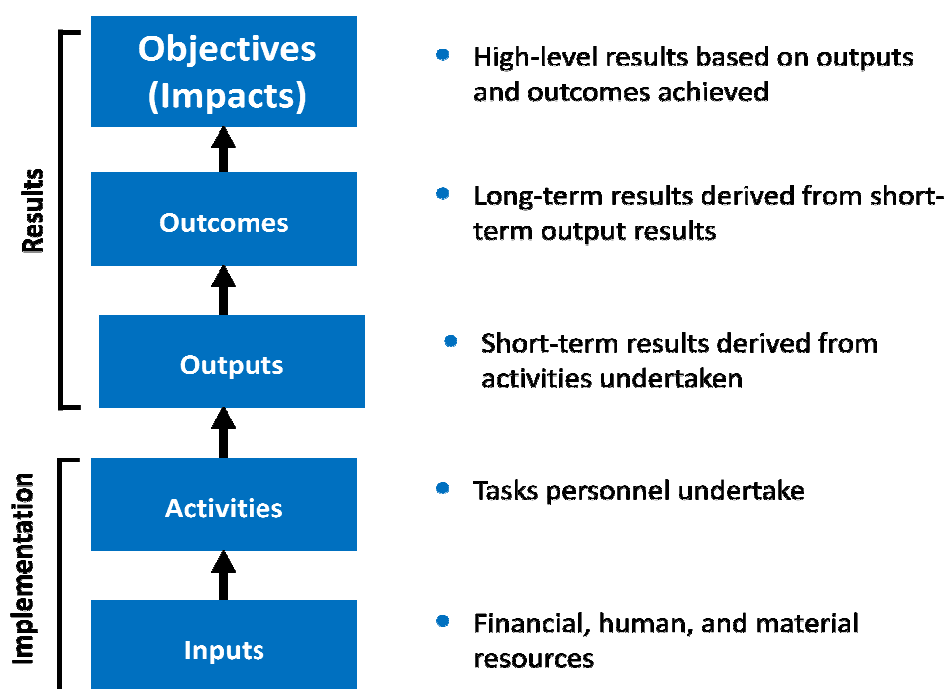
PERFORMANCE MONITORING AND EVALUATION METHODOLOGY

THE PROGRAM PME INDICATORS

Overall Methodology

In 2008 the Program developed an Impact Framework based on the three key initiatives around which the bulk of the Program's efforts naturally cluster: Inserting Jordan into Global Value Chains in the Program's identified Key Sectors; Catalyzing Regional Investment; and Developing an Innovation Cluster around Energy, Water and the Environment (EWE).

This Framework includes clusters of Program activities, as outlined in the work plan, which lead to defined measurable outputs. The outputs are short- to medium-term achievements resulting from the Program's direct support. The Framework documents that these outputs will then, in aggregate, lead to higher-level outcomes. These outcomes are longer-term results over which the Program does not have control but which are reasonable assumptions of the impact that will be realized as a result of the output achievements. These outcomes, in turn, track to our high-level Program objectives: to increase exports and revenue, create jobs for Jordanian workers, and attract new local/foreign direct investment.



To monitor results against the Framework, the Program performs a continuous process of collecting and analyzing information. The PME Administrator and technical team use USAID's guidance on data quality, including:

- Validity – Do data clearly and directly measure what is intended?
- Reliability – Can the same results be obtained repeatedly?
- Timeliness – Are data sufficiently current and available frequently?

- Precision – What is the acceptable margin of error?
- Integrity – Is there a possibility that data are manipulated for any reason?

Below are the PME planning and tracking steps followed by the Program:

Step 1: Map Program activities to the Impact Framework

When developing the Program annual work plan, activities are mapped to relevant indicators according to the Impact Framework.

Step 2: Develop PME tracking and reporting tool

The PME Administrator has developed three kinds of tracking and reporting sheets to capture and report on Program results according to the Impact Framework – Output Indicators sheet, Outcome Indicators sheet, and Objective Indicators sheets.

Step 3: Collect baseline information

The baseline information was collected to show the current state prior to initiating Program interventions. In cases where the baseline is zero, impact is measured as actual after Program initiation. In cases where the baseline is greater than zero, impact is measured based on the net difference between baseline and actual.

Step 4: Collect actual data

The Program's PME Tracking and Reporting Tool specifies the data source for each indicator and, in the case of objective indicators, each sector/major public sector intervention. Depending upon the indicator being tracked, data is collected through one of four methods:

1. For indicators for which a governmental or other institution collects relevant external data, the Program uses the applicable entity as the data source. An example of this method is the indicator "3000 limited liability companies registered with capital less than JOD 30,000," in which the data source is the Companies Control Department's Database. This approach maximizes objectivity and verifiability.
2. In other cases attribution and timeliness are better satisfied by collecting data directly from supported sector/solution primary stakeholders. For example, for the indicator "33 new international client contracts," this data is collected directly from the supported private sector firms in the Program's targeted sectors. It is collected on a quarterly basis by the technical sector/solution lead using the Quarterly Impact Monitoring Form (attached). This method maximizes attribution and timeliness.
3. The third method of data collection is through the Program's deliverables, which either represent outputs themselves or contain data within them that is tracked for PME purposes. For example, for the indicator "EWE IR1 D. Development of green building codes and Environment Fund design and subsequent implementation," the data source is the deliverables themselves: "Green Building Codes Assessment and Development of Green Building Rating System Framework" and "Jordan Environmental Fund: Guidelines for Establishing the Fund and Pilot Year Operations."
4. The final method is used for collecting data on training outputs. The Program has an established Event Management System that tracks in detail exact numbers of participants and events, and how those events are tied to work plan activities and corresponding indicators. The software tracks participants, contact details, links to the work plan, and event costs (based on actual attendance).

Each quarter, the PME Administrator meets with each relevant technical team member to review results according to the Impact Framework and the program objectives, including those reported by primary stakeholders through the quarterly Impact Monitoring Form.

Step 5: Report on actual results

The PME Administrator records the impact results for the output, outcome and objective-level indicators in the tracking tools on a quarterly basis. The results are reported to USAID through the Quarterly Performance Report, in which results are discussed in the narrative and the PME tracking tools are provided in the annex. Results are also communicated through the 4-page Highlights insert.

Data Collection Details by Targeted Sector, Solution or Intervention

The Program supported twelve economic sectors during the first years of the program: ICT, Agriculture, Tourism, Light Manufacturing, Garment, Packaging, R&D, Pharmaceutical, Energy and Water, Business Process Outsourcing, Local Economic Development Programs, Architectural and Engineering. Over time, the Program honed in on the sectors with the most engaged stakeholders and the most promise for success. Program activities are now focused around the following sectors:

- Business Process Outsourcing and Shared Services (BPO)
- Contract Research Organizations (CROs)
- Medical Services
- Energy/Water/Environment (EWE)
- Architectural & Engineering Services (A&E)
- Local Economic Development pilot activities (e.g., pomegranate value chain)

Accordingly, data are collected for the above mentioned sectors, as well as for major intervention areas such as the development zones work. To supplement the “Step 4. Collect actual data” write-up above, below are some additional details for each.

BPO Sector:

- Data is collected from the four primary outsourcing stakeholders whom the Program supports directly: Extensya, CrystelCall, Estarta and Aspire.
- Data is collected from the stakeholders on a quarterly basis. Some quarterly financials are estimated by stakeholders; final adjustments are made on an annual basis upon finalization of annual financial statements.
- Results for two broader ICT sector activities are also being captured under the BPO sub-sector objective indicators, in line with the Program’s approved work plan. These are the MOICT Internship Program and the CMMI certification program.
- Although the Program is supporting the ICT sector as a whole in several other activities, the Program is not recording results for ICT exports, revenues, investments or jobs since attribution is not as clearly linked as with the BPO sub-sector activities. Nonetheless, it should be noted that the Program’s support and impact reaches beyond BPO to ICT as a whole (and other sub-sectors like gaming and digital/Arabic content).

CRO Sector:

- Data is collected from the six primary CRO stakeholders whom the Program supports directly: International Pharmaceutical Research Center (IPRC), Pharmaceutical Research Unit (PRU), Pharmaquest, Triumpharma, Jordanian Pharmaceutical Research Center (JPRC), and Arab Company for Drug Industries & Medical Appliances (ACDIMA).

A&E Sector:

- In the A&E sector, the Program’s interventions are almost entirely in conjunction with the A&E Business Council (A&E BC) and its members. Therefore, the Program measures the impact of its activities on the jobs, revenues, exports, and investment of the A&E BC’s 19 members. Data is collected directly from the A&E Business Council, who collects and tracks the data for all of its member firms.

- Data is collected on a quarterly basis. Some quarterly financials are estimated by stakeholders; final adjustments are made on an annual basis upon finalization of annual financial statements.

Medical Services Sector:

- Data is collected from the main sector stakeholders: Istiklal Hospital, Luzmila Hospital, Arab Medical Center, Istishari Hospital, Al Khaldi Hospital, Ibn Al Haytham Hospital, Amman Hospital, Jordan Hospital, Specialty Hospital and the King Hussein Cancer Center.

Local Economic Development Pilot Projects:

- Data is collected directly from the pilot projects through our Karak and Irbid office staff; staff meet with each of the stakeholders and report back to the PME Administrator. Data is collected on a quarterly basis.

Workforce Development:

- Data is collected directly from the workforce development stakeholders, primarily grantees whose grants contain specific reporting requirements. Data is collected on quarterly basis.

Institutional Transformation:

- Data is collected directly from the Institutional Transformation stakeholders, primarily the Jordan Exporters Association on its Export Coaching Program, as well as other beneficiaries of project technical assistance and grants. Data is collected on quarterly basis.

Development Zones:

- Data is collected directly from the Development and Free Zones Commission (DFZC), who in turn collects it on a quarterly basis from its master developers (Mafraq Development Corporation, Dead Sea Development Company, and Ma'an Development Area).
- Data is reported against the Program's indicators for Jobs and Investment.
- While the DFZC reports employment data for both projected and realized jobs created for both Jordanians and expatriates, the Program captures and reports on **only the realized jobs, and only for Jordanians.**
- Regarding investment, the Program captures two main types of data: the investment committed by the master developer through the initial Development Contract for each zone, and the subsequent investment made by end users through projects in the zones.
- Because the Development Contracts were already in place for the Irbid Development Zone and the Mafraq Development Zone prior to initiation of Program support, those investments are not captured in the Program's results.
- The DFZC tracks the number of projects in each zone, the amount of projected and realized investment, and the project status (operational, construction, design, negotiation, undefined). The Program captures in its investment results **only realized investment for projects in an initiated status** (operational, construction, or design).
- The investment data represents actual spent amounts in the area and not the registered capital.

Use of Multipliers in Objective-level Indicators

The Program has four objective-level indicators: jobs, revenues, exports and investment. In capturing results for the job and revenue indicators, the Program tracks both direct and indirect impacts on the economy, in line with internationally-accepted economic development standards, through the use of sector-specific multipliers.

Industry multipliers are used to measure the broader impacts of economic development activity. A multiplier shows the additional (or indirect) change to the economy resulting from each change in a selected industry. A multiplier is always greater than one, because the one represents the original level in the selected industry. (For example, the employment multiplier for the business process outsourcing industry here is 1.9639. This means that each BPO industry job supports another 0.9639 jobs.)

In September 2010, the Jordanian Department of Statistics released the "Input-Output Tables" for Jordan. The Program's management team and PME Administrator reviewed the purpose and use of the tables carefully to determine if they could provide a country-specific reference source for indirect sector-based multipliers. After a thorough review of the tables and the accompanying "Input-Output Tables Manual and User Guide," the Program determined that the table disaggregated the revenues of each selected sector as a supplier of services to the same selected sectors in the economy. The tables did not provide multipliers for output and employment by industry aggregation; therefore, we were not able to benefit from them.

Instead, multipliers used by the Program are derived from the Regional Input-Output Modeling System (RIMS II) of the U.S. Department of Commerce's Bureau of Economic Analysis (BEA). Regional multipliers are based on the 1997 Benchmark Input-Output Table for the Nation and are broken down into several hundred industries across all regions of the United States.¹ Regional tables have since been updated periodically.

When a country does not have its own established output and employment multipliers, the International Economic Development Council's guidance is to choose the most suitable U.S. multiplier grouping as a baseline from a cost of living standpoint and factor in assumption-based methodology as appropriate.

Because the Department of State Standardized Regulations (DSSRs) calculates and regularly updates the cost of living in countries around the world in comparison to the cost of living in Washington, DC, the Program used it to compare Jordan's cost of living. These regulations provide a cost of living allowance, when applicable, to ensure employees may spend the same portion of their basic compensation for current living as they would in Washington, DC, without incurring a reduction in their standard of living because of higher costs of goods and services at the post. The post allowance payment tables (Section 229) represent a percentage increase over Washington cost-of-living, applied to "spendable income." The post allowance payment for Jordan is currently 15 percent.²

In this way, it was determined that Washington, DC would provide a reasonable but conservative comparison point to Jordan. However, Washington, DC's region does not offer a comparable diversity of industry sectors. As a result, the Program selected a different region of the U.S. with a similar cost of living index to that of Washington, DC but with a wide variety of industries, namely California.³

Therefore, the multipliers used here are taken from Tables 1 and 2 of the "RIMS II Multipliers for the State of California: Total Multipliers for Output, Earnings and Employment by Industry Aggregation (July 2002 Release)." Table 1 contains multipliers for output, earnings, and employment for 38 industry aggregations. Table 2 contains the

¹ Regional Multipliers: A User Handbook for the Regional Input-Output Modeling System (RIMS II), Third Edition, U.S. Department of Commerce, 1997.

² http://aoprals.state.gov/content.asp?content_id=245&menu_id=81

³ "ACCRA Cost of Living Index, Second Quarter 2010" Council for Community and Economic Research, August 2010," in which Washington, DC's COLI is 139.7 and the average of California's three major cities is 142.5.

same for more than 400 individual industries, as developed by the U.S. Bureau of Economic Analysis.

Economic Development Program Sector/Intervention	RIMS II Multipliers		
	Industry Grouping	Employment Multiplier	Output/Revenue Multiplier
BPO	Services: 73C. Other business and professional services, except medical 73.0109 Business Services	1.9639	1.9722
A&E Services	Services: 73B. Legal, engineering , accounting, and related services: 73.0302 Engineering, architectural and surveying services	2.5363	2.4825
CRO	Services: 73C. Other business and professional 73.0112 Testing and research labs	2.2051	2.3626
Medical Services	Services: 77A. Health Services: 77.0305 Other medical and health Services	1.8423	2.0952
EWE/Clean Tech*		3.484	2.2371
General energy and water/recycling	Transportation and public Utilities 26 Electric, gas and sanitary Services	5.4818	2.0843
Clean Tech R&D activities	Manufacturing: 62 Scientific and controlling instruments: 62.0300 Environmental Controls	2.4422	2.1302
EDAMA Association	Services: 77B Educational and social services, and membership organizations: 77.0501 Business associations and professional membership organizations	2.5280	2.4968
Local Economic Development*		2.6698	2.1916
Jameed Projects	Manufacturing: 14.0400 Dry, condensed, and evaporated dairy products	5.2529	2.1281
Pomegranate	Agriculture, Forestry, and fisheries 2 Other agricultural products: 2.0401 Fruits	1.7127	2.2863
EAM Maliban	Manufacturing 18 Apparel: 18.0400 Apparel made from purchased materials	2.2514	2.3258

Economic Development Program Sector/Intervention	RIMS II Multipliers		
	Industry Grouping	Employment Multiplier	Output/Revenue Multiplier
Career Development Centers	Services: 77B Educational and social services, and membership organizations: 77.0600 Job training and related services	1.4173	2.3216
Roofes Juice Factory	Manufacturing: 14 Food and Kindred products: 14.1301 Frozen fruits, fruit juices and vegetables	3.9016	2.3985
Herbs Projects	Agriculture, Forestry, and fisheries Other agricultural products: 2.0702 Greenhouse and nursery products	1.4829	1.6898
Development Zones**	Services: 37 Miscellaneous Services	1.8010	N/A
Companies Registered with Less than JOD 30,000 Capital**	Services: 37 Miscellaneous Services	1.8010	N/A

* EWE/Clean Tech and Local Economic Development are aggregate sectors, and the multipliers used are an average of the RIMS II Industry Groupings listed below each.

** Because the employment in the development zones and in companies registered with less than JOD 30,000 capital is derived from a multitude of sectors, the RIMS II Industry Grouping used here is 37 Miscellaneous Services.

THE USAID FOREIGN ASSISTANCE FRAMEWORK INDICATORS “F INDICATORS”

According to the USAID requirements, the Program reports on an annual basis the Program’s results against the applicable USAID F Indicator targets set by the Program the previous year. The process is as follows:

Step 1: Setting targets

The technical team set targets against the relevant USAID F Indicators annually, based on activities included in the Program’s approved annual work plan and their anticipated results.

Step 2: Mapping Program activities to established targets

The PME Administrator, with the assistance of the technical team, maps the work plan activities to the corresponding USAID F Indicators and established targets.

Step 3: Collecting data

Data collection is divided into two methodologies according to the type of indicator. The first is for measuring data related to training and events, in which the data comes from counting the number of events and participants. The second type of data is related to specific technical assistance delivered to counterparts in the private or public sectors, which is documented through deliverables and other project documentation.

Data collection related to training events and their associated number of participants, including through the Event Management Software and through the USAID TraiNet tracking system, is as follows:

1. After invitations are sent out and confirmations from invitees are received, a sign-in sheet is generated from the Event Management Software with confirmed attendee names.
2. At the event, participants confirm attendance and contact details through the sign-in sheet. Any additions are added to the sheet.
3. Only actual attendees are entered into the Events Management Software, individually with titles, organization names, and contact information.
4. The attendees list entered into the Event Management Software generates the Final Attendance List with event task number, event name, date and total number of attendees, disaggregated by gender.
5. The events team files the original hard copy attendance sign-in sheet with a print out of the system data under the name of the activity. Additionally, a soft copy of the report is filed under the shared central files.
6. The Performance Monitoring & Evaluation Administrator collects the data from the events team in coordination with the technical Task Manager, according to the work plan activity number.
7. Each quarter, the events team prepares a summary report listing all events taking place that quarter with the total number of actual attendees per event, and the total overall for the quarter.
8. Each quarter, the events team enters the captured event and training data for the quarter in the USAID TraiNet tracking system.
9. If multiple training activities are mapped to one indicator, the PME Administrator combines the data collected for all and reports it in aggregate.

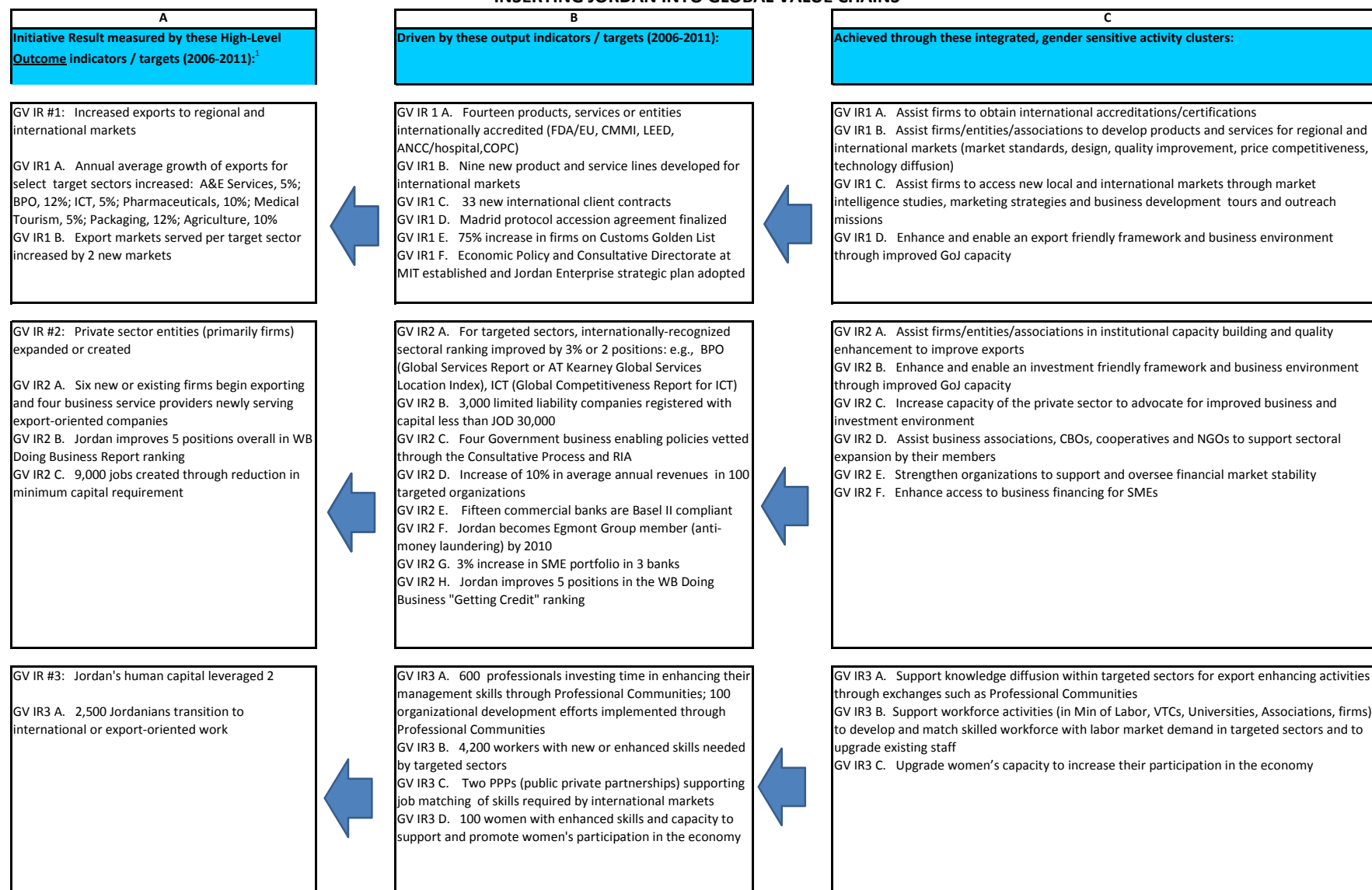
Data collection related to specific technical assistance delivered to counterparts in the private or public sectors, which is documented through deliverables and other project documentation, is as follows:

1. On a quarterly basis (and in some cases, on an annual basis), the PME Administrator meets with each technical Task Manager to review actual results of each of their assigned work plan activities against the indicators and targets to which they are mapped.
2. The Task Manager provides the PME Administrator with the names of relevant deliverables or other project documentation, and the PME Administrator confirms they are retained in line with Deliverables/Knowledge Management procedures.
3. The technical Task Manager provides the results with supporting documentation for verification, and the PME Administrator verifies the data is being reported accurately.
4. The PME Administrator records the results on the PMP Indicator tracking sheet.
5. If multiple work plan activities are mapped to one indicator, the PME Administrator combines the data collected for all and reports it in aggregate.

