

**MINISTRY OF PLANNING AND
INTERNATIONAL COOPERATION
HASHEMITE KINGDOM OF JORDAN**



**ANNUAL PROGRESS REPORT - 2005
SOCIAL AND ECONOMIC TRANSFORMATION PROGRAM**

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1. Meeting Development Challenges

A. SETP BACKGROUND AND OBJECTIVES

Jordan is a small lower-income country situated in one of the most volatile regions of the world. It enjoys a relatively open economy, but is sensitive to regional economic and political events. Throughout its young history, Jordan has suffered from several large migration waves that have changed the composition of its population and applied extensive pressures on its physical and social infrastructure.

Government reform efforts began in the early 1990s when the country was faced with a substantive debt burden and large market distortions. Reform efforts were therefore primarily focused on attaining macroeconomic stability and rectifying fiscal imbalances throughout the decade of the 1990s. By 1999, the stringent reform efforts were successful in sustaining an efficient macroeconomic management policy, which included the gradual reduction of high fiscal imbalances, and the implementation of a structural reform agenda. This success was mostly evident in propelling real GDP growth to higher levels.



Enhanced Productivity projects funded by SETP

Despite the deep structural reforms and success in achieving macroeconomic stability during the 1990s, strong and sustainable growth in real output was low, and per capita income remained stagnant.

This, combined with high population and labor force growth, has led to only marginal impacts on unemployment and poverty levels, as unemployment remained stubbornly high at around 15% during the second half of the 1990s, and poverty, almost non-existent during the 1980s, stagnated at around 12%.

Main Objectives of the SETP

- Improving the quality of life for all Jordanians.
- Reducing unemployment and combating poverty.
- Effecting a qualitative change in the areas of human resource development, basic government services, rural development and poverty alleviation, and structural reforms.
- Activating the role of private capital in the economy.
- Undertaking policies that don't jeopardize macroeconomic stability.

Reform efforts were hence revisited in 1999 when His Majesty King Abdullah II ascended to the throne, prompting an accelerated pace and the launch of new strategies and initiatives aimed at enhancing the welfare of the Jordanian people and propelling economic growth to higher and more sustainable levels.

In response to these critical challenges, the Government of Jordan launched, at the end of

2001, an all encompassing and comprehensive Social and Economic Transformation Program (SETP).

B. HARNESSING USAID ASSISTANCE TO MEET SETP OBJECTIVES

The goal of the USAID/Jordan program is to support Jordan's commitment to economic and social reform, helping Jordan become a model for growth and prosperity in the region. To do so, the strategy balances short-term needs with longer-term sustainable development programs focusing on three strategic objectives: Improved Economic Opportunities; Improved Social Sector Development and Governance; and Enhanced Integrated Water Resources Management.

The Social and Economic Transformation Program (SETP) is one of the three key social and economic transformation initiatives Jordan has developed since 2000, beside Jordan First and Education Reform for the Knowledge Economy (ERfKE). SETP is a program to raise the quality and standard of living of Jordanians by instituting economic and legal reforms, developing human resources, ensuring proper health care, creating qualitative development in rural areas, and improving the efficiency of government services.



Rehabilitation of Amman Water Network Project – 2003 (partially funded by USAID)

SETP is consistent with USAID activities in the areas of governance, civil society, education, and economic growth, and supports GOJ efforts to alleviate poverty, increase economic growth, tackle persistent water resource problems, and expand access to public services.

USAID Contribution to the SETP Budget

The USAID contribution to the SETP budget indicates the funds were allocated broadly in line with both USAID and the SETP's overall objectives. This allocation also indicates the overall importance given to poverty alleviation and human resources development under the program.

- USAID contribution to date to the SETP budget is US\$ 451.9 million, which represents 55% of the total SETP Investment.
- The largest funding allocation from USAID under the program, US\$ 135.5 million or 30% of the whole, was provided to the Governorates Development Strategy sector. Of this amount, 88.3% (US\$ 121 million) was given to the Enhanced Productivity Program (EPP). The Governorates Development Strategy sector funds emphasize:
 - 1) Supporting private sector participation in the economy, from firm-level assistance to micro enterprise development programs that place a special emphasis on women, youth entrepreneurship training, poverty alleviation and rural development.
 - 2) Supporting the GOJ's efforts for a more transparent, efficient and responsive public sector by creating a customer-oriented public sector, promoting accountability and good governance, and increasing advocacy abilities in the private sector and among NGOs for broader participation in public policy formation.

- Water, in a country whose land area is mainly desert, is understandably the most important sector in the Basic Government Services Component, and this is reflected in the USAID allocation of US\$ 75 million, which represents 73.5% of the water investment in SETP. USAID-funded activities in the water sector focus on two main issues:

- 1) Supporting optimization of water resources by promoting re-use of reclaimed water, reducing system leakages, increasing efficiency of water use, and implementing effective water-related outreach programs. This includes rehabilitating existing water systems and introducing modern water-use technologies, such as the restructuring and rehabilitation of the Greater Amman water supply system, and the design and construction of a desalination plants and water conveyance systems.

- 2) Improving resource allocation, by upgrading management capabilities and operational efficiency, and eliminating groundwater over-drafting.

Furthermore, support is being provided to expand wastewater treatment capacity, and increasing the amount of water available for municipal, industrial and agricultural use in Jordan.

- Education received about 14.4% of the USAID contribution to the SETP budget, with an amount of US\$ 65 million, which represents 74.4% of the total Public Education investment. This was used in assisting the GOJ with its Education Reform for the Knowledge Economy (ERfKE) initiative, which is one of the most ambitious education reform programs in the Middle East and North Africa region to date. The goal of Jordan's education reform program is to re-orient education policy, restructure education programs and practices,

improve physical learning environments, and promote learning readiness through improved and more accessible early childhood education.



- USAID contribution to health projects in the SETP budget is US\$ 9 million, which represents 36.9% of the health sector investment, to support improvements in the access to and quality of health services by rehabilitating health facilities across Jordan to make high quality primary health care services more affordable.
- USAID continues to support the development of the Aqaba Special Economic Zone (ASEZA) through SETP with an investment of US\$ 28 million, which is emerging as a model for numerous economic development reforms for the rest of Jordan. This approach is producing important results within the proposed focus areas of this objective, and can serve as a model of good governance and economic reform throughout Jordan.



2. Reaching Our Objectives

A. SETP COMPONENT OBJECTIVES

The SETP is comprised of three main components:

Private Investments: identify the measures needed to accelerate the implementation of major development projects and privatization schemes. The underlying goal is to enable the private sector to assume a leading role in the development process.

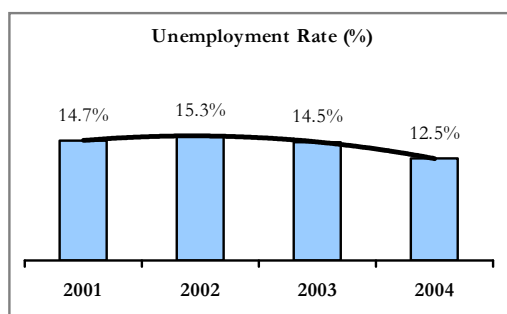
Critical Enablers (legislation, policies, and regulatory framework): improve the investment climate and align the legislative environment with evolving global trends.

Public Investments: channel qualitative investment into human resource development, basic government services, rural development and poverty alleviation, and institutional and structural reform.

Mainly this report will focus on the public investment component, which includes:

Human Resource Development

- Reshape the educational system to be better aligned with the requirements of a knowledge-based economy.
- Provide the necessary skills to compete in the marketplace.

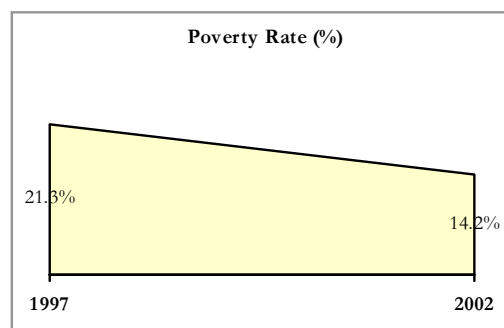


Basic Government Services

- Ensure accessibility to quality water resources for all Jordanians, improve and widen the base of the healthcare system, and develop an infrastructure conducive to investment.
- Sustain an effective, safe, environmentally sound, and competitive transportation network. Also, ICT and postal services are being improved to aid the spread of technology services.

Rural Development and Poverty Alleviation

- Effect a tangible improvement in the standard of living of Jordanians in rural and impoverished areas, through the implementation of community-based programs to empower citizens.



Institutional and Structural Reforms

- Create an enabling environment that promotes public and private investment.
- Transform the Jordanian economy by the introduction of comprehensive legal and regulatory changes affecting key economic sectors.

B. SETP SECTORAL OBJECTIVES

General Education

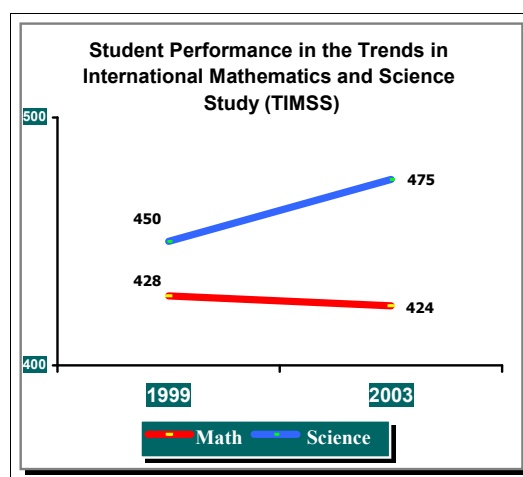
Investments in people are necessary, for they are the agents and the beneficiaries of growth. During the last three years, the SETP has invested heavily to improve the quality of the education system, computerize schools, modernize curricula and teaching methods by putting more emphasis on critical skills and innovative thinking, as well as enhance teaching-learning processes, and ensure equal access for the poor in regards to basic education. The SETP aims to:

- Link educational outputs with future requirements for development.
- Enhance IT to promote effectiveness of educational administrative systems.
- Provide the needed facilities to ensure quality-learning environments.
- Promote early childhood education programs.
- Enhance skills of teaching and administration staff and link it to a ranking system.
- Improve legislation to manage and control performance.

General Education Achievements

- Computerization of 500 schools with an estimated 173,000 students.
- Computer training sessions for teachers and students.
- Trained 43,000 teachers on ICDL, and 15,000 teachers on teaching methods and techniques.
- Implemented educational quality control system.
- Initiating Education Reform for the Knowledge Economy (ERfKE) program which includes curricula reforms, infrastructure environment and others.
- Established 6 new schools, 374 additional classrooms, and 3 new directorates in different governorates.
- Established 200 kindergartens throughout the Kingdom.

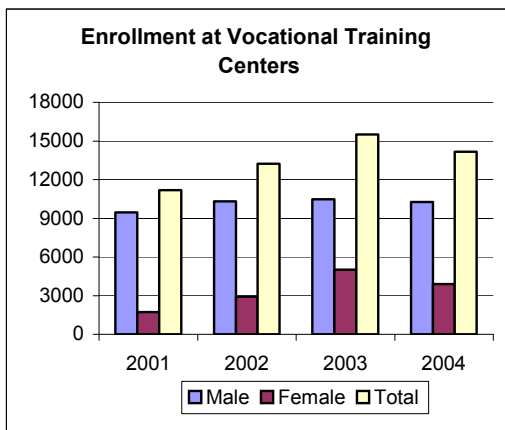
Main Indicators	2001	2004
Number of Schools	2,900	3,006
Number of computers in schools	11,000	65,000
PC to student rate	1:43	1:15
Number of teachers trained on ICDL	2,000	43,000
Number of public Kindergartens	2	200



Vocational and Technical Training

In accordance with the government plan to combat unemployment and poverty, SETP was a strong and significant supporter of the vocational and technical training sector, and SETP investments have made significant contributions to the following goals:

- Provide qualifications and training opportunities in specializations and skills critical for the labor market.
- Empower women and increase their economic participation.