PROGRAM IMPACT FRAMEWORK

USAID-FUNDED JORDAN ECONOMIC DEVELOPMENT PROGRAM IMPACT FRAMEWORK

INSERTING JORDAN INTO GLOBAL VALUE CHAINS



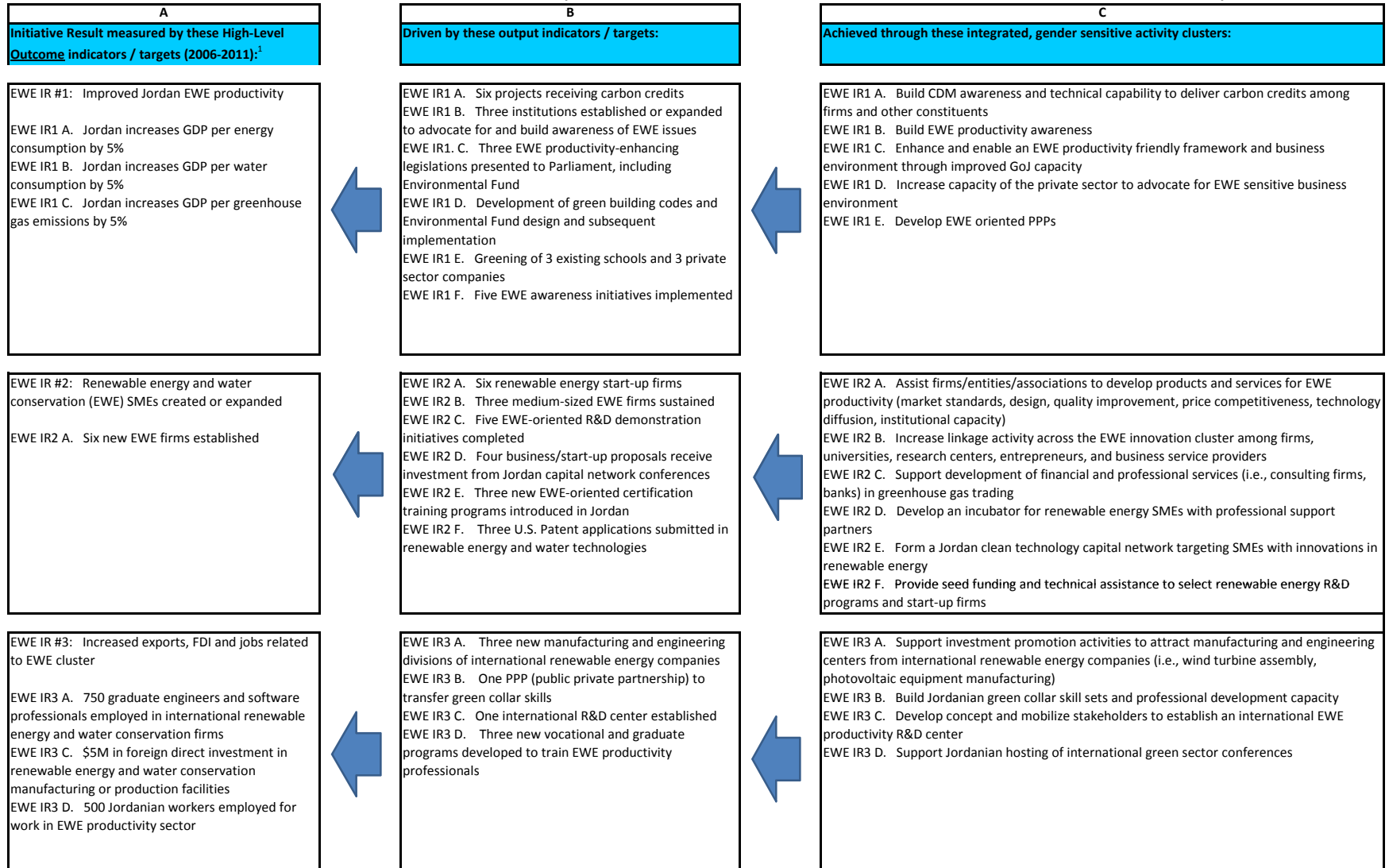
NOTES

1 High-level indicators beyond the specific control of the Program

2 Number of women in formal and informal sectors of the economy increased to 30%

**USAID-FUNDED JORDAN ECONOMIC DEVELOPMENT PROGRAM
IMPACT FRAMEWORK**

DEVELOPING AN EWE PRODUCTIVITY CLUSTER (RENEWABLE ENERGY AND WATER CONSERVATION PRODUCTS AND SERVICES)



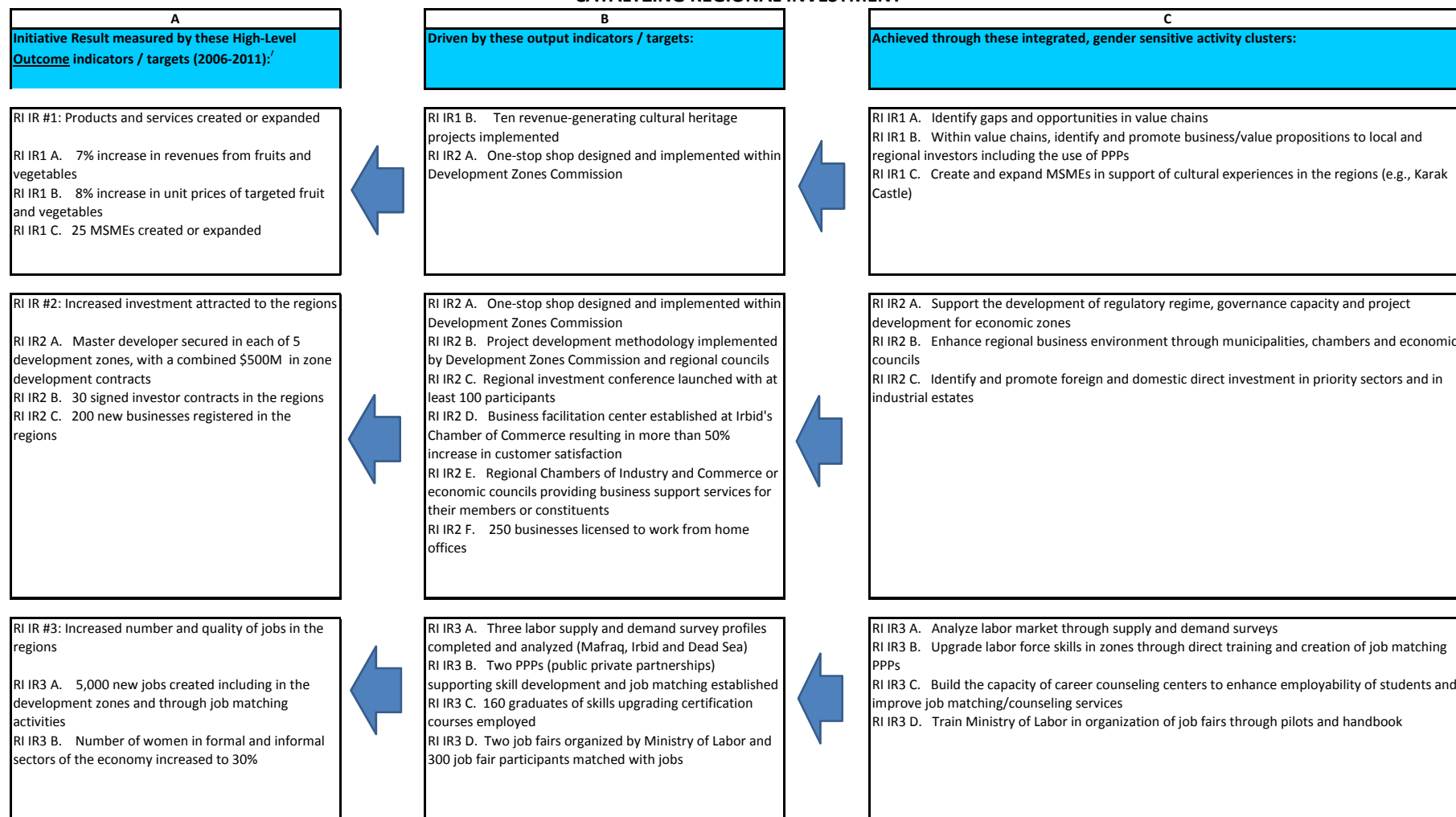
Notes

1 High-level indicators beyond the specific control of the Program

2 Number of women in formal and informal sectors of the economy increased to 30%

USAID-FUNDED JORDAN ECONOMIC DEVELOPMENT PROGRAM IMPACT FRAMEWORK

CATALYZING REGIONAL INVESTMENT



Notes

1 High-level indicators beyond the specific control of the Program

2 Women represent at least 30% of jobs created or workers trained

PROGRAM OUTPUT INDICATORS

USAID Economic Development Program Output Indicators

Results to Date Against Impact Framework Targets - as of 12/31/10 (Q1 11)

Inserting Jordan into Global Value Chains

Global Value Chains Intermediate Result 1: Increased exports to regional and international markets

GV IR 1 A.14 Products, services or entities internationally accredited (FDA/EU, CMMI, LEED, ANCC/Nursing, JCI/ Hospitals,COPC)

Target for 2011	Results						Comments	Verification
	2007	2008	2009	2010	2011	Total		
14	1	2	1	2	7	13	6 hospitals JCI accredited Jordan Nursing Council ANCC accredited 6 Farms Global Gap Accredited	Hospitals JCI accredited: King Hussein Cancer Center Jordan Hospital Specialty Hospital Al Essra Hospital Jordan Medical Center Istishari Hospital Farms Global Gap Accredited: Sami Al-Qadi Farm in Azraq and Five farms in Jdetta: Sami Suqiali, Ahmad Salim Farhan, Abed Majeed Mohammad Khatatbeh, Mohammad Bani Mulhem and Mohammad Ahmad Bani Mufrej

GV IR1 B. 9 New product and service lines developed for international markets

Target for 2011	Results						Comments	Verification
	2007	2008	2009	2010	2011	Total		
9	0	0	8	8		16	13 Services developed under BPO Sector 2 Services developed under ICT Sector 1 Service developed under CRO Sector	BPO Services - Application Engineering - Quality Control/ Testing - Quality Assurance - Systems Analysis - Content Management - Customer Support - Remote Network Support - New technologies and Keywords - Document Management Systems - Sales Portal - Open Source Skills [Drupal, Yii and Word Press] - Security Testing Solutions - Online Moderation Services ICT Services - iPhone Applications - Black Berry Applications CRO Services Phase one Clinical Trials

USAID Economic Development Program Output Indicators

Results to Date Against Impact Framework Targets - as of 12/31/10 (Q1 11)

GV IR1 C. 33 New international client contracts

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
33	2	3	8	3	31	47	12 contracts under BPO Sector 15 contracts under A&E Sector 10 contracts under the Medical Services Sector 4 contracts under ICT Sector 5 contracts under CRO Sector	BPO 5 contracts through Aspire 2 contracts through CrystelCall 3 contracts through Estarta 2 contracts through Extensya A&E A&E Business Council 19 Members ICT 4 contracts through GITEX CRO 3 contracts through Acdimia 2 contracts through PRU Medical Services 2 contracts through Specialty Hospital 4 contracts through Khalidi 3 contracts through KHCC 2 contracts through Jordan Hospital

GV IR1 D. Madrid protocol accession agreement finalized

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
Agreement Finalized	0	0	0	0		0	The Program provided support to the Ministry of Industry and Trade to develop the trademark regulation implementing Madrid protocol policies, but MIT has not yet issued the regulation.	

GV IR1 E. 75% Increase in Firms on Customs Golden List

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
75% Increase	0	0	0	0		0	Supported JEA in holding Golden List Awareness Seminars in 2009 in order to have more members joining the Customs Golden List, however no results were reported.	N/A

GV IR1 F. Economic Policy and Consultative Directorate at MIT established and Jordan Enterprise strategic plan adopted

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
Directorate Established			75% of consultative directorate is completed	Directorate is established and functioning	Completed in 2010	Directorate is established and functioning	Directorate established and functioning at MIT	"Concept Paper on Establishing an Economic Policy Research Unit In the Ministry of Industry and Trade" and "Economic Policy Unit Ministry of Industry and Trade"
JE Strategic Plan Adopted			45% of JE Strategic plan is completed.	JE Strategic Plan is completed and 50% of implementation phase is	JE Strategic Plan is completed and 70% of implementation phase is completed.	JE Strategic Plan is completed and 70% of implementation phase is completed.	JE strategic plan developed and partially implemented, but not 100% adopted to date.	Institutional Transformation solution deliverable and subsequent implementation support.

USAID Economic Development Program Output Indicators

Results to Date Against Impact Framework Targets - as of 12/31/10 (Q1 11)

Global Value Chains Intermediate Result 2: Private sector entities (primarily firms) expanded or created

GV IR2 A. For targeted sectors, internationally-recognized sectoral ranking improved by 3% or 2 positions

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
BPO	No ranking	14	9			Ranking 9 for 2009	BPO Sector improved by 5 positions	AT Kearney Global Report
	No ranking	No ranking	Ranking 100 for 2009	Ranking 85 for 2010		Ranking 85 for 2010	Amman was ranked 85 among the top outsourcing cities in the "2010 Global Services Report." In 2009, Amman was ranked 100, and in 2008, was not ranked	Global Services Annual Report
ICT	N/A	47	44			Ranking 44 for 2009	ICT Sector ranking improved by 3 positions for 2008-2009, where in 2007 no reporting was issued	World Economic Forum / Global Information Technology Report

GV IR2 B. 3,000 limited liability companies registered with capital less than JOD 30,000

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
3000	0	1124	1567	2077		4768	4786 companies registered with less than JOD 30,000 capital to date.	Companies Control Department / Jordan Data Base

GV IR2 C. 4 Government business enabling policies vetted through the Consultative Process and RIA

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
4	0	0	2	10		12	12 Policies vetted through the Consultative Process and RIA	Plastic bags policy Environmental law New investment law Bankruptcy and insolvency draft law New DZC law DZC registration regulation DZC investment climate regulation DZC tax and customs regulation DZC work permits and visa regulation DZC building permits regulation Free Zones law and supporting regulations Industrial Estate law and supporting regulations

GV IR2 D. Increase of 10% in average annual revenues in 100 targeted organizations

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
10% Annual Increase BPO	2	2	0	0		4	4 supported BPO firms increased their annual revenues by 10% or more	CrystelCall Extensya Aspire Estarta
10% Annual Increase CRO	0	0	3	3		6	6 supported CRO firms increased their annual revenues by 10% or more	International Pharmaceutical Research Center Pharmaceutical Research Unit Pharmaquest Triumpharma Jordanian Pharmaceutical Research Center Arab Company for Drug Industries & Medical Appliances

USAID Economic Development Program Output Indicators

Results to Date Against Impact Framework Targets - as of 12/31/10 (Q1 11)

10% Increase Medical Services	6	0	0	1		7	7 supported hospitals increased their annual revenues by 10% or more	Istishari Hospital Al Khaldi Hospital Jordan Hospital Specialty Hospital King Hussein Cancer Center Arab Medical Center Luzmila Hospital
10% Annual Increase LED	0	0	0	4		4	4 Regional Organizations increased their annual revenues by 10% or more	Herbs Project in Bani Kinanah Ader Factory - Al Jameed Project Shafa Al Khair Association EAM Maliban Factory
10% Annual Increase EWE	0	0	0	0		0	Nascent sector; results are expected in 2011	Through our support to EDAMA Association, IPARK Technology Incubator
10% Annual Increase -Ins Tran.	0	0	41	8		49	49 Associations and Firms increased their annual revenues by 10% or more through the ECP program and other activities like developing business plans, marketing plans, organizational and operational structures, etc.	1. American Chamber of Commerce. 2. A&E Business Council. 3. Consolidated Consultants Engineering& Environment. 4. Consulting Engineering Center (Sajdi& partners). 5. Dar.Al-omran. 6. Arab Center for Engineering Studies. 7. Sigma-Consulting Engineers. 8. Arabtech-Jardaneh Engineers& Architects. 9. Maisam Architects& Eng. 10. Engicon. 11. Associated Consulting Engineers 12. S.M.Dudin Architects & Engineers. 13. TIBAH Consultants ARCHS, ENGS. 14. Bitar consultants Architects. 15. Eco Consult. 16. Sobeh Consulting Eng. Office. 17. Amman Consulting Engineering. 18. Al-Baha Consulting Engineers. 19. Faris & Faris architects. 20. Faris Begaeen Office. 21. Design Associates & Research Bereau. 22. Archisys. 23. Karak Sheep Breeders Association. 24. Manshiyyet Abu Hammour. 25. Shafa Al Khair Association. 26. BPWA. 27. Reem Habayeb : Silsal Ceramics. 28. Mayyada Abu-Jaber : JCEF) 29. JFBWA. 30. Rawabi Creations : Rawabi Abu Ghazaleh 31. Monojo Co: Penelope Se'edan. 32. Badder Al Dujja : May Khoury. 33. Intaj. 34. JEA. 35. JEPA. 36. Excellence Inc. 37. Qwarah Ceramics Factory. 38. Baylassan Association. 39. Access to Arabia. 40. Pioneers Information. 41. eSense Software. 42. Mid IT. 43. STC- Shnoudi Training Co. 44. Gulf Food Products Co. 45. Chains Trading Co. 46. Alpha Beta Food Industries. 47. Halawani Industrial Co. 48. Universal Industries. 49. GreenTech Sustainable Environment.
Total	8	2	44	16		70	70 Organization, associations, hospitals and firms increased their revenues by 10% or more	

USAID Economic Development Program Output Indicators

Results to Date Against Impact Framework Targets - as of 12/31/10 (Q1 11)

GV IR2 E. 15 commercial banks are Basel II compliant

Target for 2011							Results	Verification
	2007	2008	2009	2010	2011	Total	Comments	
15	0	Basel II Pillar 1: 25 Banks Basel II Pillar 3: 25 Banks		Basel II Pillar 2 in progress		25 banks for Pillars 1 and 3; in progress for Pillar 2	The Program supported the Central Bank to upgrade its systems to be Basel II compliant. Basel II uses a "three pillars" concept: (1) minimum capital requirements (addressing risk), (2) supervisory review, and (3) market discipline. On March 16, 2008, the CBJ issued instructions no. 39 for all commercial banks to implement Basel II (pillar 1 and pillar 3). On February 18, 2010, the CBJ issued a memo for applying Basel II instructions (pillar 2).	1. "Central Bank of Jordan - Review of Basel II / Pillar 2 implementation and On-Site-Examination Manual" 2. "Evaluation of Risk Management Certification and Training Programs" 3. "Professional Community of Risk Managers in Jordan, (Concept Paper)"

GV IR2 F. Jordan becomes Egmont Group member (anti-money laundering) by 2010

Target for 2011							Results	Verification
	2007	2008	2009	2010	2011	Total	Comments	
Egmont Member	No	No	No	No		No	The U.S. Treasury took over implementation of this activity, and the Program's role ceased.	

GV IR2 G. 3% increase in SME portfolio in 3 banks

Target for 2011							Results	Verification
	2007	2008	2009	2010	2011	Total	Comments	
3% Increase	Bank A 9.1% Bank B N/A Bank C 12.5%	Bank A 11.1% Bank B N/A Bank C 34.3%	Bank A 12% Bank B 50% Bank C 8%	Bank A N/A Bank B 2.8% Bank C 4.8%		Bank A 11% Bank B 26% Bank C 23%	The three selected banks' data show an increase in SME Portfolio with differing percentages each year	Cario Amman Bank Capital Bank Bank of Jordan

GV IR2 H. Jordan improves 5 positions in the WB Doing Business "Getting Credit" ranking

Target for 2011							Results	Verification
	2007	2008	2009	2010	2011	Total	Comments	
Improvement by 5 Positions of "Getting Credit" ranking	83	84	123	125		Ranking is 125 in 2010	The World Bank Doing Business Report methodology changed during the period from 2007-2010 (see Outcomes tab for details).	www.doingbusiness.org

USAID Economic Development Program Output Indicators

Results to Date Against Impact Framework Targets - as of 12/31/10 (Q1 11)

Global Value Chains Intermediate Result 3: Jordan's human capital leveraged

GV IR3 A. 600 Professionals investing time in enhancing their management skills through Professional Communities; 100 Organizational Development efforts implemented

Target for 2011	Results							Verification
	2007	2008	2009	2010	2011	Total	Comments	
600 professionals participated in PCs	0	35	385	307	73	800	800 participants have attended training sessions	PC training programs included: Business Intelligence Competition Analysis Performance Management Career Path & Succession Planning Training Needs Assessment (TNA) & Return on Investment (ROI) Innovative Marketing & E-Marketing Project Management Decision Making HR systems/solutions Competencies Framework Change Management & Corporate Culture Employee Satisfaction Project Management (Advanced) Business Strategies Techniques Stress Management Blue Ocean Strategy Organizational Development Emotional Intelligence ERT 1 & 2 Strategic HRM Motivation and Incentives Leadership Development Talent Management Change Management Strategic Action Planning Market Intelligence
100 Organizational Development efforts	0	0	4	2		6	6 efforts implemented	Ahmad Hussien/NutriDar Ramzi Takkali/Consolidated Consultants Naim Al Sous/Intracom IT Services Tareq Tamimi/Tourmaline Marketing & Inv. Company Youssef Al Hasanat/Arabtek Jardaneh

USAID Economic Development Program Output Indicators

Results to Date Against Impact Framework Targets - as of 12/31/10 (Q1 11)

GV IR3 B. 4,200 workers with new or enhanced skills needed by targeted sectors

Target for 2011							Results	Verification
	2007	2008	2009	2010	2011	Total	Comments	
4200	835	5697	1660	5424		13616	1536 trained under the BPO Sector 489 trained under the CRO Sector 2672 trained under the A&E Sector 817 trained under the Medical Services Sector 4925 trained under the Local Economic Development 743 trained under the Pharmaceutical Sector 108 trained under the Garment Sector 441 trained under the Light Manufacturing Sector 1420 trained under the Agricultural Sector 178 trained under the Packaging Sector	Numbers are captured by the Program's Events/Outreach team through their Event Management System database, based on actual participation in training events. Actual training program topics/titles with associated participant numbers and names are available for verification in EMS.

GV IR3 C. 2 PPPs (public private partnerships) supporting job matching of skills required by international markets

Target for 2011							Results	Verification
	2007	2008	2009	2010	2011	Total	Comments	
2 PPPs	0	0	2	1		3	3 PPPs	Sharaka Initiative PPP between the Al Huson CDC and the CCC PPP between Maan Development Center and Millennium Company

GV IR3 D. 100 women with enhanced skills and capacity to support and promote women's participation in the economy.

Target for 2011							Results	Verification
	2007	2008	2009	2010	2011	Total	Comments	
100 Women	2060	6471	3128	6364		18023	18023 women have participated in Program-implemented training programs to enhance their skills.	Numbers are captured by the Program's Events/Outreach team through their Event Management System database, based on actual participation in training events. Actual training program topics/titles with associated participant numbers/gender are available for verification in EMS.

USAID Economic Development Program Output Indicators

Results to Date Against Impact Framework Targets - as of 12/31/10 (Q1 11)

Developing an EWE Productivity Cluster (Renewable Energy and Water Conservation Products and Services)

EWE Productivity Cluster Intermediate Result 1: Improved Jordan EWE productivity

EWE IR1 A. 6 projects receiving carbon credits

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
6 Projects	N/A	0	5	0		5	5 Projects received Carbon Credit in 2009	Ministry of Environment database

EWE IR1 B. 3 institutions established or expanded to advocate for and build awareness of EWE issues

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
3 Institutions	N/A	0	0	5		5	EDAMA Association Jordan Green Building Council AEE Energy Chapter Green Building Unit, A&E Business Council Ministry of Energy and Mineral Resources	<ul style="list-style-type: none"> - EDAMA Association: founded this association, including developing the "EDAMA Action Plan, Establishing Jordan's Leadership in Energy, Water, and Environmental Productivity" - Green Building Unit - A&E Business Council: supported the A&E BC to expand the Green Building Unit through the establishment of Green Capacity Building Training - AEE Energy Chapter within EDAMA Association: supported 50 engineers to be trained and certified as Certified Engineers Manager and established the AEE Energy Chapter. - Jordan Green Building Council: through developing "Assessment and Development of a Framework for the Jordan Green Building Council," "Jordan Green Building Council Business Plan 2009 - 2012," and "Jordan Green Building Council Strategy Document" - Ministry of Energy and Mineral Resource: developed the Renewable Energy Policy Assessment Model (REPAM) and "Summary of Advisory Work for the Minister of Energy and Mineral Resources"

EWE IR1. C. 3 EWE productivity-enhancing legislations presented to Parliament, including Environmental Fund

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
3 EWE legislations presented	N/A	0	2	0		2	2 EWE Productivity enhancing legislations were presented and adopted	Renewable and Energy Efficiency Fund and Environmental Fund legislation

EWE IR1 D. Development of green building codes and Environmental Fund design and subsequent implementation

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
Development of Green Building Codes	N/A	0	Voluntary Green Building Codes were developed by the JGBC	Completed in 2009		Voluntary Green Building Codes were developed by the JGBC	The Jordan Green Building Council developed the Voluntary Green Building Codes for the A&E Building Construction.	"Green Building Codes Assessment and Development of Green Building Rating System Framework"
Development of Environmental Fund	N/A	0	Environmental Fund designed and implemented	Completed in 2009		Environmental Fund designed and implemented	Environmental Fund implemented through our consultation and assessment.	"Jordan Environmental Fund, Guidelines for Establishing the Fund and Pilot Year Operations"

USAID Economic Development Program Output Indicators

Results to Date Against Impact Framework Targets - as of 12/31/10 (Q1 11)

EWE IR1 E. Greening of 3 existing schools through PPPs and 3 private sector companies

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
3 Schools	N/A	0	0	0	3 underway	0	The greening of 3 schools is underway through our grant support to the Madrasati Initiative	Grant to Madrasati Initiative for greening 3 schools
private sector companies	N/A	0	0	0	3 in progress		3 companies in progress through our support to Nur Energy and GreenTech to conduct water and energy audits to private firms	Nur Energy and GreenTech

EWE IR1 F. 5 EWE awareness initiatives implemented

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
5 EWE Awareness initiatives	N/A	0	0	4	2 In progress	4	4 EWE awareness initiatives implemented: 500,000 Water and Energy Conservation awareness flyers distributed Madrasati Initiative grant BPWA Green Businesses Conference Introductory Workshop in Energy Management 2 in progress: EDAMA/Kingdom Electricity Corporation SWH penetration Clean Tech press conference/Economic Reporters Training	- Madrasati Initiative - through the awareness campaign among school children - Water and Energy Conservation awareness - through the distribution of 500,000 flyers to households - BPWA Green Businesses Conference - through the program support to hold the conference for the first time in Jordan - Introductory Workshop in Energy Management

EWE Productivity Cluster Intermediate Result 2: Renewable energy and water conservation (EWE) SMEs created or expanded

EWE IR2 A. 6 renewable energy start-up firms

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
6 Start-up Firms	N/A	0	0	0	Underway	0	This work is underway through our grant support to establish an EWE incubator at Ipark Technology Incubator.	IPark Technology Incubator at El Hassan Business Park for Project Development

EWE IR2 B. 3 Medium-sized EWE Firms Sustained

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
3 Firms	N/A	0	1	0	3 In progress	1	One firm sustained and expanded. 3 in progress through our support to Nur Energy and GreenTech to conduct energy and water audits for private companies.	Entity Green - through our support for recycling program NurEnergy and GreenTech - through our support to conduct water and energy audits.

USAID Economic Development Program Output Indicators

Results to Date Against Impact Framework Targets - as of 12/31/10 (Q1 11)

EWE IR2 C. 5 EWE-oriented R&D demonstration initiatives completed

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
WE initiatives comple	N/A	0	2	2	6 In progress	4	4 EWE-oriented R&D demonstration initiatives completed; 5 in progress through our support to the RSS in establishing an international R&D Center, and 1 in progress through the JUST University Eco-House.	<ul style="list-style-type: none"> - Energy Productivity in Agriculture (biogas) - through our support to the National Energy Research Center - Renewable energy manufacturing (nano coating) - through our support to the National Energy Research Center - Research into the feasibility of using water as a source for hydrogen on demand to power low-emissions vehicles (Brown Gas), through our support to the University of Jordan - Design water harvesting system in the North and South of Jordan - through our support to Al Al-Bayt University

EWE IR2 D. 4 business/start-up proposals receive investment from Jordan Capital Network Conferences

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
4 proposals receive investment	N/A	0	0	0		0	First Capital Network conference will take place in March 2011 through grant support to the Ipark Capital Network	IPark Technology Incubator at El Hassan Business Park for Project Development

EWE IR2 F. 3 U.S. Patent applications submitted in renewable energy and water technologies

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
3 US Patent applications	N/A	0	0	0		0	The Program is supporting the IPark Technology Incubator to incubate EWE firms developing new technologies; it is also supporting the RSS in establishing an international R&D Center.	IPark Technology Incubator at El Hassan Business Park for Project Development

EWE Productivity Cluster Intermediate Result 3: Increased exports, FDI and jobs related to EWE cluster

EWE IR3 A. 3 New manufacturing and engineering divisions of international renewable energy companies

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
3 new divisions	N/A	0	0	0		0	The Program is supporting EWE companies to attend GreenBuild and other conferences to attract FDI.	

EWE IR3 B. 1 PPP (Public Private Partnership) to transfer green collar skills

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
1 PPP	N/A	0	0	1		1	1 PPP in Maan Formed	PPP between Maan Development Corporation and Maan Vocational Center through the upgrading of the training program in installing and maintaining solar water heaters at the Ma'an Vocational Training Center.

EWE IR3 C. 1 International R&D Center Established

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
1 R&D center	N/A	0	0	0	Underway	0	In process through grant support to RSS; will be completed by Program end.	Royal Scientific Society

USAID Economic Development Program Output Indicators

Results to Date Against Impact Framework Targets - as of 12/31/10 (Q1 11)

EWE IR3 D. 3 New vocational and graduate programs developed to train EWE productivity professionals

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
3 New Vocational Programs	N/A	0	0	1	1	2	1. Ma'an Development Area Vocational Center initiated Solar Water Heaters Installation and Maintenance program; program is being expanded to the Amman vocational training center as well. 2. Al Huson University College established an international partnership with Red Rock Community College to establish an Associate Degree Program in Solar Energy Technology (SET).	Ma'an Development Corporation and Al Huson University Career Development Center

EWE IR3 E. 3 New EWE-oriented certification training programs with 200 Jordanians trained

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
3 New Certification training programs	N/A	0	0	1	4 in progress	1	1 certification training program completed; 4 in progress through the carbon reduction management and LEED certification 100, 200, and 300	Certified Energy Management Training - through support to EDAMA Association to conduct CEM and establish the JEC.
200 Jordanians Trained	N/A	0	0	50	2 in progress		50 Engineers were trained and 34 certified	Certified Energy Management Training

USAID Economic Development Program Output Indicators

Results to Date Against Impact Framework Targets - as of 12/31/10 (Q1 11)

Catalyzing Regional Investment

Regional Investment Intermediate Result 1: Products and services created or expanded

RI IR1 A. 8 Fruit and vegetable value chain upgrading co-investment projects implemented

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
8	0	2	1	1		4	4 fruit and vegetable value chain upgrading co-investment projects implemented	Pomegranate Factory Project Jameed Factory Project - Ader Factory Herbs Project - Bani Kinanah Herbs Project II - Dair Abu Saed

RI IR1 B. 10 revenue-generating cultural heritage projects implemented

10							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
10 Projects	0	5	3	2		10	10 Projects in Irbid and Karak were implemented	Pomegranate Factory Jameed Factory - Ader Factory Herbs project - Bani Kinanah Madaba Project Al Ghour Irrigation Systems Project Lemon Juice Factory Herbs Project II Karak HandiCraft Center Irbid Chamber of Commerce Business Facilitation Center Irbid Chamber of Commerce Training Center

Regional Investment Intermediate Result 2: Increased investment attracted to the regions

RI IR2 A. One-stop shop designed implemented within Development Zones Commission

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
One-Stop Shop at DZC			100% design completed; 25% implemented	100% design completed; 30% implemented	100% design completed; 50% implemented	100% design completed; 50% implemented	Design completed; implementation 50% to date and estimated to be completed by June 2011.	Development and Free Zones Commission

RI IR2 B. Project development methodology implemented by Development Zones Commission and regional councils

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
Methodology Implemented by DZC			50% completed	100% completed		Methodology Implemented	Methodology implemented by DZC	Development and Free Zones Commission -" Development Agreement Package submittal requirements from Master Developers to DZC"
Methodology Implemented by Regional Councils					In Progress	In Progress		

RI IR2 C. Regional investment conference launched with at least 100 participants

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
1 conference	0	0	1	2		3	3 regional investment conferences supported (first, second and third Pomegranate Fairs)	

USAID Economic Development Program Output Indicators

Results to Date Against Impact Framework Targets - as of 12/31/10 (Q1 11)

RI IR2 D. Business facilitation center established at Irbid's Chamber of Commerce resulting in more than 50% increase in customer satisfaction

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
1 Center established	0	0	0	1		1	1 Facilitation Center was established at Irbid Chamber of Commerce; Irbid businesses are able to register in Irbid rather than travel to Amman to do so now.	Irbid Chamber of Commerce

RI IR2 E. Regional Chambers of Industry and Commerce or economic councils providing business support services for their members or constituents

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
Business Support Services Provided	0	0	2	2		4	Irbid Chamber of Commerce Business Facilitation Center - providing support services around licensing and registration. Irbid Chamber of Commerce Training Center - providing training facility services. Al Huson University Career Development Center and Mu'tah University Career Development Center - providing recruiting and prospective employee	Irbid Chamber of Commerce Business Facilitation Center Irbid Chamber of Commerce Training Center Al Huson University Career Development Center Mu'tah University Career Development Center

RI IR2 F. 250 businesses licensed to work from home offices

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
250	0	0	0	0			The government approved the SOHO Law, but with strict implementation instructions. To date no licenses have been obtained.	

Regional Investment Intermediate Result 3: Increased number and quality of jobs in the regions

RI IR3 A. 3 labor supply and demand surveys profiles completed and analyzed (Mafraq, Irbid and Dead Sea)

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
3 Labor Supply & Demand Surveys completed			1	4	0	5	5 labor supply and demand surveys completed: Irbid, Mafraq, Dead Sea, Ajloun	"Labor force profile study for Irbid Development Area" " Labor force profile study for Mafraq Development Area" " Labor force profile study for Ajloun Development Area" " Labor force profile study for Dead Sea Development Area" " Labor force profile study for Maan Development

USAID Economic Development Program Output Indicators

Results to Date Against Impact Framework Targets - as of 12/31/10 (Q1 11)

RI IR3 B. 2PPPs (public private partnerships) supporting skill development and job matching

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
2 PPPs			1	2	0	3	3 PPPs formed under Sharaka Initiative: Ministry of Labor and EAM Maliban Factory Ma'an Development Area/Corporation (MDC) and Ma'an Vocational Training Corporation (VTC) Al Huson Career Development Center and Consolidated Construction Contractors (CCC)	Sharaka is the umbrella of the PPPs supported by the Program. The PPPs formed: 1-The oil and gas piping technology between Program supported CDC and CCC 2- The solar water heater installation and maintenance workshop in Ma'an between MDC and VTC 3-The EAM Maliban garment satellite factory in central Shouneh between MOL and EAM Maliban Garment Factory, through our support to train and employ women at the factory.

RI IR3 C. 160 graduates of skills upgrading certification courses employed

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
160		0	135	317	64	516	516 graduates of skills courses employed	19 employed through CDC/CCC PPP (Sharaka) 328 employed through EAM Maliban Factory (Sharaka) 12 employed in the MicroFund for Women 157 employed through the Al-Huson CDC job matching program

RI IR3 D. 2 job fairs organized by Ministry of Labour and 300 job fair participants matched with jobs

Target for 2011							Results	
	2007	2008	2009	2010	2011	Total	Comments	Verification
2 Job Fairs	2	1	2	2		7 Job Fairs	7 Job Fairs organized by the Ministry of Labor and supported by the Program took place	Ministry of Labor
300 Jobs Matched	734	450	450	646		2280 matched jobs	2280 matched jobs created	Ministry of Labor report on each Job Fair

PROGRAM OUTCOME INDICATORS

USAID Jordan Economic Development Program Outcome Indicators

Results Todate Against Impact Framework Targets - as of 12/31/10 (Q1 11)

Inserting Jordan into Global Value Chains

IR #1: Increased exports to regional and international markets

GV IR1 A. Annual average growth of exports for select target sectors increased

Target						Results	
	2007	2008	2009	2010	2011	Comments	Verification
BPO 12%	10%	90%	102%	53%		Increase is calculated in aggregate year over year for 4 main stakeholders based on their reported export data	Aspire CrystelCall Extensya Estarta
ICT 5%	3%	15%	-8%	N/A		Increase/decrease is calculated year over year for the IT Sector in aggregate based on data from the annual "ICT & ICTES Industry Statistics Yearbook." In 2010, the ICT sector was not one of the targeted sectors, although some of the activities were merged under the BPO Sector.	"ICT & ICTES Industry Statistics Yearbook, " Int@j - Information Technology Association - Jordan
Pharmaceuticals 10%	44%	16%	N/A	N/A		Increase is calculated for the Pharmaceuticals sector as a whole as reported by JAPM, the sector's main stakeholder. The Program eliminated support to the whole sector in 2009 and targeted support only to a niche subsector, contract research organizations, that support pharmaceutical and biotech firms through conducting clinical trials and bioequivalence studies (see next row for CRO data)	JAPM - Jordanian Association for Pharmaceutical Manufacturers
Pharmaceuticals/CROs 10%	Baseline is 2008		54%	35%		Increase is calculated in aggregate year over year for the 6 main stakeholders based on their reported export data	IPRC – International Pharmaceutical Research Center PRU – Pharmaceutical Research Unit Pharmaquest Triumpharma JPRC – Jordanian Pharmaceutical Research Center ACDIMA - Arab Company for Drug Industries & Medical Appliances
A&E Services 5%	Baseline is 2008		19%	74%		Increase is calculated in aggregate year over year for the A&E Business Council's 19 Members as reported by the A&E BC	A&E Business Council
Medical Toursim 5%	19%	7%	12%	1%		Increase is calculated in aggregate year over year for 10 main stakeholders based on their reported export data	Istiklal Hospital Luzmila Hospital Arab Medical Center Istishari Hospital Al Khaldi Hospital Ibn Al Haytham Hospital Amman Hospital Jordan Hospital Specialty Hospital Kino Hussein Cancer Center
Agriculture 10%	61%	12%	N/A	N/A		USAID requested that the Program cease support to the Agricultural Sector	Central Bank of Jordan's External Trade / Monthly Reporting System
Packaging 12%	21%	12%	N/A	N/A		The Program ceased support to the Packaging sector, as it was not one of the main targeted sectors from 2010 onwards	Jordan Chamber of Commerce

USAID Jordan Economic Development Program Outcome Indicators

Results Todate Against Impact Framework Targets - as of 12/31/10 (Q1 11)

GV IR1 B. Export markets served per target sector increased by 2 new markets

Target	Results					Comments	Verification
	2007	2008	2009	2010	2011		
ICT/BPO	-	2	2	1		5 new Markets results indicated represent the number of new markets	Palestine Dubai Brussels Saudia Arabia Kuwait
Pharmaceuticals/ CROs	Baseline is 2008		-	2		2 new Markets results indicated represent the number of new markets	Turkey and Belgium
Medical Toursim	-	-	-	-		No new markets	
A&E Services	Baseline is 2008		0	0		No new markets	

GV IR #2: Private sector entities (primarily firms) expanded or created

GV IR2 A. Six New or existing firms begin exporting and four business service providers newly serving export-oriented companies

Target	Results					Comments	Verification
	2007	2008	2009	2010	2011		
6 new or existing firms begin exporting		2	4	10		2 BPO Stakeholders started exporting 14 Firms through Institutional Transformation Solutions Export Coaching Program	BPO Firms: Extensya CyrstelCall Institutional Transformation: Al Rudinee Company / Jameel Al qudsi Al Zyoud Olive Oil Mill Shehadeh Al-Twal Farms Gulf Food Products Co. Chains Trading Co. Alpha Beta Food Industries Halawani Industrial Co. eSense Software Arabian Trade & Food Industries Co. Quality Food Co. Access to Arabia Pioneers Information Mid IT STC- Shnoudi Training Co.
4 business service providers			2	2		4 Business Service Providers 2 Service providers through Export Coaching Program 1 Service provider through Outsourcing Association grant to Int@j to accredit members, opening new export markets to them 1 Service provider through the establishment of the Marketing Intelligence Unit within A&E BC, helping members to promote exports	Jordan Exporters Association (JEA) Jordan Export Development and Commercial Centers Corporation (JEDCO) Int@j A&E Business Council

USAID Jordan Economic Development Program Outcome Indicators

Results Todate Against Impact Framework Targets - as of 12/31/10 (Q1 11)

GV IR2 B. Jordan improves 5 positions overall in WB Doing Business Report ranking

Target						Results	
	2007	2008	2009	2010	2011	Comments	Verification
5 Positions	80	104	100	107		<p>In both instances where Jordan's ranking worsened (2007-2008 and 2009-2010), the World Bank Doing Business Report methodology changed, as follows:</p> <p>Increase from 80 to 104 (2007-2008) occurred due to a change in the methodology in three topics - dealing with licenses, employing workers and enforcing contracts.</p> <p>For dealing with licenses, three changes were made, first, case study now applies to builders that are fully licensed and insured at the start of the project. Second, inspections are now assumed to take 1 day to complete even where there is a delay between the request for an inspection and its occurrence. Third, preconstruction inspections were added to the list of procedures.</p> <p>The World Bank now captures ease of employing workers, whereas previously it did not.</p> <p>For enforcing contracts, the list of procedures was revised to accommodate procedural differences between civil and common law.</p> <p>In 2010 the methodology for one of the Doing Business topics—employing workers—was updated in Doing Business 2010. The</p>	"Doing Business" annual reports, World Bank

GV IR2 C. 9,000 jobs created through reduction in minimum capital requirement

Target						Results	
	2007	2008	2009	2010	2011	Comments	Verification
9000	0	3300	4701	6231		<p>14,232 jobs created to date</p> <p>Estimates are based on the number of limited liability companies registered with capital less than JOD 30,000, where for each firm registered, it is estimated that 3 jobs are created. This is a conservative estimate based on guidance from the Director of Employment Surveys and Analyses at the Department of Statistics, who indicated that an average of 5 jobs are created through the registration of each company with capital under JOD 30,000. DOS data supports this</p>	Companies Control Department

USAID Jordan Economic Development Program Outcome Indicators

Results Todate Against Impact Framework Targets - as of 12/31/10 (Q1 11)

GV IR #3: Jordan's human capital leveraged

GV IR3 A. 2,500 Jordanians transition to international or export-oriented work

Target						Results	
	2007	2008	2009	2010	2011	Comments	Verification
2500 Jordanians			62	773		<p>835 Jordanians transition to international or export oriented work to date</p> <p>Data includes new jobs created at exporting companies, or already existing jobs at newly exporting companies, as reporting by each company and the A/E BC</p>	<p>92 through the Institutional Transformation solutions Export Coaching Program; data is based on the firms that started exporting</p> <p>42 Jordanians in Food Sector Firms</p> <p>17 Jordanians in A/E and EWE Sector Firms</p> <p>15 Jordaniana in ICT Sector Firms</p> <p>7 Jordanians in the Medical Services sector</p> <p>11 Jordanians</p> <p>328 through the EAM Maliban Factory</p> <p>10 through the CRO Sector Stakeholders</p> <p>355 through BPO Sector Stakeholders</p> <p>48 Aspire</p> <p>57 CrystelCall</p> <p>57 Estarta</p> <p>193 Extensya</p> <p>50 Jobs through A&E Business Council Members</p>

USAID Jordan Economic Development Program Outcome Indicators

Results Todate Against Impact Framework Targets - as of 12/31/10 (Q1 11)

Developing an EWE productivity cluster

EWE IR #1: Improved Jordan EWE productivity

EWE IR1 A. Jordan increases GDP per energy consumption by 5%

Target						Results	
	2007	2008	2009	2010	2011	Comments	Verification
5% increase	-	Energy Consumed 7335 toe GDP 16108 M/JD Productivity 0.455 Kgoe/1JD Baseline	Energy Consumed 7739 toe GDP 17815.6 M/JD Productivity 0.434 Kgoe/1JD 5 % Productivity enhancement	N/A		The Program calculated this indicator as follows: Productivity = Energy Consumed/1 JOD of GDP. The data sources are from the Central Bank of Jordan (GDP) and the "National Electric Power Company Annual Report, 2009." No data is available yet for 2010.	Central Bank of Jordan and "National Electric Power Company Annual Report, 2009"

EWE IR1 B. Jordan increases GDP per water consumption by 5%

Target						Results	
	2007	2008	2009	2010	2011	Comments	Verification
5% increase	-	Water Consumed 940 m3 GDP 16108 M/JD Productivity 0.058 m3/1JD Baseline	Water Consumed 883 m3 GDP 17815.6 M/JD Productivity 0.050 m3/1JD 14% Productivity enhancement	N/A		The Program calculated this indicator as follows: Productivity = Water Consumed/1 JOD of GDP. The data sources are the Central Bank of Jordan and the Ministry of Water and Irrigation. No data is available yet for 2010.	Central Bank of Jordan and the Ministry of Water and Irrigation's "Annual Report, 2009"

EWE IR1 C. Jordan increases GDP per greenhouse gas emissions by 5%

Target						Results	
	2007	2008	2009	2010	2011	Comments	Verification
5% increase	-	N/A	N/A	N/A		Most recent available data for GHG Pollution is from 2007 (21434 kt). Results will be updated as data becomes available.	The data source is Central Bank of Jordan and World Bank Statistics, web site: http://data.worldbank.org/indicator/EG.GDP.PUSE.KO.PP.KD/countries

EWE IR #2: Renewable energy and water conservation (EWE) SMEs created or expanded

EWE IR2 A. 6 Renewable energy start-up firms

Target						Results	
	2007	2008	2009	2010	2011	Comments	Verification
6 Firms	Baseline is 2008		0	0		The Program established an EWE incubator at IPark in 2010. New start-up firms will be in place by Program end. The Program also funded an EWE Capital Network in 2010. It is expected that firms will be receiving investor funding through this mechanism by Program end.	IPark Technology Incubator at El Hassan Business Park for Project Development

USAID Jordan Economic Development Program Outcome Indicators

Results Todate Against Impact Framework Targets - as of 12/31/10 (Q1 11)

EWE IR #3: Increased exports, FDI , Revenues and jobs related to EWE cluster								
EWE IR3 A. 750 graduate engineers and software professionals employed in international renewable energy and water conservation firms								
Target	2007	2008	2009	2010	2011	Results	Verification	
750	Baseline is 2008		70	0		20 jobs created at Entity Green 20 jobs created at Maan Vocational Center 30 jobs created through Al Huson CDC	- Grant to Entity Green to train and employ 20 on recycling - Solar systems training program established in Ma'an Vocational Center - Support to Al Huson CDC to train 30 graduates on Health, Safety and Environmental Technology Program and employ them at CCC	
EWE IR3 C. \$5M in foreign direct investment in renewable energy and water conservation manufacturing or production facilities								
Target	2007	2008	2009	2010	2011	Results	Verification	
\$5M FDI	Baseline is 2008		0	0		The Program established an EWE incubator at IPark and funded an EWE Capital Network in 2010. It is expected that FDI will be captured through these mechanisms by Program end. In addition, the Program is supporting outbound trade missions and conferences than will potentially result in FDI.	IPark Technology Incubator at El Hassan Business Park for Project Development	
EWE IR3 D. 500 Jordanian workers employed for work in EWE productivity sector								
Target	2007	2008	2009	2010	2011	Results	Verification	
500 Jordanian workers	Baseline is 2008		38	16		5 jobs created at EDAMA Association 11 jobs created at IPark Technology Incubator 8 jobs created at R&D Center 30 Jobs created at Energy Firms	- EDAMA Association established and operational - Grant to IPark Technology Incubator expands incubation in EWE/CleanTech sector - Grant to RSS to establish international renewable energy and water research center - Developed and delivered certified energy management specialist program (Certified engineering program) for 50 Engineers; 30 obtained new jobs	

USAID Jordan Economic Development Program Outcome Indicators

Results Totdate Against Impact Framework Targets - as of 12/31/10 (Q1 11)