- Organize the Jordanian labor market and substitute foreign workers with Jordanians.
- Develop labor institutions' capabilities.

SETP Achievements

- The total number of people joining vocational education has increased by an average of 15% annually, and female enrollment increased by 56% between 2001 and 2004. However, because of the completion of major training programs, such as the National Training Project, the number decreased in 2004, but the increases over the previous years remained significant.
- The number of VTCs has increased from 35 in 2001 to 49 in 2004.

VTC achievements

- Establishing 11 vocational training centers in all governorates.
- Implementing the National Training Program.
- Establishing a training center for trainers (ToT) in order to introduce the latest knowledge and technologies in vocational training.
- Enacting the new Higher Council for Vocational and Technical Training Law, and related regulations.
- Enacting the new Vocational Labor Regulation Law. The law includes provisions for certifications and workplaces.
- Establishing the Vocational Training Fund.
- Results of selected tracer studies conducted by the VTCs show that 71% of employers were satisfied with the VTC training programs' contents in the craftsmen level training.
- Capital expenditures increased by 50%, from US\$ 16.9 million to US\$ 33.5 million between 1998 and 2004.



Training Course in Preparing Food at Abu-Nsear Female Vocational Center

Water

The United Nations classifies Jordan as one of the ten poorest countries in terms of water resources. Water demand is continuously increasing due to population growth and the increase of the level of economic activity, with per capita annual water resources declining from about 530 cubic meters (m³) in 1960 to about 160 (m³) in 2000.

In Jordan, 100% of the urban population and 84% of the rural population have access to piped water, compared to 97% for urban populations and 84% for rural population on average in MENA countries as a whole. [Source: World Bank Jordan Public Expenditure Review]

David Hale, U.S. Chargé d'Affaires to Jordan, said at the Inauguration Ceremony of the Aqaba Wastewater Treatment Facilities in September 14, 2005:

"Water is perhaps the most important resource in Jordan. Its availability affects all development efforts. Jordan's people depend on their country's water resources to survive. Yet Jordan is one of the most water deprived countries in the world.

Given Jordan's extremely limited water supply, special efforts are required to protect it. Working together with the Government of Jordan to ensure more efficient management and use of water resources for the Jordanian people is a major goal of the U.S. assistance program here."

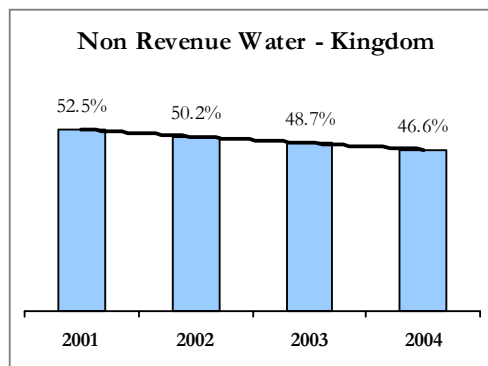
SETP support to the water sector improves demand management and augments supply. Actions taken include:

- Investments that develop new resources to increase the supplies of municipal or irrigation water by purifying existing contaminated fresh water supplies, building collection dams, transferring water from rural

sources to municipal consumption areas, and drilling for purifying brackish ground water resources.

- Investments that expand the area coverage of piped fresh water and piped waste water collection for less developed areas.
- Investments that expand facilities for the treatment of waste water and make it suitable for agricultural reuse.
- Upgrading municipal water distribution systems to reduce water losses and improve efficiency.
- Encouraging scientific research and development in reducing evaporation and using saline water in agriculture.

In the years 2002-2005, the SETP included sixteen projects with a total allocated investment of US\$ 56.5 million for upgrading or increasing fresh water for domestic use, fourteen projects with a total allocation of US\$ 32.5 million for wastewater disposal, and eight projects with a total allocation of US\$ 13.5 million for irrigation.



Water Achievements

- The SETP intervention in the water sector has significantly contributed to increasing water capacities through extending new water networks, desalinization of brackish water, and conveyance of water from various water sources, as well as reducing water losses; thereby contributing to improving the quality of life of Jordanians.

- Improvement of the Amman water distribution project focused exclusively on upgrading water distribution systems.
- The Rass Al-Ein spring purification project introduced alternative water technologies that improved water quality for household consumption. It purifies and desalinates 9000 to 10,000 m³ per day of spring water in the heart of Amman (about 8 million m³ of water per year), about 5% of Amman's total water supply.
- The Abu Ezzeighan project provides a new water source by purifying brackish ground-water and improving its quality sufficiently to make it useful for household consumption. Annual output is about 25 million m³.
- SETP included several investments in household wastewater collection systems, particularly in low income areas of the country (various waste water projects), covering about 26 new areas and housing centers with modern waste water networks. There were 1.5 million beneficiaries.

drinking water, 15 million of which was for Amman governorate and 5 million for Karak governorate, benefiting approximately 1.5 million people.

Main Indicators	2001	2004
Per capita share of drinking water resources (liters/day)	126.5	134.0
Dams storage capacity (million m ³ /year)	160.0	218.0
Drinking water supply (million m ³ /year)	239.0	276.0
Access to wastewater networks (% of population)	55.3%	65.0%
Access to an Improved Water Source (% of population)	97.0%	98.0%
% of non revenue water	53.0%	43.0%



Conveyance water from The Jordan River to Al- Karama dam

- Implementing the Al-Loujon water conveyance project resulted in 20 million annual cubic meters of

- The SETP has brought drinking water to 15 regions, which had previously suffered from a lack of water for household use, benefiting 800,000 additional citizens. The project focused on low income families, with 98% of the households having a monthly income of less than US\$ 250, and over half with an income of less than US\$ 150.
- The Jordan River conveyance project will provide as much as 50% more water into the Karama dam for irrigation purposes in the Jordan Valley.

Health

Jordan has concentrated most of its resources on individual medical care, to the detriment of primary care and public health. Inappropriate hospital use results from the lack of an effective referral system and a hospital-based orientation for treatment. Medical personnel are in excess of demand but highly specialized. The Government has taken action via a long-term reform program in the health sector for:

- Enhancing the quality of public health services offered to citizens.
- Expanding the coverage of people in need of primary health services, thus reducing the need for higher level and more expensive health care.