Regional Investment								
RI IR #1: Products and services created or expanded								
RI IR1 A. 7% increase in revenues from fruits and vegetables								
Target						Results		
	2007	2008	2009	2010	2011	Comments	Verification	
7% increase	Revenues in Irbid and Karak: JD 1,746,000 Baseline	Revenues in Irbid and Karak: JD 2,348,000 Increase : 34%	Revenues in Irbid and Karak: JD 2,400,000 Increase: 2.2%	N/A		Increase calculated in aggregate year over year for revenues from the Irbid and Karak Vegetables and Fruits Central Markets. The Program's support to the Agricultural sector as a whole was eliminated in 2009.	Irbid and Karak Vegetables and Fruits Central Markets	
RI IR1 B. 8% increase in unit prices of targeted fruit and vegetables								
Target						Results		
	2007	2008	2009	2010	2011	Comments	Verification	
8% increase	Pomegranate Price: JD 0.75 Baseline	Pomegranate Price: JD 1.25 Increase : 66.6%	Pomegranate Price: JD 2 Increase: 60%	Pomegranate Price: JD 2.5 Increase 25%		Increase calculated in aggregate year over year for Pomegranate Unit Price, as the Program's support primarily went to the pomegranate sub-sector.	Irbid and Karak Vegetables and Fruits Central Markets	
RI IR1 C. 25 MSMEs created or expanded								
Target						Results		
	2007	2008	2009	2010	2011	Comments	Verification	
25 MSMEs	0	0	5	2		2 MSMEs Created in the Region 5 MSMEs Expanded in the Region See RI IR2 C. indicator below for new MSMEs registered in the regions	Created Audio Booth at Karak Castle HandiCraft Center at Karak Expanded Ader Factory - Jameed Project I JNFW - Dair Abi Alah - Herbs Project II Bani Kinanah Association - Herbs Project I Shafa Al Khair Association - Jameed Project II Roofes Juice Factory	
RI IR #2: Increased investment attracted to the regions								
RI IR2 A. Master developer secured in each of 5 development zones, with a combined \$500M in zone development contracts								
Target						Results		
	2007	2008	2009	2010	2011	Comments	Verification	
5 zones have master developers	0	0	3 zones have master developers	3 zones have master developers		6 zones have master developers	Jordan Company for Development Zones (Ajloun, Dabouq and Dead Sea zones) Maan Development Area (Maan zones) Mafraq Development Corporation (Mafraq and Irbid zones)	
\$500M development contracts	0	0	\$350M			\$350M development contracts captured only for 3 zones; where 2 zones existed before the program initiated (Irbid and Mafraq) and one zone (Dabouq) did not sign the contract yet.	Jordan Company for Development Zones (Ajloun and Dead Sea zones) Maan Development Area (Maan zones)	

USAID Jordan Economic Development Program Outcome Indicators

Results Todate Against Impact Framework Targets - as of 12/31/10 (Q1 11)

RI IR1 B. 30 signed investor contracts in the region

Target						Results	
	2007	2008	2009	2010	2011	Comments	Verification
30 signed investors	0	0	19	30		49 Signed investors with DFZC	Data as reported by Development and Free Zones Commission 8 investors in Mafraq 4 Operational investors 1 investor in construction stage 3 investors in design stage 9 investors in Maan 5 operational investors 1 investor in construction stage 3 investors in design stage 20 investors in Dead Sea 10 operational investors 3 investors in construction stage 7 investors in design stage 9 investors in Dabouq 7 operational investors 2 investors in construction stage 3 investors in Irbid 2 investors in construction stage 1 investors in design stage

RI IR2 C. 200 new businesses registered in the regions

Target						Results	
	2007	2008	2009	2010	2011	Comments	Verification
200 new businesses registered		9	121	92		222 limited liability companies registered in the region (except for Irbid's 39, which are captured in next row) with less than capital of JOD 30,000	Companies Control Department
	0	0	0	3108		3108 registered businesses through the Facilitation Center in Irbid Chamber of Commerce (39 companies are registered with capital less than JOD 30,000)	Facilitation Center in Irbid Chamber of Commerce and Companies Control Department

RI IR #3: Increased number and quality of jobs in the regions

RI IR3 A.5,000 new jobs created including in the development zones and through job matching activities

Target						Results	
	2007	2008	2009	2010	2011	Comments	Verification
5,000 new jobs	0	0	2210	1185		3395 jobs created in the 5 development zones through 3 Master Developers; data only includes direct jobs for Jordanians	Data as reported by Development and Free Zones Commission 180 realized jobs in Mafraq 75 realized jobs in Maan 2580 realized jobs in Dead Sea 560 realized jobs in Dabouq

RI IR3 B. Number of women in formal and informal sectors of the economy increased to 30%

Target						Results	
	2007	2008	2009	2010	2011	Comments	Verification
30% increase	14.7% of women participating in the Economy Increase of	14.7% of women participating in the Economy No increase	14.9% of women participatinf in the economy Increase of 3%			3% increase in women participation in the economy	Ministry of Labor Annual Reports

PROGRAM OBJECTIVE INDICATORS

USAID Jordan Economic Development Program
Jobs Created Todate Against Program Targets - as of 31/12/2010

Key Area	Jobs Created					Direct Data Breakdown	Data Source/ Key Personnel	Program Support / Intervention
	2011 Target	Actual						
		Direct Impact	Multiplier*	Indirect Impact*	Total Impact			
Business Process Outsourcing (BPO)	4,500	1,487	1.9639	1,433	2,920	583	Ministry of Information and Communication Technology	Supporting the MOICT to train and employ fresh graduate interns at ICT companies.
						60	Extensya	Agents trained and employed through the English language training programs.
						15	MDC Inc.	Expansion of MDC Inc. in Irbid.
						100	Telecom	Support to establish the Telecom Call Center.
						5	Extensya	Enhancing communication skills of call centers and outsourcing companies and placement of 10 interns in Extensya and Aspire.
						1	Aspire	
						32	Irbid Development Area	2 job fairs in the Irbid Development Area.
						264	Intaj	1. Build the Economic Unit at MoICT. 2. Development of E-Commerce Policy legal framework. 3. Expansion and strengthening the National CIO Program including strategy, governance model PPPs and training. 4. NITC Strategy and Action Plan. 5. Matchmaking for Intaj in developing new market trends for Jordan ICES. 6. Build and deploy web-based application acting as a single point of entry for ICT Company Registration, Integration points to the MIT, CCD, ACC, JCI, MoICT and DoS, System based on ISIC 4 Classification Approach; established a single point of entry reducing the number of classifications, reducing the time and cost to register, increasing the accuracy of the registry data and making the registry data more accessible to users to provide output for the ICT Yearbook.
						57	CrystelCall	1. Facilitated the signing of agreement between Extensya and Irbid Development Area to expand their BPO operations into Irbid. 2. SPOT & CMMI Certification. 3. Inbound trade mission / Indian delegation. 4. Developing country profile and sector profile. 5. Establishing BPO Association and outsourcing institute. 6. Offshore contact strategy for Call Centers. 7. Development of National Call Center training Program with the MOICT. 8. Development of ISIC 4.0 Classifications for ICTES Companies. 9. BPO Legal Requirements - in-depth understanding of International business best practices for policies related to legal tax and incentives to BPO. 10. Enhanced Telecom infrastructure and pricing through Jordan Telecom. 11. ICTES Diffusion in key sectors - Banks and Medical. 12. Formed PPP between CrystelCall and BPWA.
						58	Aspire	
						225	Extensya	
						87	Estarta	
							Key Personnel: Kinan Jaradat	

USAID Jordan Economic Development Program
Jobs Created Todate Against Program Targets - as of 31/12/2010

Key Area	Jobs Created					Direct Data Breakdown	Data Source/ Key Personnel	Program Support / Intervention
	2011 Target	Actual						
		Direct Impact	Multiplier*	Indirect Impact*	Total Impact			
Contract Research Organizations (CRO)	44	10	2.2051	12	22	1	International Pharmaceutical Research Center	1. Supported CROs, JAPM and JFDA to attend international conferences/exhibitions to enhance buyer seller linkages. 2. 6 Multimedia Presentations for 6 CROs and 1 for JAPM/the sector were developed to promote Jordan as a hub for clinical trials. 3. Supported JAPM to host and conduct a series of regional and international conferences. 4. Conducted capacity building activities to comply with GCP/GLP requirements and international best practices. 5. Awarded grant to JAPM to purchase and install two data management systems at the CRO labs to manage the data generated by the labs (for 3 CROs). 6. Calibration re-engineering program for the CROs to assure compliance with International Guidelines of GCP/GLP/ICH, and training in calibration guidelines. 7. Finalized revision of the Institutional Review Boards Manual to assure compliance with GCP/ICH guidelines. 8. Awarded grant for Triumpharma to procure equipment to establish an Intensive Care Unit (ICU) to be able to conduct Phase I Clinical Trials, resulting in a direct increase in number of studies, services offered, and revenue.
						4	Pharmaceutical Research Unit	
						3	Triumpharma	
						1	Jordanian Pharmaceutical Research Center	
						1	Arab Company for Drug Industries & Medical Appliances	
							Key personnel : Luma Batarseh	
Medical Tourism	1,000	1,428	1.8423	1,203	2,631	48	Istiklal Hospital	1. Build capacity of 6 hospitals and their staff towards accreditation; provide incentives to achieve accreditation. 2. Participation in 1st , 2nd and 3rd World Medical Tourism and Global Health Congress. 3. Organized three-day eXPASS training for PHA members in preparation for participation in Moscow Medical Tourism Fair for representatives of 7 hospitals. 4. Conducted coaching sessions for 15 Customer Service Trainers on building customer service capacity among staff of targeted hospitals, plus a Customer Service Workshop at Specialty Hospital for 30 hospital staff. 5. Supported participation of 15 participants to the HCAC conference on "Comparative Accreditation Systems." 6. Contributed to holding the second International Middle East Congress in Jordan. 7. Supported delegation to the second Arab International e-Tourism and e-Marketing Conference to promote medical tourism in Jordan.
						12	Luzmila Hospital	
						56	Arab Medical Center	
						304	Istishari Hospital	
						16	Al Khaldi Hospital	
						43	Amman Hospital	
						20	Jordan Hospital	
						100	Specialty Hospital	
						829	King Hussein Cancer Center	
							Key Personnel: Caroline Haddad	

USAID Jordan Economic Development Program
Jobs Created Todate Against Program Targets - as of 31/12/2010

Key Area	Jobs Created					Direct Data Breakdown	Data Source/ Key Personnel	Program Support / Intervention
	2011 Target	Actual						
		Direct Impact	Multiplier*	Indirect Impact*	Total Impact			
Clean Tech and Water Entrepreneurship (EWE)	1,000	124	3.484	308	432	20	Maan Development Area	1. Solar systems training program established in Ma'an Vocational Center. 2. EDAMA Association established and operational. 3. Grant to Entity Green to trained and employ 20 on recycling issues. 4. Grant to IPark Technology Incubator expand incubation in EWE/CleanTech. 5. Grant to RSS to establish international renewable energy and water research center. 6. Developed and delivered certified energy management specialist program. 7. Support to Al Huson CDC to train 30 graduates on Health, Safety and Environmental Technology Program and employ them at CCC.
						5	EDAMA Association	
						20	Entity Green	
						11	IPark Technology Incubator	
						8	International R&D Center / RSS	
						30	Certified Engineers employed at Energy Companies	
						30	Al-Huson CDC Key Personnel: Isam Mustafa	
Architecture & Engineering Services (A&E)	760	50	2.5363	77	127	50	A&E Business Council Key Personnel: Khitam Farah	1. Developed and finalized a Marketing Plan for one of the A/E Business Council members. 2. Established a Strategic Planning and Organizational Development Framework for a Market Intelligence Unit at the A/E BC. 3. Developed a customized Knowledge Management System for the A/E BC. 4. Enhanced the opportunities of the A&E Sector International Buyer-Seller Linkages through networking and promotional efforts through: The 6th International Trade Exhibition for Construction Technology, Building Materials, Equipment & Environmental Technology. American Institute of Architects (AIA) 2009 National Conference and Design Exposition. 5. Assisted A/E BC (16 firms) to meet global requirements and best practices. 6. Supported the A/E BC to develop a Marketing Directory with International Classification Matrix & System. 7. Provided A/E BC members with the opportunity to learn and understand finance and examine the methodology used in financial decision making by designing for them advanced and customised Financial Management Training. 8. Developed the ISO 9001 Quality Management Systems for five A&E firms. 9. Participation in Export Coaching Program.
Local Economic Development Pilot Projects (LED)	6,079	3,099	2.6698	5,175	8,274	2280	Ministry of Labor Key Personnel: Hussein Al Wedyan	Support to Ministry of Labor in 7 Job Fairs. Support to the Establishment of Al Huson Career Development Center. Support to Al Huson CDC to train 20 graduates in Piping Technology Training Program and employ them at CCC. Grant to Microfund for Women Association to train and employ 15 women on business skills, food safety and hygiene, and cookery skills. Support 600 women living in Al Shounah Al-Wosta to work at EAM Maliban Satellite Factory. Grant to support Bani Kinanah Association to establish Herbs Production Center in Irbid. Grant to upgrade facilities at the factory to include Jameed production. Grant to LoYAC; 180 high school and university students were placed at a number of companies in Irbid, Zarqa and Amman. Grant to equip the factory with machinery; supported the factory with branding and Business Plan for commercializing Pomegranate Juice. Grant to establish a Handicraft Center in Karak.
						157	Al Huson Career Development Center Key Personnel: Hussein Al Wedyan	
						19	Sharaka Initiative - Al Huson CDC Key Personnel: Hussein Al Wedyan	
						12	MicroFund for Women Association Key Personnel: Nour Al Moghrabi	
						328	EAM Maliban Satellite Factory Key Personnel: Hussein Al Wedyan	
						164	Bani Kinanah Association Herbs Project Key Personnel: Ziad Abbasi	
						36	Ader Factory Key Personnel: Ziad Abbasi	
						22	Loyac Key Personnel: Hussein Al Wedyan	
						75	Roofes Juice Factory Key Personnel: Ziad Abbasi	
						6	Handicraft Center in Karak Key Personnel: Ziad Abbasi	

USAID Jordan Economic Development Program
Jobs Created Todate Against Program Targets - as of 31/12/2010

Key Area	Jobs Created					Direct Data Breakdown	Data Source/ Key Personnel	Program Support / Intervention
	2011 Target	Actual						
		Direct Impact	Multiplier*	Indirect Impact*	Total Impact			
						100	DFZC / Muniefeh Al Tal Key personnel : Rima Qaisi	Launched a comprehensive support program for the newly established Development Zone Commission (DZC) concentrating on the following key areas: Regulatory regime set-up 1. Report on “Supporting the Development Zones Regulatory Framework: Guidance for Regulations and Instructions” 2. Provided legal and regulatory support to modify DZC Law 3. Drafted Customs regulations inputs 4. Drafted Vocational Training Centers regulations 5. Drafted Customs Regulation and Environmental Regulations 6. Revised and submitted to board of commissioner the Registration Regulation 7. Revised and submitted to board of commissioner the Investment Climate Regulation 8. Final Draft Building Permits Regulation 9. Final Draft Labor Regulation 10. Revised Environmental Protection Regulation. 11. Building work licensing and occupancy permit instructions and SOPs. 12. Drafted Zones Designation and Business Licensing Instructions 13. Registered Entities instructions 14. Inspection of Establishments instructions 15. Single Window Offices instructions 16. Electronic Transactions instructions 17. Issuance of Permits to Commence Operations instructions 18. Office Hours instructions 19. DFZC internal Staff hiring instructions 20. DFZC internal Staff Travel and transportation instructions 21. DFZC internal employee Guarantee Scheme instructions 22. DFZC internal Financial transactions instructions 23. DFZC Employee monetary Advances instructions 24. Regulating economic activities Instructions 25. Implemented Consultation process with Master Developers on DZC Regulations on Licensing and Registration, Environment and Building Permits. 26. Completed consultation session held on 15th April with the master developers to present the policy framework governing each of the five revised regulations (registration, environment, investment climate, planning & building permitting, and labor). 27. Standard model for DFZC MOU template with stakeholders and other governmental agencies 28. Drafted MOU with Land department 29. Drafted MOU with Ministry of Interior 30. Reviewed DFZC MOU with Land Department, 31. Reviewed DFZC MOU with Min of Municipal Affairs 32. Completed English translation for number of regulatory tool including: Environment Protection Regulations in the Development Zones and Free Zones, Business environment regulation, registration regulation and MOU with MIT 33. Provided DZC with legal opinion on land release issue from Master Developer to end user 34. Provided legal review to the articles of DZC development agreement with Dead Sea Development Corporation (DSDC). 35. Conducted a Customs Service and One Stop Shop System Study Tour to Dubai/Jebel Ali for 9 participants from DZC management and staff. 36. Prepared Implementation plan for streamlined Permitting procedures 37. One-Stop-Shop Work flow and process map of the registration and building processes within the OSS. 38. Finalized review of the One Stop Shop processes and procedures to link it to the reform initiative related to the JIEC/FZC regulatory functions incorporation into the DZC. 39. Developed SOPs for a streamlined One stop shop short term solution
							Mafraq	
						realized jobs through 4 Operational Projects		
						30	realized Jobs through 2 under construction projects	
						50	realized jobs through 3 projects in the design stage	

USAID Jordan Economic Development Program
Jobs Created To date Against Program Targets - as of 31/12/2010

Key Area	Jobs Created					Direct Data Breakdown	Data Source/ Key Personnel	Program Support / Intervention
	2011 Target	Direct Impact	Multiplier*	Indirect Impact*	Total Impact			
Development Zones (DZC)	10,000	3,395	1.801	2,719	6,114		Maan	<p>39. Developed SOPs for a streamlined One-stop shop short-term solution.</p> <p>40. Completed the Unified Application to cover both the registration and permitting tracks.</p> <p>41. Developed the JIEC/FZC transition application form (self-compliance declaration form) for the transition of JIEC and FZC investors under the umbrella of DZFC.</p> <p>42. Prepared and submitted to the DZC an action plan to implement its new mandates</p> <p>43. Implementation of a focused Regulatory Guillotine (unifying the Regulatory Framework for Free Zones, Industrial Estates under the purview of DZC) through working with a national committee to complete the legal analysis of the 36 regulations (DZC, FZ, and JIEC).</p> <p>44. Developed Environmental Management Plans (EMP) for Irbid, Mafrq, Ma'an. An action plan and basic template for the EMP were proposed</p> <p>45. Developed comprehensive environmental low risk list based on the ISIC classification. Developed the low risk list in a user-friendly template that allows the employees at the front desks (One Stop Shop) or the master developers to apply this filter.</p> <p>46. Developed an initial table of contents for the Investor Guide to cover the various services within the DZFC.</p> <p>Institutional development</p> <p>47. Prepared an "Indicative Financial Budget for the DZC for FY 2009</p> <p>48. Supported successful 1st Strategic Planning Workshop.</p> <p>49. Supported the Development Zones 3-Year Strategic Plan and a one-year action plan (2009).</p> <p>50. Prepared DZC one-year Management by Objective Plan (2009) and launched the adoption and implementation of the plan.</p>
						60	realized jobs through 10 Operational Projects	<p>51. Refined and updated 2010 MBO plan and the process to ensure alignment with Jordan's National Agenda and in light of Board's vision and re-cluster/reallocate component</p> <p>52. Supported the DZC's first Strategic Workshop Review.</p> <p>53. Developed a comprehensive Human Capital Management system for the Development and Free Zones Commission (DFZC), which included DZC's organizational structure, key function analysis, documented job descriptions, HCM strategy, workforce planning, HCM policies and standard operating procedures, and a comprehensive performance management system.</p> <p>54. Developed the Standard Operating Procedures (SOPs) for the support functions of the Development Zones Commission (DZC).</p> <p>55. Completed Pre-Assessment of DZC designed systems based on King Abdulla II Award for Excellence in Government Performance and Transparency.</p> <p>56. Supported the automation of DFZC Board of Commissioners (BOC) Meetings & Decisions system</p> <p>57. Designed and developed SharePoint/intranet portal and Document control and management system</p> <p>58. Supported the procurement and customization of off the shelf financial and inventory management system</p> <p>59. Supported the design and development DIWAN/Archiving System</p> <p>60. Supported the assessment, procurement and installation of the needed hardware and software infrastructure</p>
						6	realized Jobs through 4 under construction projects	<p>61. Supported the procurement of a Human Resources and Payroll processes and procedures system</p> <p>62. Developed and launched online the DZC Website in Arabic and English versions</p>
						9	realized jobs through 9 projects in the design stage	<p>Local Economic Development functions of DFZC</p> <p>63. Organized the first DZC's public meeting session with Sweimeh Residents, to present the future plans for the Dead Sea, and consult the local community about next steps.</p> <p>64. Completed DFZC Local Economic Development concept paper</p> <p>65. Supported One day LED High Level Strategy Workshop May 18, 2010 targeting specifically the Sweimeh area within the Dead Sea Development Area.</p> <p>66. Completed 3- year strategy for the Dead Sea Development Zone's Local Economic Development initiative for the economic development of the Dead Sea area, primarily Sweimeh</p> <p>67. Completed LED Concept Paper Template.</p> <p>68. Completed LED Fundraising Toolkit</p> <p>69. Labor force profile study in Mafrq</p> <p>70. Completed the labor force demand and supply profile study for Irbid Development area.</p> <p>71. Completed the labor force profile study for Ma'an Development Area.</p> <p>72. Completed the labor force supply and demand profiles report in for Dead Sea Development Area.</p>

USAID Jordan Economic Development Program
Jobs Created To date Against Program Targets - as of 31/12/2010

Key Area	Jobs Created					Direct Data Breakdown	Data Source/ Key Personnel	Program Support / Intervention
	2011 Target	Actual						
		Direct Impact	Multiplier*	Indirect Impact *	Total Impact			
							Dead Sea	72. Completed the labor force supply and demand profiles report for Dead Sea Development Area. 73. Completed the Labor Force Demand and Supply surveys for Ajloun Development Area. Investment Marketing and promotion 74. Completed DFZC investment promotion team organizational structure and job descriptions 75. Developed the promotional materials for the DZC participation in the WEF and in the Cityscape (2010) event in Dubai... 76. Developed the new DZC brand identity, and promotional materials. 77. developed DFZC Participation Strategy and facilitated the involvement of the Development Zones Commission in heading the Jordanian Public/Private delegation for India’s Outsourcing – NASSCOM event 2009, the 2nd Arab outsourcing Conference (2009) , the 2nd Arab Outsourcing Conference in Dubai, UAE, April 26-28, 2010 and in NASSCOM BPO Strategy Summit Bangalore 2010 78. Prepared DFZC 3-year BPO Sector Marketing and Investment Promotion Plan, 79. Designed and developed DFZC internal and external communication strategies. Launch of Dead Sea Development Area Project development/ Transaction strategy 80. Developed a pre-feasibility financial model for zones projects to be used in the Dead Sea Development Area and similar Areas. 81. Prepared the Development Area designation package for the approval and launch of the Dead Sea Development Area including: • Supported the Development and Free Zones Commission to update and champion the Jordan Valley Land Use Plan. • Completed Provision of New High Resolution Satellite Imagery and Topographic Map 1-3m Interval in support of development of the phase II of the Master Plan for the Northern Dead Sea Basin. • Conducted a sub-zoning exercise for the Special Conservation Area by developing and describing three alternative development scenarios. This to allow for the protection of the ecological corridor. • Worked with DZC on updating ownership maps and identifying size of lands available for concession in the planned Dead Sea Zone • Completed an Inception report for Economic Valuation of the Special Area in the Dead Sea. • Completed Waste water and Landfill site selection study for the Dead Sea Development Area • Developed in collaboration with the DZC, a 3D video to showcase the Jordan Valley land use plan for the planned Dead Sea Zone. The video was presented by His Majesty during the World Economic Forum in May 2009. • Developed the new Dead Sea Company brand identity, and promotional materials to announce the Dead Sea as a new Special Development zone. 82. Completed review on “Allocating Industrial Land use In Jordan” The report review central and local GOJ initiatives to Zone and map land for industrial use in Jordan. Institutional development 83. Developed an Investment Evaluation Model (IEM) for use by the Development Zones Commission (DZC), the Jordan Investment Board (JIB), and other investment-oriented agencies as a way to analyze the cost/benefit ratio of potential investments. 84. Supported creation of MDC-DFZC facilitating steering committee to review on monthly basis service delivery by DFZC to MDC and its end users. 85. Delivered a toolkit that was adopted for implementation of new development zones and a Development Agreement Package that will include a standard Development Contract. 86. Established the policy framework for the Development Agreement Package (DAP) 87. Prepared Development Agreement Package, including Master Developer qualification criteria, market driven proposal requirements that will define performance conditions and KPIs for Master Developers as well as reporting template, generic park rules and regulations and standard development agreement. 88. Developed Template Development Agreement 89. Developed Criteria for Master Developers Plans Assessment 90. Completed project development toolkit for DZFC to inform of the minimum requirements of master planning and to standardize all submittals by master developers to the Commission. 91. Completed process flow charts for the contractual and land release procedures to Master Developer Support to SPVs/Master Developers 92. Supported the definition of the contractual deliverables for Jabel Ajloun Development Corporation (JADA) and the Dead Sea Development Corporation (DSDC). [Both have been merged later under the Jordanian
						1848	realized jobs through 12 Operational Projects	
						320	realized Jobs through 3 under construction projects	
						412	realized jobs through 14 projects in the design stage	