Ein El Basha Expansion PHC

- Expanding health care insurance to cover all poor and low income citizens.
- Social mobilization to raise health awareness and improving healthy living habits.
- Increasing social awareness of preventable diseases and their causes, such as smoking and alcohol use.
- Improving legislation and implementing administrative reforms to support better management of the health sector.

Main Indicators	2001	2004
Comprehensive health centers	47.0	53.0
Primary health centers	238.0	349.0
Branch health centers	258.0	250.0
Infant mortality rate (per 1000 live births)	28.8	22.0
Physicians (per 1000 population)	20.5	22.4
Hospital beds (per 10,000 population)	17.0	17.0
Life expectancy at birth (years)	69.0	70.6

Health achievements

- About 800,000 additional poor people living in rural areas will be covered due to 55 new comprehensive health care centers.
- Provided 52 ambulances to public hospitals and MOH directorates.
- 21 existing health centers were expanded and dental clinics equipped in order to improve service efficiency.
- Enlarged insurance coverage to benefit an additional 650,000 citizens, of which 300,000 are children less than 6 years old and 350,000 are low-income citizens.

3. USAID Projects in SETP

A. ACHIEVEMENTS

Computerization of 500 Primary Schools

This landmark project reached approximately 172,000 students nationwide. USAID provided 3,093 computers to 500 schools. Each school was also provided with a digital projector, a digital camera, a scanner, and more than one printer. Cabling and connectivity infrastructure were also provided through SETP.

IT facilities are utilized by students, teachers, and school principals for:

- Teaching. Using information technology via labs for computer classes, and also for preparing and giving presentations, and displaying documentaries and films.
- Administering. Records and work plans have been computerized, making work easier.

The project has improved teaching and learning environments in primary schools in a number of ways, such as reduction of the “fear factor” of using the technology, which was widely cited as a limitation on both students and teachers.



Students learning in computer lab at Aqaba Governorate

Education Reform for Knowledge Economy (ERfKE)

ERfKE is a significant SETP project addressing the links between educational outputs and future requirements for social and economic development by revising the basic education curriculum to meet the needs of the knowledge economy.

The objective of the project is to transform the education system at the early childhood, basic and secondary levels to produce graduates with the skills necessary for the 21st century.

Progress to Date

- The final draft of the National Strategy for Education will be finalized.
- General Curriculum and Learning Assessment Framework, 23 Specific Subject Frameworks completed and approved in June 2004.
- New text books for grades 1, 4, 8, 10, and MIS printed and distributed to schools in the subjects of Arabic, Math, Sciences, Social Studies, History, Geography, and National Education in August 2005.
- General training of authoring teams for grades 2, 5, 7, 9 in the subjects of Arabic, Math, Sciences, Social Studies, History, Geography, and National Education completed in August 2005.
- Specific training for authoring teams for grades 1, 4, 8, 10 in the subjects of Islamic Studies, Arts, Physical Education, Music, and French completed in September 2005.
- Training of Trainers: 25 teachers on English Language by British Council completed in August 2005.

- 31,000 teachers certified on ICDL during 2003-2004, 27,500 teachers recently completed training on ICDL, and 11,000 teachers under training on ICDL.
- Out of the 189 new schools planned to replace existing unsafe facilities, 10 schools were delivered by October 2005, 126 schools have been contracted, and 53 schools are in the design stage.



Construction of a School in Tafieleh Governorate/ ERfKE

- Delivery of furniture for 15 schools completed in November 2005.
- All kindergarten teachers trained on new curriculum, and trainers and supervisors trained on introductory teacher training manuals.
- Incorporated 140 kindergartens in poor areas with the 189 new schools.
- Renovation and furnishing of 28 kindergarten classrooms completed in September 2005.

Desalination of Abu Ezzeighan Brackish Water

This plant is the fourth largest fresh water reverse osmosis desalination plant in the world, and the second largest in the region.

The Abu-Ezzeighan project, which is funded by USAID, improved the water

infrastructure by increasing the domestic water supply and improved the quality of the water taken from the King Abdullah Canal (KAC) for use in the Amman water network. This will play a critical role in reducing the acute shortage of water in Amman.

- At full capacity, annual output would be about 25 million m³ per year. This would be a substantial contribution to the total water supply of Amman.
- The project promoted private sector participation in the sector and supports their development of an alternative water technology (i.e. the desalination of brackish groundwater). It thereby strengthens the public-private partnership in the area of designing, building, and operating water desalination plants.
- The increase in high quality water received by the Zai treatment plant has enabled the Zai plant to better use the water it receives from the KAC. Water from the KAC has an average salinity of 800-900 ppm, while water from the desalination plant has a salinity of less than 500 ppm.



Abu-Ezzeighan project/ Balqa Governorate

Rehabilitation of Amman Water Networks

This project improved the quality and quantity of Amman's domestic water supply through the rehabilitation of the water network. Benefits of the project reached 2 million people.

Water Losses

- Water losses were extremely high in the 1990s, as Amman's pipeline system began to show its age, it is estimated that the Non Revenue Waters (NRW) were in the range of 55-60%, which is very high for a country with limited water sources, as is Jordan.

In the 23 districts where the Capital Investment Program has been implemented, the average of NRW has declined, on average, to 29% in 2004.

Water Availability

- Between 2000 and 2004, the average number of hours that water is available per week in greater Amman has increased from 27 to 45 in summer and to 72 in winter.

By the end of 2004, 27% of beneficiaries had continuous supplies on a per capita basis, 34% were supplied two or three days a week and about 37% were supplied less than two days a week. The best estimates are that metered consumption has increased from 67 liters per day to 83 liters per day.

Various Waste Water Networks

This project provides sewage services for areas that do not have it, such as extending cement pipes for main networks (200mm pipe) and extending domestic connections (150mm pipe).

- The project's beneficiaries were mainly lower income Jordanian families.
- The project improves health and sanitation conditions for all affected households, since it allows them to shift from septic tanks, or open sewage drain disposal to a centralized underground sewage disposal system.