USAID Jordan Economic Development Program
Jobs Created Todate Against Program Targets - as of 31/12/2010

Key Area	Jobs Created					Direct Data Breakdown	Data Source/ Key Personnel	Program Support / Intervention
	2011 Target	Direct Impact	Multiplier*	Indirect Impact*	Total Impact			
							Dabouq	Company for Development zones: 93. Developed detailed Job description for the CEO of the Dead Sea development Company(DSDC) 94. Completed a Market Assessment and Demand Forecast for the Dead Sea Development Area 95. Completed the Dead Sea Development Zone Business Plan and delivered to DSDC 96. Completed the Dead Sea Development Company Marketing Plan 97. Completed an RFP document for Dead Sea Development Corporation (DSDC) to prepare a Master Plan for the Phase 1 Area ("Phase 1") of the Zone. 98. Completed the support to DSDC on the review of the revised bidder proposals for Dead Sea Phase I Master Plan and as a result of that DSDC launched a 1million JOD contract with Saskaki Company to develop the detailed master plan for the area. 99. Prepared "Marketing and investment promotion presentation" for the Dead Sea Development Zone to be used for The MIPIM Speed matching event in France during March 2010 100. Developed Dead Sea Development Company (DSDC) organizational structure and Human Capital management System. The first part of this project was finalized, which is the organizational structure and the functions analysis. 101. Completed Market Assessment and Demand Forecast for the Jabal Ajloun Development company (JADA) 102. Completed Conceptual Master Plan for Ajloun Development Area and Completed 3D Water Color Illustrations for Ajloun Development Area Master plan projects 103. Completed development of Jabal Ajloun Development Company 3-year business plan and financial feasibility study.
						491	realized jobs through 13 Operational Projects	104. Supported Jabal Ajloun Program Management Unit (PMU) and completed the development and documentation of Jabal Ajloun Development program Charter and the PMU Mandate.
						69	realized Jobs through 2 under construction projects	Support to JIEC transitioning into Master Developer status 105. Completed the legal map including drafting of all legal requirements needed for the transition of JIEC into Master Developer Company status. 106. Completed the financial review and analysis for JIEC to determine impacts of regulatory revenue stream elimination on the sustainability of the Company and recommend possible new directions and services. This will be used in guiding policy directions of the Company.
Jobs created through Minimum Capital Reduction Law	9,000	14,358	1.801	11,501	25,859	14,358	Companies Control Department and Department of Statistics	The established target and resulting jobs are estimated based on the number of limited liability companies registered with capital less than JOD 30,000, where for each firm registered, it is estimated that 3 jobs are created. This is a conservative estimate based on guidance from the Director of Employment Surveys and Analyses at the Department of Statistics, who indicated that an average of 5 jobs are created through the registration of each company with capital under JOD 30,000. Note that the target was 3,000 companies registered / 9,000 jobs created, and the actual to date is 4,786 companies registered / 14,358 jobs created.
TOTALS	32,383	23,951		22,428	46,379	23,951		

Notes:

* The indirect impacts were calculated using sector-specific economic development multipliers developed by the Bureau of Economic Analysis (BEA) of the U.S. Department of Commerce through its Regional Input-Output Modeling System (RIMS II). See the Program's PME Methodology for a full description on its application of multipliers.

* Though it is not included above, the projected jobs for Jordanians through the Developments Zones are 6,745

USAID Jordan Economic Development Program
Exports Generated Todate Against Program Targets - as of 31/12/2010

Key Areas	Exports (USD \$)				Data Breakdown		Data Source/ Key Personnel	Support / Intervention
	2011 Target		Actual					
	Total Exports	Direct Impact	Total Exports	Direct Impact	Baseline	Current		
Business Process Outsourcing (BPO)	13,000,000	11,000,000	12,877,287	10,877,287	1,300,000	6,922,538	Aspire	1. Out bound trade Missions to Dubai and India. 2. Outsourcing association established. 3. Focused Job fairs. 4. SPOT and CMMI Certification. 5. Development of Country Profile and Sector Profile. 6. Offshore contact strategy for Call Centers. 7. Development of National Call Center Training Program. 8. Development of ISIC 4.0 Classifications for ICTES Companies. 9. BPO Legal Requirements - in-depth understanding of International business best practices for policies related to legal tax and incentives to BPO. 10.Enhanced Telecom infrastructure and pricing through Jordan Telecom. 11. ICTES Diffusion in key sectors - Banks and Medical. 12. Formed PPP between CrystelCall and BPWA.
					500,000	2,866,234	Estarta - TAC Center	
					20,000	191,515	Crystelcall	
					180,000	2,897,000	Extensya	
							Key Personnel: Kinan Jaradat	
Contract Research Organizations (CRO)	10,000,000	6,637,068	6,956,727	3,593,795	2,169,212	3,006,668	IPRC – International Pharmaceutical Research Center	1. Supported CROs, JAPM and JFDA to attend international conferences/exhibitions to enhance buyer seller linkages. 2. 6 Multimedia Presentations for 6 CROs and 1 for JAPM/the sector were developed to promote Jordan as a hub for clinical trials. 3. Supported JAPM to host and conduct a series of regional and international conferences. 4. Conducted capacity building activities to comply with GCP/GLP requirements and international best practices. 5. Awarded grant to JAPM to purchase and install two data management systems at the CRO labs to manage the data generated by the labs (for 3 CROs). 6. Calibration re-engineering program for the CROs to assure compliance with International Guidelines of GCP/GLP/ICH, and training in calibration guidelines. 7. Finalized revision of the Institutional Review Boards Manual to assure compliance with GCP/ICH guidelines. 8. Awarded grant for Triumpharma to procure equipment to establish an Intensive Care Unit (ICU) to be able to conduct Phase I Clinical Trials, resulting in a direct increase in number of studies, services offered, and revenue.
					521,860	1,002,505	PRU – Pharmaceutical Research Unit	
					0	234,650	Pharmaquest	
					521,860	1,815,904	Triumpharma	
					150,000	205,000	JPRC – Jordanian Pharmaceutical Research Center	
					0	692,000	ACDIMA - Arab Company for Drug Industries & Medical Appliances	
							Key Personnel: Luma Batarseh	

USAID Jordan Economic Development Program
Exports Generated Todate Against Program Targets - as of 31/12/2010

Medical Tourism	78,283,615	28,491,272	71,885,626	22,093,283	8,146,110	1,991,898	Istiklal Hospital	<ol style="list-style-type: none"> 1. Build capacity of 6 hospitals and their staff towards accreditation; provide incentives to achieve accreditation. 2. Participation in 1st , 2nd and 3rd World Medical Tourism and Global Health Congress. 3. Organized three-day eXPASS training for PHA members in preparation for participation in Moscow Medical Tourism Fair for representatives of 7 hospitals. 4. Conducted coaching sessions for 15 Customer Service Trainers on building customer service capacity among staff of targeted hospitals, plus a Customer Service Workshop at Specialty Hospital for 30 hospital staff. 5. Supported participation of 15 participants to the HCAC conference on "Comparative Accreditation Systems." 6. Contributed to holding the second International Middle East Congress in Jordan. 7. Supported delegation to the second Arab International e-Tourism and e-Marketing Conference to promote medical tourism in Jordan.
					947,500	1,344,000	Luzmila Hospital	
					1,945,000	4,545,458	Arab Medical Center	
					165,017	4,384,951	Istishari Hospital	
					7,840,491	11,589,373	Al Khaldi Hospital	
					812,322	3,765,269	Ibn Al Haytham Hospital	
					2,625,904	9,186,006	Amman Hospital	
					15,715,000	14,041,344	Jordan Hospital	
					9,910,000	14,641,327	Specialty Hospital	
					1,685,000	6,396,000	KHCC Key Personnel: Caroline Haddad	
Architecture & Engineering Services (A&E)	49,000,000	32,050,847	34,957,627	18,008,474	16,949,153	34,957,627	A&E Business Council Key Personnel: Mark McCord/Khitam Farah	<ol style="list-style-type: none"> 1. Developed and finalized a Marketing Plan for one of the A/E Business Council members. 2. Established a Strategic Planning and Organizational Development Framework for a Market Intelligence Unit at the A/E BC. 3. Developed a customized Knowledge Management System for the A/E BC. 4. Enhanced the opportunities of the A&E Sector International Buyer-Seller Linkages through networking and promotional efforts through: The 6th International Trade Exhibition for Construction Technology, Building Materials, Equipment & Environmental Technology. American Institute of Architects (AIA) 2009 National Conference and Design Exposition. 5. Assisted A/E BC (16 firms) to meet global requirements and best practices. 6. Supported the A/E BC to develop a Marketing Directory with International Classification Matrix & System. 7. Provided A/E BC members with the opportunity to learn and understand finance and examine the methodology used in financial decision making by designing for them advanced and customised Financial Management Training. 8. Developed the ISO 9001 Quality Management Systems for five A&E firms. 9. Participation in Export Coaching Program.
Local Economic Development Pilot Projects (LED)	9,000,000	9,000,000	1,153,503	1,153,503	0	1,153,503	EAM Maliban Satellite Factory Key Personnel: Raja'a Fayyad & Hussein Al Wedyan	Support 600 women living in Al Shounah Al-Wosta to work at EAM Maliban Satellite Factory.
TOTALS	159,283,615	87,179,187	127,830,769	55,726,341	72,104,428	127,830,769		

Notes:

The Baseline Direct Data Breakdown represents the exports each partner reported in 2007; figures were collected directly from the Data Sources listed.

Total Exports, both Target and Actual, represent the gross total exports for each sector. The Actual Total Exports is disaggregated by Data Source in the Current Direct Data Breakdown column.

Direct Impact, both Target and Actual, represents the difference between Total Exports and the Baseline - i.e., the net increase in exports since Program support began.

A&E Data is collected from the A&E Business Council, as all of the Program support impacts all of the A&E BC members.

USAID Jordan Economic Development Program
Revenues Generated Todate Against Program Targets - as of 31/12/2010

Key Areas	Revenues (USD \$)								Direct Data Breakdown		Data Source / Key Personnel	Support/Intervention
	2011 Target		Actual									
	Total Revenues	Total Impact	Direct Revenues	Direct Impact	Multiplier*	Indirect Impact*	Total Revenues	Total Impact	Baseline	Current		
Business Process Outsourcing (BPO)	20,000,000	18,000,000	13,776,415	11,776,415	1.9722	11,449,031	25,225,445	23,225,445	1,300,000	7,036,441	Aspire	1. In/Out bound trade Missions 2. Outsourcing association established 3. Focused job fairs 4. SPOT and CMMI certification 5. Development of Country Profile and Sector Profile 6. Offshore contact strategy for Call Centers 7. Development of National Call Center Training Program 8. Development of ISIC 4.0 Classifications for ICTES Companies 8. BPO Legal Requirements of international business best practices for policies related to legal tax and incentives to BPO 9. Enhanced Telecom infrastructure and pricing through Jordan Telecom 10 .Facilitated the signing of agreement between Extensya and Irbid Development Area
									500,000	2,866,234	Estarta - TAC Center	
									20,000	571,740	Crystelcall	
									180,000	3,302,000	Extensya	
											Key Personnel: Kinan Jaradat	
Contract Research Organizations (CRO)	10,000,000	3,855,588	8,878,631	2,734,210	2.3626	3,725,634	12,604,265	6,459,844	3,617,561	3,490,224	IIRC – International Pharmaceutical Research Center	1. Supported CROs, JAPM and JFDA to attend international conferences/exhibitions to enhance buyer seller linkages. 2. 6 Multimedia Presentations for 6 CROs and 1 for JAPM/the sector were developed to promote Jordan as a hub for clinical trials. 3. Supported JAPM to host and conduct a series of regional and international conferences. 4. Conducted capacity building activities to comply with GCP/GLP requirements and international best practices. 5. Awarded grant to JAPM to purchase and install two data management systems at the CRO labs to manage the data generated by the labs (for 3 CROs). 6. Calibration re-engineering program for the CROs to assure compliance with International Guidelines of GCP/GLP/ICH, and training in calibration guidelines. 7. Finalized revision of the Institutional Review Boards Manual to assure compliance with GCP/ICH guidelines. 8. Awarded grant for Triumpharma to procure equipment to establish an Intensive Care Unit (ICU) to be able to conduct Phase I Clinical Trials, resulting in a direct increase in number of studies, services offered, and revenue.
									818,055	1,850,767	PRU – Pharmaceutical Research Unit	
									0	527,001	Pharmaquest	
									818,055	1,821,639	Triumpharma	
									565,000	497,000	JIRC – Jordanian Pharmaceutical Research Center	
									325,750	692,000	ACDIMA - Arab Company for Drug Industries & Medical Appliances Key Personnel: Luma Batarseh	

USAID Jordan Economic Development Program
Revenues Generated Todate Against Program Targets - as of 31/12/2010

Key Areas	Revenues (USD \$)								Direct Data Breakdown		Data Source / Key Personnel	Support/Intervention
	2011 Target		Actual									
	Total Revenues	Total Impact	Direct Revenues	Direct Impact	Multiplier*	Indirect Impact*	Total Revenues	Total Impact	Baseline	Current		
Medical Tourism	158,037,937	55,491,398	214,766,888	112,220,349	2.0952	122,903,726	337,670,614	235,124,074	12,140,715	11,829,263	Istiklal Hospital	1. Build capacity of 6 hospitals and their staff towards accreditation; provide incentives to achieve accreditation. 2. Participation in 1st , 2nd and 3rd World Medical Tourism and Global Health Congress. 3. Organized three-day eXPASS training for PHA members in preparation for participation in Moscow Medical Tourism Fair for representatives of 7 hospitals. 4. Conducted coaching sessions for 15 Customer Service Trainers on building customer service capacity among staff of targeted hospitals, plus a Customer Service Workshop at Specialty Hospital for 30 hospital staff. 5. Supported participation of 15 participants to the HCAC conference on “Comparative Accreditation Systems.” 6. Contributed to holding the second International Middle East Congress in Jordan. 7. Supported delegation to the second Arab International e-Tourism and e Marketing Conference to promote medical tourism in Jordan.
									1,943,391	2,310,852	Luzmila Hospital	
									12,149,473	13,121,686	Arab Medical Center	
									495,050	14,856,480	Istishari Hospital	
									15,582,852	27,250,660	Al Khaldi Hospital	
									7,092,968	14,606,819	Ibn Al Haytham Hospital	
									2,781,753	13,176,058	Amman Hospital	
									28,774,354	33,772,073	Jordan Hospital	
									14,998,547	30,533,844	Specialty Hospital	
									6,587,437	53,309,154	KHCC	
									Key Personnel: Caroline Haddad			
Clean Tech and Water Entrepreneurship (EWE)	56,000,000	56,000,000	0	0	2.2371	0	0	0	0	0	Key Personnel: Isam Mustafa	Over the last year, the EWE/Clean Technology sector has embarked on a five-pronged economic development strategy that is designed to increase employment, boost revenues, enhance exports, and promote foreign direct investment. In order to achieve these results, the foundation has to be laid in terms of business development, research and development, foreign direct investment, access to finance, and enabling environment. The sector has a great deal of momentum and, like in other sectors such as BPO, the results will be exponential over time.
Architecture & Engineering Services (A&E)	145,000,000	40,480,226	79,449,153	0	2.4825	0	79,449,153	0	104,519,774	82,423,729	A&E Business Council Key Personnel: Khitam Farah	Most A&E sector activities focused on export-oriented activities. Whereas exports increased, overall revenue decreased due to the region's current economic downturn. 1. Developed and finalized a Marketing Plan for one of the A/E Business Council members. 2. Established a Strategic Planning and Organizational Development Framework for a Market Intelligence Unit at the A/E BC. 3. Developed a customized Knowledge Management System for the A/E BC. 4. Enhanced the opportunities of the A&E Sector International Buyer-Seller Linkages through networking and promotional efforts through: The 6th International Trade Exhibition for Construction Technology, Building Materials, Equipment & Environmental Technology. American Institute of Architects (AIA) 2009 National Conference and Design Exposition. 5. Assisted A/E BC (16 firms) to meet global requirements and best practices. 6. Supported the A/E BC to develop a Marketing Directory with International Classification Matrix & System. 7. Provided A/E BC members with the opportunity to learn and understand finance and examine the methodology used in financial decision making by designing for them advanced and customised Financial Management Training. 8. Developed the ISO 9001 Quality Management Systems for five A&E firms. 9. Participation in Export Coaching Program.

USAID Jordan Economic Development Program
Revenues Generated Todate Against Program Targets - as of 31/12/2010

Key Areas	Revenues (USD \$)								Direct Data Breakdown		Data Source / Key Personnel	Support/Intervention
	2011 Target		Actual									
	Total Revenues	Total Impact	Direct Revenues	Direct Impact	Multiplier*	Indirect Impact*	Total Revenues	Total Impact	Baseline	Current		
Local Economic Development Pilot Projects (LED)	10,000,000	10,000,000	7,923,626	7,923,626	2.1916	9,441,793	17,365,419	17,365,419	0	6,396,000	EAM Maliban Satellite Factory	Supported the establishment of the factory and the recruitment of approximately 600 women from Al Shouneh Al Wosta region.
										262,006	2nd and 3rd Pomegranate Exhibitions	Commercialized high quality pomegranates and pomegranate-based product through support to the Annual Pomegranate Exhibitions.
									0	145,000	Roofess Juice Factory/Pomegranate Juice	Grant to equip the factory with pomegranate juicing machines; support to the factory with branding and a Business Plan for commercializing pomegranate juice.
									0	219,164	Bani Kinanah Association / Herbs Project	Grant to establish a Herbs Production Center in Bani Kinanah district in Irbid through the Bani Kinanah Association.
										40,255	Ader Factory / Jameed Project	Grant to upgrade facilities at the factory.
										70,622	Shafa Al Khair Association	Grant to establish a jameed factory.
									0	285,000	Apricot Farm in Mafraq	Applied the product map recommendations for the farm.
									0	7,300	Training Unit, Irbid Chamber of Commerce	Grant to establish a Training Unit at ICC.
									0	498,279	Irbid Facilitation Center Key Personnel: Ziad Abbasi	Established the Facilitation Center at ICC.
TOTALS	399,037,937	183,827,212	324,794,712	134,654,599		147,520,183	472,314,896	282,174,783	215,210,735	327,769,289		

Notes:

The Baseline Direct Data Breakdown represents the revenues each partner reported in 2007; figures were collected directly from the Data Sources listed.

The Actual Direct Revenues is disaggregated by Data Source in the Current Direct Data Breakdown column.

Direct Impact represents the difference between Direct Revenues and the Baseline - i.e., the net increase in direct revenues since Program support began.

Total Revenues and Total Impact, both Target and Actual, include both Direct and Indirect Revenues based on a calculation using an indirect multiplier.

* The indirect impacts were calculated using sector-specific economic development multipliers developed by the Bureau of Economic Analysis (BEA) of the U.S. Department of Commerce through its Regional Input-Output Modeling System (RIMS II). See the Program's PME Methodology for a full description

Total Revenues and Total Impact, both Target and Actual, include both Direct and Indirect Revenues based on a calculation using an indirect multiplier as described below.

52%

USAID Jordan Economic Development Program
Investments Attracted Todate Against Program Targets - as of 31/12/2010

Key Areas	Investments (USD \$)		Direct Data Breakdown	Data Source / Key Personnel	Support/Intervention
	2011 Target	Actual			
	Total Investments	Investments			
Business Process Outsourcing (BPO)	11,000,000	6,000,000	6,000,000	Extensya Key personnel: Kinan Jaradat	In/Out bound trade Missions Developed country profile and sector profile Established BPO Association and outsourcing institute SPOT and CMMI Certifications
Contract Research Organizations (CRO)	5,000,000	0	0	Key Personnel: Luma Batarseh	No activities were planned to attract FDIs for this sector due to other budget priorities.
Medical Tourism	94,500,000	0	0	Key Personnel: Caroline Haddad	3 investments are expected through support to hospitals in the participation of Third World Medical Tourism and Global Health Congress in Los Angeles, CA.
Clean Tech and Water Entrepreneurship (EWE)	10,000,000	0	0	Key Personnel: Isam Mustafa	Investment anticipated through our support to the IPark Technology Incubator to establish an EWE/Clean Tech Incubator and Captial Network.
Architecture & Engineering Services (A&E)	1,130,000	0	0	Key Personnel: Khitam Farah	Investment anticipated through our support to A&E BC members to attend international conferences and workshops.
Local Economic Development Pilot Projects (LED)	13,500,000	0	0	Key Personnel: Ziad Abbasi	No activities were planned to attract FDIs for this sector due to other budget priorities.
			55,084,746	Realized Investments through Operational Projects at Mafrq	<p>Launched a comprehensive support program for the newly established Development Zone Commission (DZC) concentrating on the following key areas:</p> <p>Regulatory regime set-up</p> <ol style="list-style-type: none"> 1. Report on “Supporting the Development Zones Regulatory Framework: Guidance for Regulations and Instructions” 2. Provided legal and regulatory support to modify DZC Law, 3. Drafted Customs regulations inputs 4. Drafted Vocational Training Centers regulations 5. Drafted Customs Regulation and Environmental Regulations 6. Revised and submitted to board of commissioner the Registration Regulation 7. Revised and submitted to board of commissioner the Investment Climate Regulation 8. Final Draft Building Permits Regulation 9. Final Draft Labor Regulation

USAID Jordan Economic Development Program
Investments Attracted Todate Against Program Targets - as of 31/12/2010

Key Areas	Investments (USD \$)		Direct Data Breakdown	Data Source / Key Personnel	Support/Intervention
	2011 Target	Actual			
	Total Investments	Investments			
			4,943,503	Realized Investments through Under construction projects at Mafrq	10. Revised Environmental Protection Regulation. 11. Building work licensing and occupancy permit instructions and SOPs. 12. Drafted Zones Designation and Business Licensing Instructions 13. Registered Entities instructions 14. Inspection of Establishments instructions 15. Single Window Offices instructions 16. Electronic Transactions instructions 17. Issuance of Permits to Commence Operations instructions 18. Office Hours instructions 19. DFZC internal Staff hiring instructions 20. DFZC internal Staff Travel and transportation instructions 21. DFZC internal employee Guarantee Scheme instructions 22. DFZC internal Financial transactions instructions 23. DFZC Employee monetary Advances instructions 24. Regulating economic activities Instructions 25. Implemented Consultation process with Master Developers on DZC Regulations on Licensing and Registration, Environment and Building Permits. 26. Completed consultation session held on 15th April with the master developers to present the policy framework governing each of the five revised regulations (registration, environment, investment climate, planning & building permitting, and labor). 27. Standard model for DFZC MOU template with stakeholders and other governmental agencies 28. Drafted MOU with Land department 29. Drafted MOU with Ministry of Interior 30. Reviewed DFZC MOU with Land Department, 31. Reviewed DFZC MOU with Min of Municipal Affairs 32. Completed English translation for number of regulatory tool including: Environment Protection Regulations in the Development Zones and Free Zones, Business environment regulation, registration regulation and MOU with MIT

USAID Jordan Economic Development Program
Investments Attracted Todate Against Program Targets - as of 31/12/2010

Key Areas	Investments (USD \$)		Direct Data Breakdown	Data Source / Key Personnel	Support/Intervention
	2011 Target	Actual			
	Total Investments	Investments			
			33,446,328	Realized Investments through Operational Projects at Maan	<p>33. Provided DZC with legal opinion on land release issue from Master Developer to end user</p> <p>34. Provided legal review to the articles of DZC development agreement with Dead Sea Development Corporation (DSDC).</p> <p>35. Conducted a Customs Service and One Stop Shop System Study Tour to Dubai/Jebel Ali for 9 participants from DZC management and staff.</p> <p>36. Prepared Implementation plan for streamlined Permitting procedures</p> <p>37. One-Stop-Shop Work flow and process map of the registration and building processes within the OSS.</p> <p>38. Finalized review of the One Stop Shop processes and procedures to link it to the reform initiative related to the JIEC/FZC regulatory functions incorporation into the DZC.</p> <p>39. Developed SOPs for a streamlined One-stop shop short-term solution.</p> <p>40. Completed the Unified Application to cover both the registration and permitting tracks.</p> <p>41. Developed the JIEC/FZC transition application form (self-compliance declaration form) for the transition of JIEC and FZC investors under the umbrella of DZFC.</p> <p>42. Prepared and submitted to the DZC an action plan to implement its new mandates</p> <p>43. Implementation of a focused Regulatory Guillotine (unifying the Regulatory Framework for Free Zones, Industrial Estates under the purview of DZC) through working with a national committee to complete the legal analysis of the 36 regulations (DZC, FZ, and JIEC).</p> <p>44. Developed Environmental Management Plans (EMP) for Irbid, Mafrqa, Ma'an. An action plan and basic template for the EMP were proposed</p> <p>45. Developed comprehensive environmental low risk list based on the ISIC classification. Developed the low risk list in a user-friendly template that allows the employees at the front desks (One Stop Shop) or the master developers to apply this filter.</p> <p>46. Developed an initial table of contents for the Investor Guide to cover the various services within the DZFC.</p> <p>Institutional development</p> <p>47. Prepared an "Indicative Financial Budget for the DZC for FY 2009</p> <p>48. Supported successful 1st Strategic Planning Workshop.</p>

USAID Jordan Economic Development Program
Investments Attracted Todate Against Program Targets - as of 31/12/2010

Key Areas	Investments (USD \$)		Direct Data Breakdown	Data Source / Key Personnel	Support/Intervention
	2011 Target	Actual			
	Total Investments	Investments			
Development Zones (DZC)	1,000,000,000	1,071,750,000	49,435,028	Realized Investments through Under construction projects at Maan	<p>49. Supported the Development Zones 3-Year Strategic Plan and a one-year action plan (2009).</p> <p>50. Prepared DZC one-year Management by Objective Plan (2009) and launched the adoption and implementation of the plan.</p> <p>51. Refined and updated 2010 MBO plan and the process to ensure alignment with Jordan's National Agenda and in light of Board's vision and re-cluster/reallocate component</p> <p>52. Supported the DZC's first Strategic Workshop Review.</p> <p>53. Developed a comprehensive Human Capital Management system for the Development and Free Zones Commission (DFZC), which included DZC's organizational structure, key function analysis, documented job descriptions, HCM strategy, workforce planning, HCM policies and standard operating procedures, and a comprehensive performance management system.</p> <p>54. Developed the Standard Operating Procedures (SOPs) for the support functions of the Development Zones Commission (DZC).</p> <p>55. Completed Pre-Assessment of DZC designed systems based on King Abdulla II Award for Excellence in Government Performance and Transparency.</p> <p>56. Supported the automation of DFZC Board of Commissioners (BOC) Meetings & Decisions system</p> <p>57. Designed and developed SharePoint/intranet portal and Document control and management system</p> <p>58. Supported the procurement and customization of off the shelf financial and inventory management system</p> <p>59. Supported the design and development DIWAN/Archiving System</p> <p>60. Supported the assessment, procurement and installation of the needed hardware and software infrastructure</p> <p>61. Supported the procurement of a Human Resources and Payroll processes and procedures system</p> <p>62. Developed and launched online the DZC Website in Arabic and English versions</p> <p>Local Economic Development functions of DFZC:</p> <p>63. Organized the first DZC's public meeting session with Sweimeh Residents, to present the future plans for the Dead Sea, and consult the local community about next steps.</p> <p>64. Completed DFZC Local Economic Development concept paper</p> <p>65. Supported One day LED High Level Strategy Workshop May 18, 2010 targeting specifically the Sweimeh area</p>

USAID Jordan Economic Development Program
Investments Attracted Todate Against Program Targets - as of 31/12/2010

Key Areas	Investments (USD \$)		Direct Data Breakdown	Data Source / Key Personnel	Support/Intervention
	2011 Target	Actual			
	Total Investments	Investments			
			2,074,859	Realized Investments through projects on design stage at Maan	<p>within the Dead Sea Development Area.</p> <p>66. Completed 3- year strategy for the Dead Sea Development Zone's Local Economic Development initiative for the economic development of the Dead Sea area, primarily Sweimeh</p> <p>67. Completed LED Concept Paper Template.</p> <p>68. Completed LED Fundraising Toolkit</p> <p>69. Labor force profile study in Mafraq</p> <p>70. Completed the labor force demand and supply profile study for Irbid Development area.</p> <p>71. Completed the labor force profile study for Ma'an Development Area.</p> <p>72. Completed the labor force supply and demand profiles report in for Dead Sea Development Area.</p> <p>73. Completed the Labor Force Demand and Supply surveys for Ajloun Development Area.</p> <p>Investment Marketing and promotion</p> <p>74. Completed DFZC investment promotion team organizational structure and job descriptions</p> <p>75. Developed the promotional materials for the DZC participation in the WEF and in the Cityscape (2010) event in Dubai...</p> <p>76. Developed the new DZC brand identity, and promotional materials.</p> <p>77. developed DFZC Participation Strategy and facilitated the involvement of the Development Zones Commission in heading the Jordanian Public/Private delegation for India's Outsourcing – NASSCOM event 2009, the 2nd Arab outsourcing Conference (2009) , the 2nd Arab Outsourcing Conference in Dubai, UAE, April 26-28, 2010 and in NASSCOM BPO Strategy Summit Bangalore 2010</p> <p>78. Prepared DFZC 3-year BPO Sector Marketing and Investment Promotion Plan,</p> <p>79. Designed and developed DFZC internal and external communication strategies. Launch of Dead Sea Development Area</p> <p>Project development/ Transaction strategy</p> <p>80. Developed a pre-feasibility financial model for zones projects to be used in the Dead Sea Development Area and similar Areas.</p> <p>81. Prepared the Development Area designation policy for the expanded townships of the Dead Sea Development</p>

USAID Jordan Economic Development Program
Investments Attracted Todate Against Program Targets - as of 31/12/2010

Key Areas	Investments (USD \$)		Direct Data Breakdown	Data Source / Key Personnel	Support/Intervention
	2011 Target	Actual			
	Total Investments	Investments			
			552,754,237	Realized Investments through Operational Projects at Dead Sea	<p>81. Prepared the Development Area designation package for the approval and launch of the Dead Sea Development Area including:</p> <ul style="list-style-type: none"> • Supported the Development and Free Zones Commission to update and champion the Jordan Valley Land Use Plan. • Completed Provision of New High Resolution Satellite Imagery and Topographic Map 1-3m Interval in support of development of the phase II of the Master Plan for the Northern Dead Sea Basin. • Conducted a sub-zoning exercise for the Special Conservation Area by developing and describing three alternative development scenarios. This to allow for the protection of the ecological corridor. • Worked with DZC on updating ownership maps and identifying size of lands available for concession in the planned Dead Sea Zone • Completed an Inception report for Economic Valuation of the Special Area in the Dead Sea. • Completed Waste water and Landfill site selection study for the Dead Sea Development Area • Developed in collaboration with the DZC, a 3D video to showcase the Jordan Valley land use plan for the planned Dead Sea Zone. The video was presented by His Majesty during the World Economic Forum in May 2009. • Developed the new Dead Sea Company brand identity, and promotional materials to announce the Dead Sea as a new Special Development zone. <p>82. Completed review on “Allocating Industrial Land use In Jordan” The report review central and local GOJ initiatives to Zone and map land for industrial use in Jordan. Institutional development</p> <p>83. Developed an Investment Evaluation Model (IEM) for use by the Development Zones Commission (DZC), the Jordan Investment Board (JIB), and other investment-oriented agencies as a way to analyze the cost/benefit ratio of potential investments.</p> <p>84. Supported creation of MDC-DFZC facilitating steering committee to review on monthly basis service delivery by DFZC to MDC and its end users.</p> <p>85. Delivered a toolkit that was adopted for implementation of new development zones and a Development Agreement Package that will include a standard Development Contract.</p> <p>86. Established the policy framework for the Development Agreement Package (DAP)</p> <p>87. Prepared Development Agreement Package, including Master Developer qualification criteria, market driven proposal requirements that will define performance conditions and KPIs for Master Developers as well as reporting template, generic park rules and regulations and standard development agreement.</p>

USAID Jordan Economic Development Program
Investments Attracted Todate Against Program Targets - as of 31/12/2010

Key Areas	Investments (USD \$)		Direct Data Breakdown	Data Source / Key Personnel	Support/Intervention
	2011 Target	Actual			
	Total Investments	Investments			
			24,011,299	Realized Investments through Under construction projects at Dead Sea	<p>Complete, generate permits and regulations and standard development agreement</p> <p>88. Developed Template Development Agreement</p> <p>89. Developed Criteria for Master Developers Plans Assessment</p> <p>90. Completed project development toolkit for DZFC to inform of the minimum requirements of master planning and to standardize all submittals by master developers to the Commission.</p> <p>91. Completed process flow charts for the contractual and land release procedures to Master Developer</p> <p>Support to SPVs/Master Developers</p> <p>92. Supported the definition of the contractual deliverables for Jabel Ajloun Development Corporation (JADA) and the Dead Sea Development Corporation (DSDC). [Both have been merged later under the Jordanian Company for Development Zones]:</p> <p>93. Developed detailed Job description for the CEO of the Dead Sea development Company(DSDC)</p> <p>94. Completed a Market Assessment and Demand Forecast for the Dead Sea Development Area</p> <p>95. Completed the Dead Sea Development Zone Business Plan and delivered to DSDC</p> <p>96. Completed the Dead Sea Development Company Marketing Plan</p> <p>97. Completed an RFP document for Dead Sea Development Corporation (DSDC) to prepare a Master Plan for the Phase 1 Area ("Phase 1") of the Zone.</p> <p>98. Completed the support to DSDC on the review of the revised bidder proposals for Dead Sea Phase I Master Plan and as a result of that DSDC launched a 1million JOD contract with Saskaki Company to develop the detailed master plan for the area.</p> <p>99. Prepared "Marketing and investment promotion presentation" for the Dead Sea Development Zone to be used for The MIPIM Speed matching event in France during March 2010</p> <p>100. Developed Dead Sea Development Company (DSDC) organizational structure and Human Capital management System. The first part of this project was finalized, which is the organizational structure and the functions analysis.</p> <p>101. Completed Market Assessment and Demand Forecast for the Jabal Ajloun Development company (JADA)</p> <p>102. Completed Conceptual Master Plan for Ajloun Development Area and Completed 3D Water Color Illustrations for Ajloun Development Area Master plan projects</p> <p>103. Completed development of Jabal Ajloun Development Company 3-year business plan and financial feasibility study.</p> <p>104. Supported Jabal Ajloun Program Management Unit (PMU) and completed the development and documentation of Jabal Ajloun Development program Charter and the PMU Mandate</p>
			350,000,000	Realized Zone Development Contracts Key Personnel: Rima Al Qaisi	
TOTAL	1,135,130,000	1,077,750,000	1,077,750,000		

USAID FOREIGN ASSISTANCE FRAMEWORK INDICATORS ("F INDICATORS")

USAID Foreign Assistant Indicators
2010 Results and 2011 Targets

Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
Component 1: Financial Integrity, Oversight and Broadened Capital Markets												
1	Peace & Security	Transnational Crime	Financial Crimes & Money Laundering	Number of people in host country trained on money laundering or financial crimes: Total	SABEQ Jose/Rami	X		3.01.01 Conduct public awareness campaign for AMLU	70	0	Target not met, as per the AMLU request to postpone the training after finalizing the Multimedia presentation and accordingly the training will take place next year in coordination with the association of banks and AMLU .	70
1.1	Peace & Security	Transnational Crime	Financial Crimes & Money Laundering	Number of people in host country trained on money laundering or financial crimes: Women	SABEQ Jose/Rami	X		3.01.01 Conduct public awareness campaign for AMLU	30	0	Target not met, as per the AMLU request to postpone the training after finalizing the Multimedia presentation and accordingly the training will take place next year in coordination with the association of banks and AMLU .	40
1.2	Peace & Security	Transnational Crime	Financial Crimes & Money Laundering	Number of people in host country trained on money laundering or financial crimes: Men	SABEQ Jose/Rami	X		3.01.01 Conduct public awareness campaign for AMLU	40	0	Target not met, as per the AMLU request to postpone the training after finalizing the Multimedia presentation and accordingly the training will take place next year in coordination with the association of banks and AMLU .	30
6	Economic Growth	Financial Sector	Program Area Indicator: Financial Sector	Financial Freedom (Heritage Foundation)	arch/features/index/country.cfm?id=Jord			3.01.01 Enhance access to finance in priority sectors through the introduction of new bank products.	60%	60%	Target met	NA
7	Economic Growth	Financial Sector	Program Area Indicator: Financial Sector	Interest rate spread in percent	SABEQ Jose/Rami			3.01.01 Enhance access to finance in priority sectors through the introduction of a venture capital fund for SMEs	5%	N/A	Data Will be available by end of 2010	NA
9	Economic Growth	Financial Sector	Financial Sector Enabling Environment	Has an automated off-site surveillance system been installed and made operational this year with USG assistance	SABEQ Jose/Rami			Project activities achieving this year target was launched in 2008 but results accomplished this year	YES	No	Target not met due to the counterpart new plans to modify the system according to notes from other banks which will be done directly by CBJ without the program assistant.	NA

USAID Foreign Assistant Indicators
2010 Results and 2011 Targets

Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
13	Economic Growth	Financial Sector	Financial Services	Number of USG supported special funds loans issued this year	SABEQ Jose/Rami			3.01.01 Enhance access to finance in priority sectors through the introduction of a venture capital fund for SMEs	1	0	Target not met, the program tried to promote the concept with the related public sector but with no positive feed back. (LAITH)	0
14	Economic Growth	Financial Sector	Financial Services	Value of the USG supported special funds loans issued this year	SABEQ Jose/Rami			3.01.01 Enhance access to finance in priority sectors through the introduction of a venture capital fund for SMEs	2 mill	N/A	Data Will be available by end of 2010	0
15	Economic Growth	Financial Sector	Financial Services	Number of financial sector professionals trained on international standards this year with USG assistance: Total	SABEQ Jose/Rami	X	X	3.01.01 Enhance access to finance in priority sectors through the introduction of a venture capital fund for SMEs. 3.01.01 Enhance access to finance in priority sectors through the introduction of new bank products. 3.01.01 Enhance access to finance in priority sectors through refining existing of introducing new leasing products. 3.01.01 Facilitate banking vertical to BPO Firms 3.01.01 Explore financing options to A/E Firms 3.01.01 Assist in setting up a DCA guarantee program for EWE focused projects	150	33	Target not met, due to the restructuring and amendments to the component activities in the workplan and budget.	0
15.1	Economic Growth	Financial Sector	Financial Services	Number of financial sector professionals trained on international standards this year with USG assistance: Women	SABEQ Jose/Rami	X	X	3.01.01 Enhance access to finance in priority sectors through the introduction of a venture capital fund for SMEs. 3.01.01 Enhance access to finance in priority sectors through the introduction of new bank products. 3.01.01 Enhance access to finance in priority sectors through refining existing of introducing new leasing products. 3.01.01 Facilitate banking vertical to BPO Firms 3.01.01 Explore financing options to A/E Firms 3.01.01 Assist in setting up a DCA guarantee program for EWE focused projects	60	10	Target not met, due to the restructuring and amendments to the component activities in the workplan and budget.	0
15.2	Economic Growth	Financial Sector	Financial Services	Number of financial sector professionals trained on international standards this year with USG assistance: Men	SABEQ Jose/Rami	X	X	3.01.01 Enhance access to finance in priority sectors through the introduction of a venture capital fund for SMEs. 3.01.01 Enhance access to finance in priority sectors through the introduction of new bank products. 3.01.01 Enhance access to finance in priority sectors through refining existing of introducing new leasing products. 3.01.01 Facilitate banking vertical to BPO Firms 3.01.01 Explore financing options to A/E Firms 3.01.01 Assist in setting up a DCA guarantee program for EWE focused projects	90	23	Target not met, due to the restructuring and amendments to the component activities in the workplan and budget.	0

USAID Foreign Assistant Indicators
2010 Results and 2011 Targets

Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
16	Economic Growth	Competitiveness	Private Sector Productivity	Number of SMEs receiving USG assistance to access bank loans or private equity	SABEQ Jose/Rami			3.01.01 Enhance access to finance in priority sectors through the introduction of a venture capital fund for SMEs	5	0	Target not met, We focused our training efforts on the banks rather than the providing direct support to SMEs	0
17	Economic Growth	Competitiveness	Private Sector Productivity	Number of SMEs that successfully accessed bank loans or private equity as a result of USG assistance	SABEQ Jose/Rami			3.01.01 Enhance access to finance in priority sectors through the introduction of a venture capital fund for SMEs	3	0	Target not met, We focused our training efforts on the banks rather than the providing direct support to SMEs	0
Component 2: Expanded Trade and Investment												
18	Peace & Security	Transnational Crime	Program Area Indicator: Transnational Crime	Software piracy rate				3.02.01 Draft IP regulations (trademarks + patents) in coordination with IPPD to support Jordan's accession to Madrid Protocol and Patent Cooperation Treaty	59%	57%	The IDC IPR Ranking report places Jordan at 57%. The 2010 results will be available by the end of the year	59%
19	Peace & Security	Transnational Crime	Intellectual Property Theft, Corporate Espionage and Cyber Security	Number of people in host country trained on intellectual property theft and/or cyber security: Total	SABEQ Jose/Rami			No Activity	0	0	No Activities for this year under this indicator	25
19.1	Peace & Security	Transnational Crime	Intellectual Property Theft, Corporate Espionage and Cyber Security	Number of people in host country trained on intellectual property theft and/or cyber security: Women	SABEQ Jose/Rami			No Activity	0	0	No Activities for this year under this indicator	10
19.2	Peace & Security	Transnational Crime	Intellectual Property Theft, Corporate Espionage and Cyber Security	Number of people in host country trained on intellectual property theft and/or cyber security: Men	SABEQ Jose/Rami			No Activity	0	0	No Activities for this year under this indicator	15
	Economic Growth	Trade & Investment	Program Area Indicator: Trade & Investment	Simple Average Tariff (MFN applied rates)	SABEQ Jose/Rami			3.02.01 Develop recommendations to restructure present tariff system on intermediate and high value added industries	10%	N/A	Data will be reported by end of 2010	10%

USAID Foreign Assistant Indicators
2010 Results and 2011 Targets

Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
	Economic Growth	Trade & Investment	Program Area Indicator: Trade & Investment	Number of legal, regulatory, or institutional actions (not mentioned above) taken to improve implementation or compliance with international trade and investment agreements due to support from USG-assisted organizations	SABEQ Jose/Rami			3.02.01 Expand Public and private sector awareness of opportunities and Jordan US FTA.	1	2	Target Exceeded, due to preparing study on incrementing WB, Iraq, Jordan trade. Agreed to launch tripartite effort that includes potential free trade agreement with Iraq.	0
22	Economic Growth	Trade & Investment	Trade & Investment Enabling Environment	Number of USG supported training events held that related to improving the trade and investment environment	SABEQ Jose/Rami	X		3.03.01 Economic Development capacity Building for MIT 3.02.01 Provide technical assistance and capacity building for Economic Policy Unit	3	6	Target Exceeded, due to new requests from JIB to be an effective investment promotion agency, new activities were done	0
23	Economic Growth	Trade & Investment	Trade & Investment Enabling Environment	Number of participants in trade and investment environment trainings: Total	SABEQ Jose/Rami/ Sahar Al Youssef	X		3.03.01 Economic Development capacity Building for MIT 3.02.01 Provide technical assistance and capacity building for Economic Policy Unit 5.01.02 Institutional transformation of the Jordan Exporters Association to enable it to assume its new mandate as the Export Development Services Provider for Jordan. 5.14.5.a.3.19.1 Developing the Organizational Structure and the Human Capital Management of the Development Zones Commission (DZC) 5.14.5.a.3.19.2 Developing the Operational Structure, Policies and Procedures of the Development Zones Commission (DZC) 2.01.02 Assist the Development Zones Commission in implementing the Institutional Development Framework (Strategic Plan and MBO Action Plan, Human Capital Management Strategy, and Operational Strategy) through training, coaching and mentorship. 5.14.5.a.3.18.1 Develop Jordan Enterprise Strategy Map and Balanced Scorecard, train staff accordingly, and help in implementation (Phase I). 6.3.5.a.2.6.2 Create sustainable leadership of Amcham executive staff through Mentorship. 5.14.05.0a.02.01.02 AmCham Team Building Event	100	159	Target Exceeded, due to new requests from JIB to be an effective investment promotion agency, new activities were done and accordingly extra people participated.	55

USAID Foreign Assistant Indicators
2010 Results and 2011 Targets

Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
23.1	Economic Growth	Trade & Investment	Trade & Investment Enabling Environment	Number of participants in trade and investment environment trainings: Women	SABEQ Jose/Rami/ Sahar Al Yousef	X		3.03.01 Economic Development capacity Building for MIT 3.02.01 Provide technical assistance and capacity building for Economic Policy Unit 5.01.02 Institutional transformation of the Jordan Exporters Association to enable it to assume its new mandate as the Export Development Services Provider for Jordan. 5.14.5.a.3.19.1 Developing the Organizational Structure and the Human Capital Management of the Development Zones Commission (DZC) 5.14.5.a.3.19.2 Developing the Operational Structure, Policies and Procedures of the Development Zones Commission (DZC) 2.01.02 Assist the Development Zones Commission in implementing the Institutional Development Framework (Strategic Plan and MBO Action Plan, Human Capital Management Strategy, and Operational Strategy) through training, coaching and mentorship. 5.14.5.a.3.18.1 Develop Jordan Enterprise Strategy Map and Balanced Scorecard, train staff accordingly, and help in implementation (Phase I). 6.3.5.a.2.6.2 Create sustainable leadership of Amcham executive staff through Mentorship. 5.14.05.0a.02.01.02 AmCham Team Building Event	30	73	Target Exceeded, due to new requests from JIB to be an effective investment promotion agency, new activities were done and accordingly extra people participated.	15
23.2	Economic Growth	Trade & Investment	Trade & Investment Enabling Environment	Number of participants in trade and investment environment trainings: Men	SABEQ Jose/Rami/ Sahar Al Yousef	X		3.03.01 Economic Development capacity Building for MIT 3.02.01 Provide technical assistance and capacity building for Economic Policy Unit 5.01.02 Institutional transformation of the Jordan Exporters Association to enable it to assume its new mandate as the Export Development Services Provider for Jordan. 5.14.5.a.3.19.1 Developing the Organizational Structure and the Human Capital Management of the Development Zones Commission (DZC) 5.14.5.a.3.19.2 Developing the Operational Structure, Policies and Procedures of the Development Zones Commission (DZC) 2.01.02 Assist the Development Zones Commission in implementing the Institutional Development Framework (Strategic Plan and MBO Action Plan, Human Capital Management Strategy, and Operational Strategy) through training, coaching and mentorship. 5.14.5.a.3.18.1 Develop Jordan Enterprise Strategy Map and Balanced Scorecard, train staff accordingly, and help in implementation (Phase I). 6.3.5.a.2.6.2 Create sustainable leadership of Amcham executive staff through Mentorship. 5.14.05.0a.02.01.02 AmCham Team Building Event	70	86	Target Exceeded, due to new requests from JIB to be an effective investment promotion agency, new activities were done and accordingly extra people participated.	40