Areas covered under the Various Waste Water Networks Project

Location	No. of beneficiaries (households)
Balqa	552
Zarqa	1004
Amman	1213
Jarash	154
Ajloun	191
Tafelah	181
Irbid	693
Madaba	88
Ma'an	153
Total	3851

Constructing 55 Primary Health Care Centers

This project expands coverage of basic health services to the public, particularly in remote and disadvantaged rural communities not having access to hospitals or PHCs.

- During the construction phase, the project created employment opportunities for area residents. It is expected that at full operation, these centers will employ an average of 10-15 medical and support staff, which will most likely come from the area residents.
- On average, each centre is capable of handling 5,000 patients annually. Therefore, the 55 new centers, when fully operational, would be expected to support a total additional population of approximately 250,000 people.
- Since the PHCs provide basic health services at little or no cost to the patients, this investment also helps alleviate poverty and assists lower income groups to receive a reasonable level of public service.

- Health services, including preventive health care for children will have long-term benefits in terms of reducing long-term care costs for patients in hospital stays.

National Training Program

The main objective of this project is reducing the unemployment rate in Jordan through training and enhancing a highly skilled Jordanian workforce.

- The program emphasized gender equality, as approximately half of the graduates were women (4,449 females and 4,658 males).
- The NTP provided US\$ 7.8 million of income support to trainees during the program, thus contributing to poverty reduction.
- The project's graduates are contributing to the provision of skills needed in the labor market. This is supported by survey data that shows 57% of graduates were employed and most employed graduates were working in their area of specialization (73%).
- 22% of the graduates were from rural areas, which have suffered high unemployment.



Trainees from National Training Program

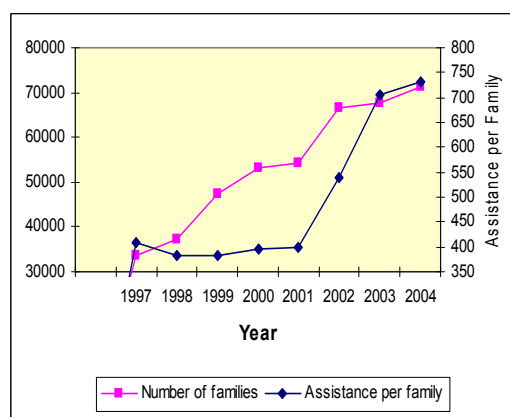
- The program results are clearly seen in the increases in employment for NTP graduates. The NTP has had considerable impact in improving prospects for graduates to secure full-time employment. There has been a 22.9% increase in full-time employment among the graduates.

Implementing the Family Income Supplement Program (FIS)

The FIS program is intended to close the gap between a beneficiary's income and the poverty line (313.5 JDs per person per year). Currently, benefits are increased to the poverty line for up to six family members. Benefits for large families are provided, but do not continue to increase past JD 156 per month for the family unit.

- The FIS has increased its coverage of eligible families by over 40 percent to approximately 70,000 families between 2002 and 2004, and the maximum cash support to beneficiary families increased by over 90 percent to JD156 per family per month.

Income Supplement Program: Families Assisted & Assistance per Family



Source: The National Aid Fund Database, Jordan 2004

- According to the House Expenditure Income Survey (HEIS), and the 2004 World Bank study that followed, the incidence of poverty has declined from 21.3 percent in 1997 to 14.2 percent in 2004.
- Duplication in assistance programs has been reduced by creating a database and other coordination mechanisms.
- USAID contribution in funding this project is US\$ 43 million in 2004.

Establishing Youth Centers

This project recognizes the importance of youth in the society, and addresses the general lack of facilities for youth leisure activities.

The project provides the Kingdom's youth with an enabling environment to foster and enhance various skills and talents through youth oriented gatherings that enable knowledge sharing, and develop their athletic skills and ambitions. Thru the project, the Government of Jordan:

- Established 17 youth centers in the Kingdom (9 youth centers for males, 6 for females, one cultural center in Ma'an and another for children in Zarqa).
- All centers were equipped with IT centers and adequate library, meeting/workshop rooms, a basketball field and a swimming pool.
- The new centers' activities are expected to positively contribute to young people's skills, such as technology via IT courses, culture, and art, camping and vocational training.



Meeting at Aqaba Female Youth Centre

Enhanced Productivity Program (EPP)

The EPP is a major component of the Governorate Development and Poverty Alleviation Sector, accounting for approximately 29% of the total SETP investment. The EPP was approved by the Cabinet in January 2002 and evolved from the Social Productivity Program and the

planned Governorates Development Program. It combines the objectives and approaches articulated in both of these programs to bring greater clarity and focus to the government's goal of reducing rural poverty. The EPP has four key objectives that are designed to support and reinforce the SETP's overall goals:

- Alleviate poverty and unemployment.
- Enhance the economic development of rural & poor areas throughout the Kingdom.
- Improve the quality of life and standards of living for all citizens.
- Produce immediate and visible change in the productivity of all Jordanians, especially among the poor.

The EPP comprises four sub- programs:

1. The **IRADA Program** promotes individual entrepreneurial activity by assisting individuals set up new small businesses or expands existing small businesses through provision of a comprehensive package of technical assistance. EPP staff help prepare feasibility studies, documents to obtain bank loans and train workers to operate the businesses on a profitable and sustainable basis. The IRADA centers also assist educated job seekers find employment by placing them in internships in local businesses (Zamala Program).



IRADA center conducts training course for the local community at Ma'an Governorate

Achievements

- 22 IRADA centers were established, equally distributed across the three regions of the Kingdom.
 - 33,499 individuals have benefited from different IRADA services.
 - 2,120 businesses were established; with a total investment US\$ 50 million and creating 6,647 jobs.
 - Out of 2,120 projects, 1,731 are owned by males, 306 by females, and 83 owned by companies.
 - 206 projects are waiting approval by financial institutions with an expected investment US\$ 10 million, and 801 expected beneficiaries.
 - The largest number of projects established were in the commerce sector (917), followed by the services sector (687), agricultural sector (271), industrial sector (236) and tourism related projects (9).
 - 626 mini-training sessions, 557 workshops, and the Zamala Program were held with total of 29,952 beneficiaries.
 - Survey data shows that 41% of jobs created were in rural areas.
2. The **Rural Community Cluster Development Program** contributes to a sustainable rural economy that will strengthen the social and economic fabric of rural communities across Jordan.