USAID Foreign Assistant Indicators
2010 Results and 2011 Targets

Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
24	Economic Growth	Trade & Investment	Trade & Investment Enabling Environment	Number of Trade and Investment Environment diagnostics conducted	SABEQ Jose/Rami			3.02.01 Develop an Economic Counselor Systme for MIT Offices abroad. 3.02.01 Improve trade facilitation for Jordanian exporters.	2	3	Target Exceeded, conducted Regulatory guillotine application for the transitioning of the JIEC and FZC laws under DZC	2
25	Economic Growth	Trade & Investment	Trade & Investment Capacity	Number of USG supported training events on topics related to investment capacity building and improving trade	SABEQ Jose/Rami/ Sahar Al. Yousef	X		3.02.01 Build Capacity of the Economic Policy Unit of MIT. 3.02.01 Improve trade facilitation for Jordanian exporters. 3.03.01 Economic Development capacity Building for MIT 5.01.01 Export marketing and coaching support to enterprises in proirity sectors (ICT,A/E,EWE,CRO and BPO) 5.01.02 Institutional transformation of the Jordan Exporters Association to enable it to assume its new mandate as the Export Development Services Provider for Jordan. 5.14.5.a.3.19.1 Developing the Organizational Structure and the Human Capital Management of the Development Zones Commission (DZC) 5.14.5.a.3.19.2 Developing the Operational Structure, Policies and Procedures of the Development Zones Commission (DZC) 2.01.02 Assist the Development Zones Commission in implementing the Institutional Development Framework (Strategic Plan and MBO Action Plan, Human Capital Management Strategy, and Operational Strategy) through training, coaching and mentorship. 5.14.5.a.3.18.1 Develop Jordan Enterprise Strategy Map and Balanced Scorecard, train staff accordingly, and help in implementation (Phase I). 6.3.5.a.2.6.2 Create sustainable leadership of Amcham executive staff through Mentorship. 5.14.05.0a.02.01.02 AmCham Team Building Event	8	9	Target Exceeded, due to extra activity conducted to improve the capacity building on trade.	4

USAID Foreign Assistant Indicators
2010 Results and 2011 Targets

Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
26	Economic Growth	Trade & Investment	Trade & Investment Capacity	Number of participants in USG supported trade and investment capacity building trainings: Total	SABEQ Jose/Rami/ Sahar Al Yousef	X		3.02.01 Build Capacity of the Economic Policy Unit of MIT. 3.02.01 Improve trade facilitation for Jordanian exporters. 3.03.01 Economic Development capacity Building for MIT 5.01.02 Institutional transformation of the Jordan Exporters Association to enable it to assume its new mandate as the Export Development Services Provider for Jordan. 5.04.04.27.47.01 Export Coaching Program for the ICT Firms 5.01.02 EXPASS Train of Trainers 5.01.02 Export Coaching Program for the Food Sector 5.01.02 Export Coaching Program for A&E and EWE 5.01.02 Export Coaching Program for the Medical Sector 5.14.5.a.3.19.1 Developing the Organizational Structure and the Human Capital Management of the Development Zones Commission (DZC) 5.14.5.a.3.19.2 Developing the Operational Structure, Policies and Procedures of the Development Zones Commission (DZC) 2.01.02 Assist the Development Zones Commission in implementing the Institutional Development Framework (Strategic Plan and MBO Action Plan, Human Capital Management Strategy, and Operational Strategy) through training, coaching and mentorship. 5.14.5.a.3.18.1 Develop Jordan Enterprise Strategy Map and Balanced Scorecard, train staff accordingly, and help in implementation (Phase I). 6.3.5.a.2.6.2 Create sustainable leadership of Amcham executive staff through Mentorship. 5.14.05.0a.02.01.02 AmCham Team Building Event	125	188	Target Exceeded, beneficiaries began appreciating the benefits from the activities which were held, and therefore more people/institutions participated	30

USAID Foreign Assistant Indicators
2010 Results and 2011 Targets

Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
26.1	Economic Growth	Trade & Investment	Trade & Investment Capacity	Number of participants in USG supported trade and investment capacity building trainings: Women	SABEQ Jose/Rami/ Sahar Al Yousef	X		3.02.01 Build Capacity of the Economic Policy Unit of MIT. 3.02.01 Improve trade facilitation for Jordanian exporters. 3.03.01 Economic Development capacity Building for MIT 5.01.02 Institutional transformation of the Jordan Exporters Association to enable it to assume its new mandate as the Export Development Services Provider for Jordan. 5.04.04.27.47.01 Export Coaching Program for the ICT Firms 5.01.02 EXPASS Train of Trainers 5.01.02 Export Coaching Program for the Food Sector 5.01.02 Export Coaching Program for A&E and EWE 5.01.02 Export Coaching Program for the Medical Sector 5.14.5.a.3.19.1 Developing the Organizational Structure and the Human Capital Management of the Development Zones Commission (DZC) 5.14.5.a.3.19.2 Developing the Operational Structure, Policies and Procedures of the Development Zones Commission (DZC) 2.01.02 Assist the Development Zones Commission in implementing the Institutional Development Framework (Strategic Plan and MBO Action Plan, Human Capital Management Strategy, and Operational Strategy) through training, coaching and mentorship. 5.14.5.a.3.18.1 Develop Jordan Enterprise Strategy Map and Balanced Scorecard, train staff accordingly, and help in implementation (Phase I). 6.3.5.a.2.6.2 Create sustainable leadership of Amcham executive staff through Mentorship. 5.14.05.0a.02.01.02 AmCham Team Building Event	35	74	Target Exceeded beneficiaries began appreciating the benefits from the activities which were held, and therefore more people/institutions participated	7

USAID Foreign Assistant Indicators
2010 Results and 2011 Targets

Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
26.2	Economic Growth	Trade & Investment	Trade & Investment Capacity	Number of participants in USG supported trade and investment capacity building trainings: Men	SABEQ Jose/Rami/ Sahar Al Yousef	X		3.02.01 Build Capacity of the Economic Policy Unit of MIT. 3.02.01 Improve trade facilitation for Jordanian exporters. 3.03.01 Economic Development capacity Building for MIT 5.01.02 Institutional transformation of the Jordan Exporters Association to enable it to assume its new mandate as the Export Development Services Provider for Jordan. 5.04.04.27.47.01 Export Coaching Program for the ICT Firms 5.01.02 EXPASS Train of Trainers 5.01.02 Export Coaching Program for the Food Sector 5.01.02 Export Coaching Program for A&E and EWE 5.01.02 Export Coaching Program for the Medical Sector 5.14.5.a.3.19.1 Developing the Organizational Structure and the Human Capital Management of the Development Zones Commission (DZC) 5.14.5.a.3.19.2 Developing the Operational Structure, Policies and Procedures of the Development Zones Commission (DZC) 2.01.02 Assist the Development Zones Commission in implementing the Institutional Development Framework (Strategic Plan and MBO Action Plan, Human Capital Management Strategy, and Operational Strategy) through training, coaching and mentorship. 5.14.5.a.3.18.1 Develop Jordan Enterprise Strategy Map and Balanced Scorecard, train staff accordingly, and help in implementation (Phase I). 6.3.5.a.2.6.2 Create sustainable leadership of Amcham executive staff through Mentorship. 5.14.05.0a.02.01.02 AmCham Team Building Event	90	114	Target Exceeded, beneficiaries began appreciating the benefits from the activities which were held, and therefore more people/institutions participated	23
Component 3: Removal of GoJ Constraints to Achieving Private Sector Competitiveness												
28	Governing Justly & Democratically	Objective Level Indicator: Governing Justly & Democratically	Objective Level Indicator: Governing Justly & Democratically	World Bank Government Effectiveness Index				Program Level Indicator	0.33	TBD	TBD by the end of 2010	0.3
29	Governing Justly & Democratically	Objective Level Indicator: Governing Justly & Democratically	Objective Level Indicator: Governing Justly & Democratically	World Bank Rule of Law Index				Program Level Indicator	0.5	TBD	TBD by the end of 2010	0.5

USAID Foreign Assistant Indicators
2010 Results and 2011 Targets

Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
30	Governing Justly & Democratically	Good Governance	Public Sector Executive Function	Number of Executive Branch Personnel Trained with USG Assistance: Total	SABEQ Jose/Rami/ Sahar Al Yousef	X		3.03.01 Economic Development capacity Building for MIT 2.01.02 Economic Development capacity building for DZC 3.02.01 Build Capacity of the Economic Policy Unit of MIT. 3.02.01 Build Capacity of MIT-Foreign Trade Policy Directorate. 3.02.01 Provide Technical Support to RIA/Consultation projects 5.01.02.a1 Business Associations Board Members Training Business Associations Capacity Building on Sustainability Mentorship for CEOs	140	355	Target Exceeded, beneficiaries began appreciating the benefits from the activities which were held, and therefore more people/institutions participated	100
30.1	Governing Justly & Democratically	Good Governance	Public Sector Executive Function	Number of Executive Branch Personnel Trained with USG Assistance: Women	SABEQ Jose/Rami/ Sahar Al Yousef	X		3.03.01 Economic Development capacity Building for MIT 2.01.02 Economic Development capacity building for DZC 3.02.01 Build Capacity of the Economic Policy Unit of MIT. 3.02.01 Build Capacity of MIT-Foreign Trade Policy Directorate. 3.02.01 Provide Technical Support to RIA/Consultation projects 5.01.02.a1 Business Associations Board Members Training Business Associations Capacity Building on Sustainability Mentorship for CEOs	60	146	Target Exceeded, beneficiaries began appreciating the benefits from the activities which were held, and therefore more people/institutions participated	30
30.2	Governing Justly & Democratically	Good Governance	Public Sector Executive Function	Number of Executive Branch Personnel Trained with USG Assistance: Men	SABEQ Jose/Rami/ Sahar Al Yousef	X		3.03.01 Economic Development capacity Building for MIT 2.01.02 Economic Development capacity building for DZC 3.02.01 Build Capacity of the Economic Policy Unit of MIT. 3.02.01 Build Capacity of MIT-Foreign Trade Policy Directorate. 3.02.01 Provide Technical Support to RIA/Consultation projects 5.01.02.a1 Business Associations Board Members Training Business Associations Capacity Building on Sustainability Mentorship for CEOs	80	211	Target Exceeded, beneficiaries began appreciating the benefits from the activities which were held, and therefore more people/institutions participated	70
31	Governing Justly & Democratically	Good Governance	Public Sector Executive Function	Number of Executive Office Operations supported with USG Assistance	SABEQ Jose/Rami			4.12.13 Develop the capacity of ELD Staff and industry in identifying the BAT for pollution prevention 3.02.01 Build elec tronic registry and consultation portal 3.02.01 Assist MOL in combining employment efforts done by different entities under a specialized employment body. 3.02.01 Build the capacity of the Economic Policy Unit of MIT 3.02.01 Build the capacity of MIT - Foreign Trade Policy Directorate.	3	5	Target Exceeded, due to our support to additional government entities such as JIB, DZC, MoENV and MIT	3
32	Governing Justly & Democratically	Good Governance	Local Government & Decentralization	Number of Sub-national Governments Receiving USG Assistance to Increase their Annual Own-source Revenues	SABEQ Jose/Rami/ Ziad Abbasi			4.10.02 Build Capacity of key economic stakeholders at Irbid and Karak 4.10.02 Explore feasibility of a municipal " Doing Business" Project in Irbid and Karak	2	3	Target Exceeded due to additional activities done by the program.	0
34	Governing Justly & Democratically	Good Governance	Local Government & Decentralization	Number of Sub-national Government Entities receiving USG assistance to improve their performance	SABEQ Jose/Rami / Sahar Al Yousef			4.10.02 Build Capacity of key economic stakeholders at Irbid and Karak 4.10.02 Explore feasibility of a municipal " Doing Business" Project in Irbid and Karak 6.2.5.a.2.25.5 Computerize the Membership and Subscription Management System at Four Southern Chambers of Commerce.	3	4	Target Exceeded due to more interest from counterparts and stakeholders to improve their performance	0

USAID Foreign Assistant Indicators
2010 Results and 2011 Targets

Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
36	Governing Justly & Democratically	Good Governance	Local Government & Decentralization	Number of Local Non-Governmental and Public Sector Associations Supported with USG Assistance	SABEQ Jose/Rami			4.06.04 Build advocacy capabilities of PHA, JNC and other bodies. 3.03.01 Implement advocacy program and facilitate development of research position papers at selected business associations 3.03.01 support efforts to enhance the policy advocacy capabilities of Int@j 3.02.01 Expand public and private sector awareness of opportunities under Jordan US FTA	10	3	Target not met, due to the restructuring and amendments to the component activities in the workplan and budget in order to provide the government with more support as requested..	5
37	Governing Justly & Democratically	Good Governance	Local Government & Decentralization	Number of Individuals Who Received USG-Assisted Training, including management skills and Fiscal Management, to Strengthen Local Government and/or Decentralization: Total	SABEQ Jose/Rami	X		4.12.13 Develop the capacity of ELD Staff and industry in identifying the BAT for pollution prevention	10	0	Target not met due to the government request to postpone the Training until Feb. 2011	7
37.1	Governing Justly & Democratically	Good Governance	Local Government & Decentralization	Number of Individuals Who Received USG-Assisted Training, including management skills and Fiscal Management, to Strengthen Local Government and/or Decentralization: Women	SABEQ Jose/Rami	X		4.12.13 Develop the capacity of ELD Staff and industry in identifying the BAT for pollution prevention	2	0	Target not met due to the government request to postpone the Training until Feb. 2011	4
37.2	Governing Justly & Democratically	Good Governance	Local Government & Decentralization	Number of Individuals Who Received USG-Assisted Training, including management skills and Fiscal Management, to Strengthen Local Government and/or Decentralization: Men	SABEQ Jose/Rami	X		4.12.13 Develop the capacity of ELD Staff and industry in identifying the BAT for pollution prevention	8	0	Target not met due to the government request to postpone the Training until Feb. 2011	3
38	Economic Growth	Objective Level Indicator: Economic Growth	Objective Level Indicator: Economic Growth	Cost of Starting a Business (WB Doing Business, as % of per capita income)	http://www.doingbusiness.org			3.03.01 Launch a pilot "Doing Business" project at the municipal level with a target municipality	55%	44.60%	Target Exceeded	50%
39	Economic Growth	Objective Level Indicator: Economic Growth	Objective Level Indicator: Economic Growth	Days to Start a Business (WB Doing Business)	http://www.doingbusiness.org			3.03.01 Launch a pilot "Doing Business" project at the municipal level with a target municipality	9	13	Target not met	9
42	Economic Growth	Objective Level Indicator: Economic Growth	Objective Level Indicator: Economic Growth	Ease of doing business score (rank)	http://www.doingbusiness.org			3.03.01 Launch a pilot "Doing Business" project at the municipal level with a target municipality	96	111	Target not met	96

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2010 Results and 2011 Targets

Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
43	Economic Growth	Trade & Investment	Trade & Investment Enabling Environment	Number of consultative processes with private sector as a result of USG assistance	SABEQ Jose/Rami/Luma			3.03.01 Prepare bylaws and instructions to implement "Bankruptcy and Insolvency Law" 3.02.01 Expand public and private sector awareness of opportunities under Jordan US FTA 3.03.01 Support work with Telecom and ICT providers to improve pricing and service packages 3.03.01 Support efforts to enhance the policy advocacy capabilities of int@j 3.03.01 Develop new public policies that will govern a national medical liability insurance framework	4	10	Target Exceeded, as additional activities were made under this indicator during is program year	7
44	Economic Growth	Agriculture	Agricultural Enabling Environment	Number of policy reforms analyzed with USG assistance	SABEQ Jose/Rami			4.06.04 Develop new public policies that will govern a national medical liability insurance framework 3.03.01 Improve enforcement of Insolvency and Bankruptcy Law 3.03.01 Build RIA and consultation process and Units 3.03.01 Provide Technical support to RIA consultation projects 4.06.04 Develop new public policies that will govern a national medical liability insurance framework	2	7	Target Exceeded, as the program supported DZC/FZ/JIEC to review the legal framework using the RG tool.	3
45	Economic Growth	Agriculture	Agricultural Enabling Environment	Number of policy reforms presented for legislation/decreed as a result of USG assistance	SABEQ Jose/Rami			3.03.01 Build RIA And consultation process and Units 3.03.01 Build electronic registry and consultation portal 3.03.01 Improve enforcement of Insolvency and Bankruptcy Law 3.03.01 Build RIA and consultation process and Units 3.03.01 Provide Technical support to RIA consultation projects 4.06.04 Develop new public policies that will govern a national medical liability insurance framework	2	7	Target Exceeded, as the program supported DZC/FZ/JIEC to review the legal framework using the RG tool.	5

USAID Foreign Assistant Indicators
2010 Results and 2011 Targets

Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
46	Economic Growth	Agriculture	Agricultural Enabling Environment	Number of institutions/organizations undergoing capacity/competency assessments as a result of USG assistance	SABEQ Mark/Khitam/Luma/Kinan/Sahar Al Yousef			4.05.01 Identify and adapt best practices of validation and qualification of computer systems, software and hardware with CRO's to comply with international guidelines for GCP/CLP 4.05.01 Improve traceability and accountability by streamlining Cros line operations and improving productivity 4.05.02 Develop oversight capacity for calibration requirements with organized national effort 4.02.01 Establish a transformation program and standard of excellence in accordance to best international parcticies to be adopted by the A&E Firms 4.02.01 Establish guidlines related to the adaption and implementaiton of Green building codes including rating systems for level II and related incentive scheme 4.02.02 Enhance the skills of the A&E workforce to better deliver quality services and manage rapid growth 4.08.05 Improve business and operational capabilities of the outsourcing sector 4.10.01 Upgrading farms' standards to meet those of targeted export markets 4.10.01 Pomegranate Juice Factory 4.10.01 Developing an Integrated Marketing and Communications Plan for JEPA	12	10	Target not met	3
47	Economic Growth	Agriculture	Agricultural Enabling Environment	Number of institutions/organizations making significant improvements based on recommendations made via USG supported assessment	SABEQ Mark / Sahar Al Yousef			4.05.01 Identify and adapt best practices of validation and qualification of computer systems, software and hardware with CRO's to comply with international guidelines for GCP/CLP 4.05.01 Improve traceability and accountability by streamlining Cros line operations and improving productivity 4.05.02 Develop oversight capacity for calibration requirements with organized national effort 4.02.01 Establish a transformation program and standard of excellence in accordance to best international parcticies to be adopted by the A&E Firms 4.02.01 Establish guidlines related to the adaption and implementaiton of Green building codes including rating systems for level II and related incentive scheme 4.02.02 Enhance the skills of the A&E workforce to better deliver quality services and manage rapid growth 4.08.05 Improve business and operational capabilities of the outsourcing sector 4.10.01 Upgrading farms' standards to meet those of targeted export markets 4.10.01 Pomegranate Juice Factory 4.10.01 Developing an Integrated Marketing and Communications Plan for JEPA	12	16	Target Exceeded due to more understanding, interest and commitment by counterparts	5

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2010 Results and 2011 Targets

Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
48	Economic Growth	Agriculture	Agricultural Enabling Environment	Number of individuals who have received USG supported short-term agricultural enabling environment training: Total	SABEQ Mark / Sahar Al Yousef	X		4.10.01 Enhance capabilities of pomegranate producers and extension employees of NCARE 4.10.01 Upgrading farms' standards to meet those of targeted export markets 4.10.01 Pomegranate Juice Factory 4.10.01 Developing an Integrated Marketing and Communications Plan for JEPA	15	11	Target not met due to lack of commitment from counterparts.	0
48.1	Economic Growth	Agriculture	Agricultural Enabling Environment	Number of individuals who have received USG supported short-term agricultural enabling environment training: Women	SABEQ Mark / Sahar Al Yousef	X		4.10.01 Enhance capabilities of pomegranate producers and extension employees of NCARE 4.10.01 Upgrading farms' standards to meet those of targeted export markets 4.10.01 Pomegranate Juice Factory 4.10.01 Developing an Integrated Marketing and Communications Plan for JEPA	5	0	Target not met	0
48.2	Economic Growth	Agriculture	Agricultural Enabling Environment	Number of individuals who have received USG supported short-term agricultural enabling environment training: Men	SABEQ Mark / Sahar Al Yousef	X		4.10.01 Enhance capabilities of pomegranate producers and extension employees of NCARE 4.10.01 Upgrading farms' standards to meet those of targeted export markets 4.10.01 Pomegranate Juice Factory 4.10.01 Developing an Integrated Marketing and Communications Plan for JEPA	10	11	Target Exceeded	0
49	Economic Growth	Competitiveness	Program Area Indicator: Competitiveness	Economic [Freedom] Index Score (Heritage Foundation)	http://www.heritage.org/research/feature			Program level Indicator	66%	66%	Target met	50%
50	Economic Growth	Competitiveness	Business Enabling Environment	Number of municipalities receiving USG assistance with regulatory/ administrative simplification	SABEQ Jose/Rami			Continued Activities from Y3 3.14.03.03.12.03 Launch the Business Facilitation center 3.14.03.03.04.01 Create a SOHO legal and regulatory framework	2	2	Target met	2
51	Economic Growth	Economic Opportunity	Program Area Indicator: Economic Opportunity	Number of procedures required to register a firm	http://www.doingbusiness.org			3.03.01 Launch a pilot "Doing Business" project at the municipal level with a target municipality	8	8	Target met	6

USAID Foreign Assistant Indicators
2010 Results and 2011 Targets

Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
52	Economic Growth	Environment	Natural Resources & Biodiversity	Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance	SABEQ			No Activity	0	0	No activities for this year under this indicator	0
Component 4: Enhanced Productivity (Improved People/Improved Product)												
55	Economic Growth	Trade & Investment	Program Area Indicator: Trade & Investment	Ratio of manufactured exports to total exports	Central Bank of Jordan			Project Level Indicator	65%	70.60%	according to Central Bank of Jordan Data of July 2010	65%
57	Economic Growth	Trade & Investment	Trade & Investment Capacity	Number of trade-related business associations that are at least 50 percent self-funded as a result of USG assistance	SABEQ Mark/Sahar Al Yousef			3.03.01 Support efforts to enhance the policy advocacy capabilities of int@j 3.03.01 Implement advocacy program and facilitate development of research position papers at selected business associations	2	2	Target met	0
58	Economic Growth	Trade & Investment	Trade & Investment Capacity	Number of Capacity-Building Service Providers receiving USG assistance	SABEQ Mark/ Kinan			4.08.03 Working with telecom and ICT providers to improve pricing and service packages	3	2	Target not met due to some amendment to the workplan activities	0
59	Economic Growth	Trade & Investment	Trade & Investment Capacity	Number of firms receiving USG assistance that obtain certification with voluntary standards or regulationsinternational quality control, environmental and other process	SABEQ			4.08.05 Train and certify ICT Firms as CMMI 4.08.05 Train and Certify BPO Firms as COPCs (Certified Outsourcing Professional Corporate) 4.06.02 Provide incentives for selected hospitals to achieve JCI accreditation 4.10.02 Upgrade to farms standards to meet those of targeted export markets 4.10.01 Upgrade to farms standards to meet those of targeted export markets 4.02.03 1. Developing Quality Management Systems (QMS) for the A/E Business Council that should be based on King Abdullah Center of Excellence Award and developing QMS for three selected member Companies. 2. Gap analysis and coaching for three selected A/E Business Council member companies for their QMS against the excellence model requirements adopted by King Abdullah Center of Excellence (KACE) so they can apply for the award.	19	24	Target Exceeded, beneficiaries began appreciating the benefits from the activities which were held, and therefore more institutions/ people participated	16