Achievements

- Formations of 31 cluster committees in the two phases of the program.
- Communities mobilized in more than 150 localities across Jordan.
- Capacity buildings for all 31 cluster committees across Jordan.
- Implementation of 37 different income generating activities and projects.

- Registration of 27 new local cooperatives in charge of supervising and managing the projects.



Olive Oil Press Project is one of the Village Cluster Activities

3. **Small Grants and Direct Intervention Component** supports NGOs and other organizations which need urgent funding to establish income generating projects to support high priority social needs. The Ministry of Planning and International Cooperation (MOPIC) expanded and continued this cooperation with NGOs under the Qudarat Program in 2005, which strengthens the organizational capacities of local NGOs, empowering them to play a strong role in project implementation. The NGOs are taught learning-by-doing methodology for capacity building and local economic development.

Achievements

Small Grant Projects

- 137 projects have been supported with total investment of US\$ 8.7 million.
- A total of 655 permanent jobs were created and an estimated 1200 part time work opportunities were created.

Direct Intervention Projects

- This component concentrates on improving the local community's

infrastructure. With this came indirect results, such as 180 projects supported, with a total investment amounting to US\$ 71 million, and at least 700 permanent jobs and 1,500 part time work opportunities were created.

Qudarat Program

- 60 NGOs were trained to receive certification. The training came in two stages, one before and one after the funding of the proposed projects. The first involved the project's proposal design and funding channels, and the second depended on the funded project nature and involved project management, implementation and sustainability.
- Out of the 60 NGOs, 40 continued to the second stage of the training as their proposed projects were funded.

4. The **Community Infrastructure Program** improves rural infrastructure to support village and regional enterprise development and income generating projects, creates an environment favorable to private sector investment, and tackles the most pressing infrastructure development priorities of the municipalities and governorates.



Um Hussein from Al-Koura showing her vegetable products from the productivity farm funded by USAID

Achievements

Housing Projects for the Poor:

- Completed 322 houses with a total cost of US\$ 4 million.

- Continued construction of 536 houses, and maintaining 153 houses, with a total cost of US\$ 6.4 million.

Agriculture Infrastructure Projects

- 13 agreements signed with local associations to implement agricultural projects, with a total investment of US\$ 1.7 million.
- 70 permanent jobs were created and an estimated 5000 households benefited from these projects.
- Four hundred rural roads were upgraded with a combined length of over 10,000 kilometers. They have had substantial impact in linking isolated communities to major urban centers. These projects have improved farm profitability by reducing transport costs and kept small farms viable.

Governorates Infrastructure Projects

- Funded 16 projects in different governorates such as upgrading roads, water channels and well maintenance with a total investment of US\$ 1.8 million.

Municipalities Infrastructure Projects

- Established 39 children's libraries and gardens in different municipalities.
- Established 6 vocational areas, 3 vegetable markets, and 5 bus stations in different municipalities.

Tourism Infrastructure Projects

- Completed 10 tourism projects and projects related to the Department of Antiques.
- The impact of the tourism projects started to appear following private sector involvement in operating the tourism sites' facilities, through significant improvement in the services provided in these sites, in addition to ensuring its sustainability.

SUCCESS STORIES

School Bags Atelier

Farah, 23 years old and a member of the Ramtha Orphans' Association, said that her life has completely changed since she started her work at the school bags atelier factory: *"I can now support myself and not depend on others assistance. Both my self image and social image has changed"*.



Members of the Ramtha Orphans' Association working in the atelier factory

The initial MOPIC funding to establish this factory was US\$ 38,000; the project was completed by the end of 2003. The factory is working at full capacity employing 13 permanent workers (female orphans), and producing different sorts of bags selling very well in the market and competing in quality and price with similar imported products.

National Training Program

Mousa, 25 years old mechanic at Al-salaam car garage in Ajloun Governorate, described his experience with the national Training Program by saying: *"After completing my high school in 1999 with a low average, I couldn't complete my study because I couldn't afford the cost, and I was without work for 4 years when I heard about the National Training Program. I started training in June 2002 and I finished after one year, the program provided us with classroom training and on-job training at specified workshops, in addition to accommodation and monthly salary around (US\$120). During this training, I gained the skills to be a mechanic; I learned the*

discipline, respect, invention, politeness and leadership. After one month from it, I found a job at Al-salaam garage. Now I earn a US\$ 350 monthly, and I got married last year. I am thinking in near future to open my business and expand my experience more and more. I consider my life start when I start training in the program, and I advice all young people to follow my steps".

SETP funded this program during 2002-2005 with a total amount (US\$ 25 million) to enhance national human resources in order to stimulate sustained economic development through a skilled workforce

Asabi'a Al-Khair project

Um Ahmad is the mother of 6 children and a member of the Bani Hamida Women's Association, which signed an agreement with MOPIC in May 2005 to get assistance in the amount of US\$ 35,000 to start a project in the Karak governorate for grinding, separation and packing of cereals, spices and herbs. Um Ahmed said, *"I'm not ashamed to work in this project; I can now help my husband with this extra income to send our son to the university."*

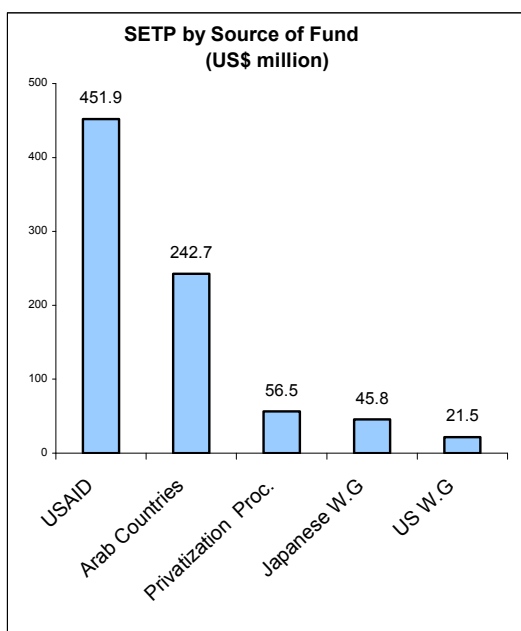
The project's total revenues until November were US\$ 10,000, and it offers 6 permanent jobs and 11 part-time jobs.