USAID Foreign Assistant Indicators
2010 Results and 2011 Targets

Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
60	Economic Growth	Trade & Investment	Trade & Investment Capacity	Number of firms receiving capacity building assistance to export	SABEQ	X		5.01.01 Export marketing and coaching support to enterprises in priority sectors (ICT,A/E,EWE,CRO and BPO) 4.10.01 Promote private investment into pomegranate health juice processing plant potentially leveraging a public-private partnership (PPP) 4.10.01 Develop new pomegranate health juice package design suitable for high-end export to sophisticated European and U.S. health drink consumers 4.10.01 Mentor and provide technical support for the grading facility in Ghor Safi 4.10.01 Pomegranate Juice Factory	16	17	Target Exceeded, beneficiaries began appreciating the benefits from the activities which were held, and therefore more institutions participated	5
61	Economic Growth	Agriculture	Agricultural Sector Productivity	Number of new technologies or management practices under research as a result of USG assistance	SABEQ			4.08.01 Define operating Models and refine the services delivery strategy 4.08.01 Identify key services/market offerings where Jordan has competitive advantage	2	3	Target Exceeded as more activities were made under this indicator this year	1
62	Economic Growth	Agriculture	Agricultural Sector Productivity	Number of new technologies or management practices made available for transfer as a result of USG assistance	SABEQ			4.10.01 Engage private sector resources to address gaps in growing and harvesting segments of pomegranate value chain in approximately 500 dunams of farmland in north	5	5	Target met	2
63	Economic Growth	Agriculture	Agricultural Sector Productivity	Number of additional hectares under improved technologies or management practices as a result of USG assistance	SABEQ			4.10.01 Engage private sector resources to address gaps in growing and harvesting segments of pomegranate value chain in approximately 500 dunams of farmland in north	5	5	Target met	0
64	Economic Growth	Agriculture	Agricultural Sector Productivity	Number of producers organizations, water users associations, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	SABEQ			4.10.02 Support dairy producers in Karak	2	2	Target met	3

USAID Foreign Assistant Indicators
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Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
65	Economic Growth	Agriculture	Agricultural Sector Productivity	Number of agriculture-related firms benefiting directly from USG supported interventions	SABEQ			4.10.01 Engage private sector resources (through competitive grant application) to address gaps in growing and harvesting segments of pomegranate value chain in approximately 500 dunhams of farmland in north 4.10.01 Enhance capabilities of pomegranate producers and extension employees of NCARE 4.10.01 Upgrading farms' standards to meet those of targeted export markets 4.10.01 Pomegranate Juice Factory 4.10.01 Developing an Integrated Marketing and Communications Plan for JEPA	2	9	Target Exceeded due to more interest from counterparts and stakeholders to improve their performance	2
66	Economic Growth	Agriculture	Agricultural Sector Productivity	Number of public-private partnerships formed as a result of USG assistance	SABEQ			4.12.02 Establish solar Systems installation and maintenance training program at Ma'an Vocational Training Center 4.12.02 Train unemplyed Jordanian on recyling in preparation for employment	2	2	Target met	1
68	Economic Growth	Competitiveness	Program Area Indicator: Competitiveness	Global competitiveness index score (World Economic Forum)	http://www.weforum.org/pdf/Global_Com			Project Level Indicator	4.5	4.21	Target not met	4.5
69	Economic Growth	Competitiveness	Private Sector Productivity	Number of firms receiving USG assistance to invest in improved technologies	SABEQ			4.05.01 Improve the traceability and accountability by streamlining CRO's line operations and improving productivity <u>Continued Activities from Y3</u> 4.11.04.27.03.01 Build the capacity of the Jordanian design firms to better meet market demand (One Packaging Design through MDK Grant)	4	4	Target met	3
70	Economic Growth	Competitiveness	Private Sector Productivity	Number of new members in private business associations as a result of USG assistance	SABEQ Sahar Al Yousef			3.03.01 Support efforts to enhance the policy advocacy capabilities of int@j 3.03.01 Implement advocacy program and facilitate development of research position papers at selected business associations	20	91	Target Exceeded beneficiaries began appreciating the benefits from the activities which were held, and therefore more institutions participated	0

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Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
71	Economic Growth	Competitiveness	Private Sector Productivity	Number of business associations and trade unions that are at least 50 percent self-funded as a result of USG assistance	SABEQ Sahar Al Yousef			3.03.01 Support efforts to enhance the policy advocacy capabilities of int@j 3.03.01 Implement advocacy program and facilitate development of research position papers at selected business associations	2	3	Target Exceeded, due to more commitment by stakeholders	1
72	Economic Growth	Environment	Clean Productive Environment	Number of people receiving USG supported training in environmental law, enforcement, public participation, and cleaner production policies, strategies, skills, and techniques: Total	SABEQ	X		4.12.13 Develop the capacity of ELD Staff and industry in identifying the BAT for pollution prevention	10	0	Target not met due to the government request to postpone the Training until Feb. 2011	60
72.1	Economic Growth	Environment	Clean Productive Environment	Number of people receiving USG supported training in environmental law, enforcement, public participation, and cleaner production policies, strategies, skills, and techniques: Women	SABEQ	X		4.12.13 Develop the capacity of ELD Staff and industry in identifying the BAT for pollution prevention	2	0	Target not met due to the government request to postpone the Training until Feb. 2011	12
72.2	Economic Growth	Environment	Clean Productive Environment	Number of people receiving USG supported training in environmental law, enforcement, public participation, and cleaner production policies, strategies, skills, and techniques: Men	SABEQ	X		4.12.13 Develop the capacity of ELD Staff and industry in identifying the BAT for pollution prevention	8	0	Target not met due to the government request to postpone the Training until Feb. 2011	48
Component 5: Cross-Cutting Solutions												

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Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
73	Economic Growth	Competitiveness	Workforce Development	Number of persons participating in USG-funded workforce development programs: Total	SABEQ Raja'	X		4.08.04 Enhance English language and communications skills of call centers and outsourcing companies 4.08.04 Build capacity of functional managers at call centers and outsourcing companies to manage operations 4.08.04 Build management capacity to run and operate call centers and outsourcing companies 4.08.02 Train BPO Firms as COPCs 4.08.05 Train ICT Firms as CMMI 4.05.02 Build Capacity for CROs and related stakeholders in GCP/GLP 4.06.02 Provide focused technical assistance to build capacity of hospitals and their staff towards JCI accreditation 4.06.02 Assist JNC to establish a continuing education and training Facility 4.02.02 Enhance the skills of the A&E workforce to better deliver quality services and manage rapid growth 4.12.02 Develop and deliver certified energy management specialist program 4.12.02 Establish solar systems installation and maintenance training program at Ma'an Vocational Training Center 4.12.02 Enhance green collar skills among university graduates working in industrial factories through competency based Training 4.12.02 Train 20-30 Engineering graduates on HSE 4.12.02 Training for Employment on Renewable Energy 4.12.02 Introductory Energy Management Training <u>Continued activities from Y3</u> 5b.14.5.b.6.15 Provide students with career development support and job matching at Al Huson CDC 5b.3.5.b.7.11 Facilitate and conduct technical training workshops for the garment satellite factories 4.04.05.0c.11.08.01 Train and employ Fresh ICT graduates 5b.14.05.0c.11.20.1 Support Shabakat Al-Ordon's by initiate an operating the shabakat shabab center in 2 centers	2,312	5719	Target Exceeded, more beneficiaries began appreciating the benefits from the activities which were held, and therefore more people/institutions participated. Plus additional activities were developed and executed that included more beneficiaries/people than originally anticipated. additionally most of the activities were conducted inside the university campus which made it easy and accessible for beneficiaries	2,735

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Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
73.1	Economic Growth	Competitiveness	Workforce Development	Number of persons participating in USG-funded workforce development programs: Women	SABEQ Raja'	X	X	4.08.04 Enhance English language and communications skills of call centers and outsourcing companies 4.08.04 Build capacity of functional managers at call centers and outsourcing companies to manage operations 4.08.04 Build management capacity to run and operate call centers and outsourcing companies 4.08.02 Train BPO Firms as COPCs 4.08.05 Train ICT Firms as CMMI 4.05.02 Build Capacity for CROs and related stakeholders in GCP/GLP 4.06.02 Provide focused technical assistance to build capacity of hospitals and their staff towards JCI accreditation 4.06.02 Assist JNC to establish a continuing education and training Facility 4.02.02 Enhance the skills of the A&E workforce to better deliver quality services and manage rapid growth 4.12.02 Develop and deliver certified energy management specialist program 4.12.02 Establish solar systems installation and maintenance training program at Ma'an Vocational Training Center 4.12.02 Enhance green collar skills among university graduates working in industrial factories through competency based Training 4.12.02 Train 20-30 Engineering graduates on HSE 4.12.02 Training for Employment on Renewable Energy 4.12.02 Introductory Energy Management Training <u>Continued activities from Y3</u> 5b.14.5.b.6.15 Provide students with career development support and job matching at Al Huson CDC 5b.3.5.b.7.11 Facilitate and conduct technical training workshops for the garment satellite factories 4.04.05.0c.11.08.01 Train and employ Fresh ICT graduates 5b.14.05.0c.11.20.1 Support Shabakat Al-Ordon's by initiate an operating the shabakat shabab center in 2 centers	746	2400	Target Exceeded, more beneficiaries began appreciating the benefits from the activities which were held, and therefore more people/institutions participated. Plus additional activities were developed and executed that included more beneficiaries/people than originally anticipated. additionally most of the activities were conducted inside the university campus which made it easy and accessible for beneficiaries	915

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Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
73.2	Economic Growth	Competitiveness	Workforce Development	Number of persons participating in USG-funded workforce development programs: Men	SABEQ Raja'	X	X	4.08.04 Enhance English language and communications skills of call centers and outsourcing companies 4.08.04 Build capacity of functional managers at call centers and outsourcing companies to manage operations 4.08.04 Build management capacity to run and operate call centers and outsourcing companies 4.08.02 Train BPO Firms as COPCs 4.08.05 Train ICT Firms as CMMI 4.05.02 Build Capacity for CROs and related stakeholders in GCP/GLP 4.06.02 Provide focused technical assistance to build capacity of hospitals and their staff towards JCI accreditation 4.06.02 Assist JNC to establish a continuing education and training Facility 4.02.02 Enhance the skills of the A&E workforce to better deliver quality services and manage rapid growth 4.12.02 Develop and deliver certified energy management specialist program 4.12.02 Establish solar systems installation and maintenance training program at Ma'an Vocational Training Center 4.12.02 Enhance green collar skills among university graduates working in industrial factories through competency based Training 4.12.02 Train 20-30 Engineering graduates on HSE 4.12.02 Training for Employment on Renewable Energy 4.12.02 Introductory Energy Management Training <u>Continued activities from Y3</u> 5b.14.5.b.6.15 Provide students with career development support and job matching at Al Huson CDC 5b.3.5.b.7.11 Facilitate and conduct technical training workshops for the garment satellite factories 4.04.05.0c.11.08.01 Train and employ Fresh ICT graduates	1,566	3319	Target Exceeded, more beneficiaries began appreciating the benefits from the activities which were held, and therefore more people/institutions participated. Plus additional activities were developed and executed that included more beneficiaries/people than originally anticipated. additionally most of the activities were conducted inside the university campus which made it easy and accessible for beneficiaries	1,820

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2010 Results and 2011 Targets

Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
74	Economic Growth	Competitiveness	Workforce Development	Number of persons completing USG-funded workforce development programs: Total	SABEQ Raja'	X	X	4.08.04 Enhance English language and communications skills of call centers and outsourcing companies 4.08.04 Build capacity of functional managers at call centers and outsourcing companies to manage operations 4.08.04 Build management capacity to run and operate call centers and outsourcing companies 4.08.02 Train BPO Firms as COPCs 4.08.05 Train ICT Firms as CMMI 4.05.02 Build Capacity for CROs and related stakeholders in GCP/GLP 4.06.02 Provide focused technical assistance to build capacity of hospitals and their staff towards JCI accreditation 4.06.02 Assist JNC to establish a continuing education and training Facility 4.02.02 Enhance the skills of the A&E workforce to better deliver quality services and manage rapid growth 4.12.02 Develop and deliver certified energy management specialist program 4.12.02 Establish solar systems installation and maintenance training program at Ma'an Vocational Training Center 4.12.02 Enhance green collar skills among university graduates working in industrial factories through competency based Training 4.12.02 Train 20-30 Engineering graduates on HSE 4.12.02 Training for Employment on Renewable Energy 4.12.02 Introductory Energy Management Training <u>Continued activities from Y3</u> 5b.14.5.b.6.15 Provide students with career development support and job matching at Al Huson CDC 5b.3.5.b.7.11 Facilitate and conduct technical training workshops for the garment satellite factories 4.04.05.0c.11.08.01 Train and employ Fresh ICT graduates	1,747	5332	Target Exceeded, more beneficiaries began appreciating the benefits from the activities which were held, and therefore more people/institutions participated. Plus additional activities were developed and executed that included more beneficiaries/people than originally anticipated. additionally most of the activities were conducted inside the university campus which made it easy and accessible for beneficiaries	2,635

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Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
74.1	Economic Growth	Competitiveness	Workforce Development	Number of persons completing USG-funded workforce development programs: Women	SABEQ Raja'	X		4.08.04 Enhance English language and communications skills of call centers and outsourcing companies 4.08.04 Build capacity of functional managers at call centers and outsourcing companies to manage operations 4.08.04 Build management capacity to run and operate call centers and outsourcing companies 4.08.02 Train BPO Firms as COPCs 4.08.05 Train ICT Firms as CMMI 4.05.02 Build Capacity for CROs and related stakeholders in GCP/GLP 4.06.02 Provide focused technical assistance to build capacity of hospitals and their staff towards JCI accreditation 4.06.02 Assist JNC to establish a continuing education and training Facility 4.02.02 Enhance the skills of the A&E workforce to better deliver quality services and manage rapid growth 4.12.02 Develop and deliver certified energy management specialist program 4.12.02 Establish solar systems installation and maintenance training program at Ma'an Vocational Training Center 4.12.02 Enhance green collar skills among university graduates working in industrial factories through competency based Training 4.12.02 Train 20-30 Engineering graduates on HSE 4.12.02 Training for Employment on Renewable Energy 4.12.02 Introductory Energy Management Training <u>Continued activities from Y3</u> 5b.14.5.b.6.15 Provide students with career development support and job matching at Al Huson CDC 5b.3.5.b.7.11 Facilitate and conduct technical training workshops for the garment satellite factories 4.04.05.0c.11.08.01 Train and employ Fresh ICT graduates	560	2188	Target Exceeded, more beneficiaries began appreciating the benefits from the activities which were held, and therefore more people/institutions participated. Plus additional activities were developed and executed that included more beneficiaries/people than originally anticipated. additionally most of the activities were conducted inside the university campus which made it easy and accessible for beneficiaries	865

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Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
74.2	Economic Growth	Competitiveness	Workforce Development	Number of persons completing USG-funded workforce development programs: Men	SABEQ Raja'	X		4.08.04 Enhance English language and communications skills of call centers and outsourcing companies 4.08.04 Build capacity of functional managers at call centers and outsourcing companies to manage operations 4.08.04 Build management capacity to run and operate call centers and outsourcing companies 4.08.02 Train BPO Firms as COPCs 4.08.05 Train ICT Firms as CMMI 4.05.02 Build Capacity for CROs and related stakeholders in GCP/GLP 4.06.02 Provide focused technical assistance to build capacity of hospitals and their staff towards JCI accreditation 4.06.02 Assist JNC to establish a continuing education and training Facility 4.02.02 Enhance the skills of the A&E workforce to better deliver quality services and manage rapid growth 4.12.02 Develop and deliver certified energy management specialist program 4.12.02 Establish solar systems installation and maintenance training program at Ma'an Vocational Training Center 4.12.02 Enhance green collar skills among university graduates working in industrial factories through competency based Training 4.12.02 Train 20-30 Engineering graduates on HSE 4.12.02 Training for Employment on Renewable Energy 4.12.02 Introductory Energy Management Training <u>Continued activities from Y3</u> 5b.14.5.b.6.15 Provide students with career development support and job matching at Al Huson CDC 5b.3.5.b.7.11 Facilitate and conduct technical training workshops for the garment satellite factories 4.04.05.0c.11.08.01 Train and employ Fresh ICT graduates 5b.14.05.0c.11.20.1	1,187	3144	Target Exceeded, more beneficiaries began appreciating the benefits from the activities which were held, and therefore more people/institutions participated. Plus additional activities were developed and executed that included more beneficiaries/people than originally anticipated. additionally most of the activities were conducted inside the university campus which made it easy and accessible for beneficiaries	1,770

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2010 Results and 2011 Targets

Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
75	Economic Growth	Competitiveness	Workforce Development	Number of people gaining employment or more remunerative employment as a result of participation in USG-funded workforce development programs: Total	SABEQ Raja'	X	X	4.08.04 Enhance English language and communications skills of call centers and outsourcing companies 4.12.02 Develop and deliver certified energy management specialist program 4.12.02 Establish solar systmes installation and maintenance training program at Ma'an Vocational Training Center 4.12.02 Enhance green collar skills among university graduates working in industrial factories through compentcy based Training 4.12.02 Train 20-30 Engineering graduates on HSE 4.12.02 Training for Employment on Renewable Energy Continued activities from Y3 5b.14.5.b.6.15 Provide students with career development support and job matching at Al Huson CDC 5b.3.5.b.7.11 Facilitate and conduct technical training workshops for the garement satellite factories 4.04.05.0c.11.08.01Train and employ Fresh ICT graduates	950	1348	Target Exceeded, more beneficiaries began appreciating the benefits from the activities which were held, and therefore more people/institutions participated. Plus additional activities were developed and executed that included more beneficiaries/people than originally anticipated. additionally most of the activities were conducted inside the university campus which made it easy and accessable for beneficiaries	230
75.1	Economic Growth	Competitiveness	Workforce Development	Number of people gaining employment or more remunerative employment as a result of participation in USG-funded workforce development programs: Women	SABEQ Raja'	X		4.08.04 Enhance English language and communications skills of call centers and outsourcing companies 4.12.02 Develop and deliver certified energy management specialist program 4.12.02 Establish solar systmes installation and maintenance training program at Ma'an Vocational Training Center 4.12.02 Enhance green collar skills among university graduates working in industrial factories through compentcy based Training 4.12.02 Train 20-30 Engineering graduates on HSE 4.12.02 Training for Employment on Renewable Energy Continued activities from Y3 5b.14.5.b.6.15 Provide students with career development support and job matching at Al Huson CDC 5b.3.5.b.7.11 Facilitate and conduct technical training workshops for the garement satellite factories 4.04.05.0c.11.08.01Train and employ Fresh ICT graduates	260	602	Target Exceeded, more beneficiaries began appreciating the benefits from the activities which were held, and therefore more people/institutions participated. Plus additional activities were developed and executed that included more beneficiaries/people than originally anticipated. additionally most of the activities were conducted inside the university campus which made it easy and accessable for beneficiaries	63

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Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
75.2	Economic Growth	Competitiveness	Workforce Development	Number of people gaining employment or more remunerative employment as a result of participation in USG-funded workforce development programs: Men	SABEQ Raja'	X		4.08.04 Enhance English language and communications skills of call centers and outsourcing companies 4.12.02 Develop and deliver certified energy management specialist program 4.12.02 Establish solar systmes installation and maintenance training program at Ma'an Vocational Training Center 4.12.02 Enhance green collar skills among university graduates working in industrial factories through compentcy based Training 4.12.02 Train 20-30 Engineering graduates on HSE 4.12.02 Training for Employment on Renewable Energy Continued activities from Y3 5b.14.5.b.6.15 Provide students with career development support and job matching at Al Huson CDC 5b.3.5.b.7.11 Facilitate and conduct technical training workshops for the garement satellite factories 4.04.05.0c.11.08.01Train and employ Fresh ICT graduates	690	746	Target Exceeded, more beneficiaries began appreciating the benefits from the activities which were held, and therefore more people/institutions participated. Plus additional activities were developed and executed that included more beneficiaries/people than originally anticipated. additionally most of the activities were conducted inside the university campus which made it easy and accessable for beneficiaries	167
76	Economic Growth	Competitiveness	Workforce Development	Number of people transitioning to further education and training as a result of participation in USG-funded workforce development programs: Total	SABEQ Raja'	X	X	5.01.01 Conduct executive roundtable for Professional Communities 6.05.01 Media Training of Trainers Course 4.10.04 Support establishment of Career Development Center in Mafrag 4.10.04 Support establishment of Career Development Center in Karak Continued activities from Y3 5b.14.05.0c.11.20.1 Support Shabakat Al-Ordon's by initiate an operating the shabakat shabab center in 2 centers 5b.14.5.b.6.22.1 Facilitate Public Private Partnership for a Demand Driven Skill Development and Training. - Sharaka	55	425	Target Exceeded as more beneficiaries began appreciating the benefits from the activities which were held, and therefore more people participated where trainees felt these employment chances significantly improve with our interventions (training and certifications).	26
76.1	Economic Growth	Competitiveness	Workforce Development	Number of people transitioning to further education and training as a result of participation in USG-funded workforce development programs: Women	SABEQ Raja' / Sahar Al Yousef	X		5.01.01 Conduct executive roundtable for Professional Communities 6.05.01 Media Training of Trainers Course 4.10.04 Support establishment of Career Development Center in Mafrag 4.10.04 Support establishment of Career Development Center in Karak	21	242	Target Exceeded as more beneficiaries began appreciating the benefits from the activities which were held, and therefore more people participated where trainees felt these employment chances	9
76.2	Economic Growth	Competitiveness	Workforce Development	Number of people transitioning to further education and training as a result of participation in USG-funded workforce development programs: Men	SABEQ Raja' / Sahar Al Yousef	X		5.01.01 Conduct executive roundtable for Professional Communities 6.05.01 Media Training of Trainers Course 4.10.04 Support establishment of Career Development Center in Mafrag 4.10.04 Support establishment of Career Development Center in Karak	34	183	Target Exceeded as more beneficiaries began appreciating the benefits from the activities which were held, and therefore more people participated where trainees felt these employment chances	17

USAID Foreign Assistant Indicators
2010 Results and 2011 Targets

Economic Development Program								Program Year 2010				Program Year 2011
Indicator No.	OpPlan Objective	OpPlan Program Area	OpPlan Program Element	Indicator	Source	Trainings	Verified?	Workplan Activity	Target	Actual	Comments	Target
77	Economic Growth	Competitiveness	Workforce Development	Number of workforce development initiatives created through USG assisted public-private partnerships	SABEQ Raja' / Sahar Al Yousef	X		4.12.02 Establish solar Systems installation and maintenance traing program at Ma'an Vocational Training Center	1	3	Target Exceeded due to additional activities made under this indicator this year.	1
78	Economic Growth	Competitiveness	Workforce Development	Number of new or improved workforce development policies drafted through USG assistance	SABEQ Raja'			<u>Continued Activities from Y3</u> 5b.14.5.b.6.22.1 Facilitate Public Private Partnership for a Demand Driven Skill Development and Training - Sharaka.	1	1	Target Met	0
80	Economic Growth	Agriculture	Agricultural Sector Productivity	Number of women's organizations/associations assisted as a result of USG interventions	SABEQ Raja'			4.10.02 Monitoring and providing support to increase the income of Kinanah Women's Association 4.10.04 Support recruitment and training of 5000 women at LG 4.12.04 Support the Green Business Conference <u>Continued Activities form Y3</u> 5b.14.05.0b.07.25.01 Build the capacity of women in the cottage food industry to grow their micro business	5	5	Target Met	1

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