Um Ahmad working at Asabi'a Al-Khair project.

B. SETP FUNDING STATUS

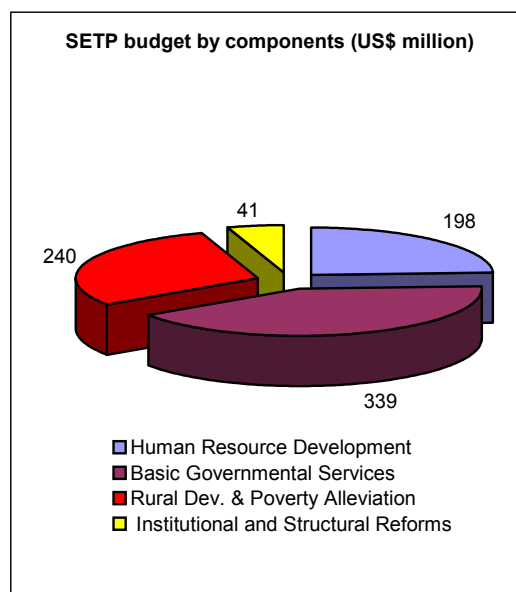
Total SETP funding during the years 2002 - 2005 amounted to US\$ 818.3 million. Of this amount, the largest contribution to the SETP budget has been US\$ 451.9 million from USAID, representing 55% of the total SETP fund. This has been followed by Arab Countries such as Kuwait, Emirates, and Saudi Arabia (30%), Privatization Proceeds (7%), a Japanese Wheat Grant (6%), and a United States Wheat Grant (3%).



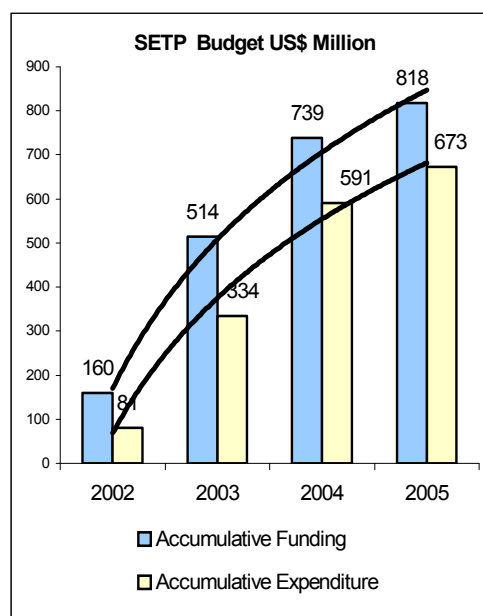
As shown in the figure below, the largest investment of the SETP budget during the same period was US\$ 339 million to the Basic Government Services component, representing 41% of all SETP investments. The Rural Development and Poverty Alleviation component has had the second share of SETP investment in the amount of US\$ 240 million, which represents 29% of the total SETP investments; followed by Human Resources Development (24%), and Institutional and Structural Reforms (5%). This allocation indicates the funds were allocated broadly in line with the SETP's overall objectives.

Actual expenditures of SETP funds by the end of 2005 amounted to US\$ 701.9

million, representing 86% of the total SETP budget.



In terms of regional distribution, the middle region (comprising the governorates of Amman, Zarqa, Balqa and Madaba) received approximately 40% of the total investments under SETP, while the southern governorates of Karak, Ma'an, Tafila and Aqaba received the second highest portion (about 21% of the funds allocated). The northern region of Irbid,

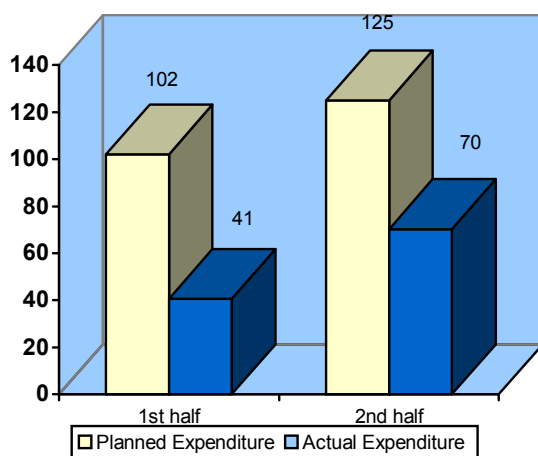


Mafrq, Jerash and Ajloun received 17% of the total allocation. The remaining 22% of SETP funds was allocated for nationwide programs that benefited the entire country (such as investments in water, ICT and infrastructure), benefits that were divided quite evenly across all governorates.

Regarding the calendar year just ended, the small difference between planned and actual expenditures during the first six months of 2005 (illustrated below) is due to the delay in general budget approval by the Parliament. Since resolved, the Ministry of Finance began disbursing for Capital Projects in April, 2005.

For the second half of the year, 56% of planned expenditures were disbursed by the end of 2005.

SETP planned and actual expenditure in 2005 (US\$ million)



Line Ministry Financial Performance in Implementing SETP Projects

By the end of 2005, the Line Ministries comprising the **Human Resources Development (HRD)** and **Basic Government Services (BGS)** components had spent 89% of their total allocation under SETP. The financial performance of select Line Ministries under these components has been as follows:

- The Ministry of Public Works spent 97% of its US\$ 159 million SETP program allocation; the Vocational

Training Corporation spent 94% of US\$ 45 million; the Ministry of Water and Irrigation, 94% of US\$ 102 million; and the Ministry of Education 85% of its US\$ 87 million allocation.

Financial performance has not been evenly exemplary among the components' Ministries, however. For example:

- The Ministry of Health (MOH) spent only 72% of its US\$ 22 million allocation. Approximately half of this allocation was for one project involving the construction of 55 new comprehensive Primary Health Care centers. The low expenditure is due to the fact that the project planning and design did not allow for a phasing approach, which could have enabled the MOH to divide the implementation into multiple phases that their capacities could handle.
- The Ministry of Information and Communications Technology has spent the smallest proportion of its allocation, 46% of the US\$ 32 million allocated. The reason for this underperformance is that the Ministry is implementing two huge initiatives (E-Government, and Connecting Jordanian) and has faced many obstacles in their execution, such as the technical readiness of involved Government Departments, inaccurate projections and time estimates.

Of the total allocation to the Line Ministries comprising the **Institutional and Structural Reforms (ISR)** component, 78% of that amount was spent by the end of 2005. Performance of the Ministries under this component was:

- The Ministry of Industry and Trade spent 93% of the US\$ 8.5 million SETP allocation. The fund was mainly used for the long-term Jordan Upgrading Modernizing Program (JUMP) project. The Aqaba Special Economic Zone, budgeted separately under the Ministry, spent 78% of US\$ 28 million total allocation.

- The Ministry of Justice spent 46% of its US\$ 4.5 million allocation, the fund used for Developing a Comprehensive Judicial Database System/E-Courts. There have been some delays in the implementation caused by slow government procurement procedures for acquiring the necessary equipment.

Line Ministries of the **Rural Development and Poverty Alleviation (RDPA)** component spent 80% of their total allocation by the end of 2005. The performance of select line ministries under this component was:

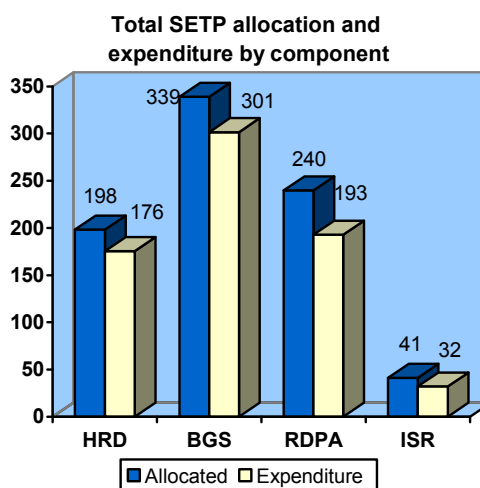
- The Ministry of Municipalities spent 98% of its US\$ 5 million allocation, and the Ministry of Tourism spent 93% of their US\$ 4 million allocation.
- Two large programs accounted for 91% of the SETP funds allocated to this component:

The Family Income Supplement (FIS) Program spent US\$ 78 million (US\$ 43 million from USAID) under the supervision of the National Aid Fund in the Ministry of Social Development.

The Enhanced Productivity Program (EPP) was funded at US\$ 134 million, out of which US\$ 95 million was spent by the end of 2005, representing 69% of the total allocation. The low spending is due to the nature of EPP, which aims at social change within beneficiary communities, empowering them to articulate their needs, set priorities, identify projects, conduct feasibility studies, and implement them when feasible. All these processes take considerable time.

- The somewhat low spending of the Ministry of Agriculture, representing 85% of the Ministry's US\$ 10.4 million allocation, has been due to changing project priorities to include several small agriculture projects that, in their aggregate, take longer to get up and running than fewer, larger projects.

In general, implementation of projects has proceeded slower than planned. The main reason for that is related to lack of capacity in planning and implementing projects in the Line Ministries.



USAID Contribution

The total USAID contribution to the SETP Program has been US\$ 451.9 million, which represents 55% of the total SETP fund. Actual expenditures of USAID's contribution by the end 2005 was US\$ 365.3 million, which represents 81% of the total USAID funding.

USAID contribution to SETP budget 2002-2005

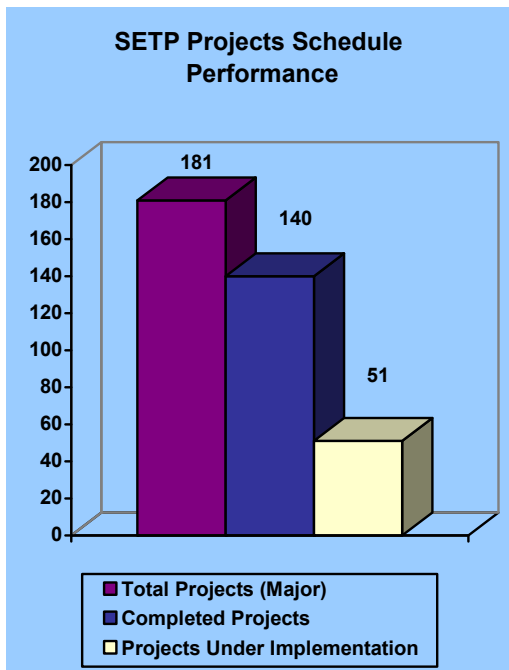
Year	SETP allocation	USAID contribution	% of contribution
2002	160.0	90.0	56%
2003	354.0	94.5	27%
2004	225.0	188.3	84%
2005	79.0	79.1	100%
Total	818.0	451.9	55%

For further details, please see this Report's Annex I.

C. SETP Operational Status

SETP Schedule Performance

By the end of 2005, 126 major projects have been completed, which represent 70% of the total SETP projects.

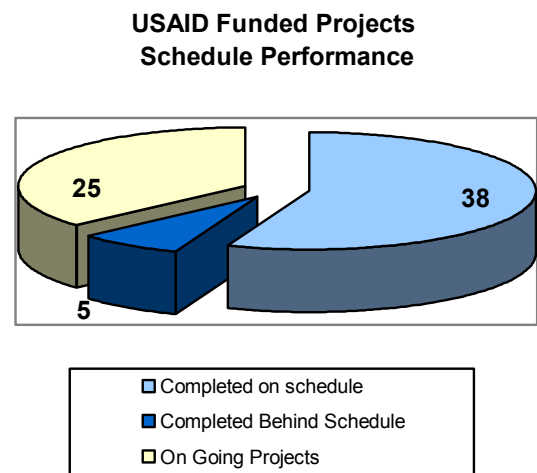


Note: Major projects include sub-projects; for example, computerizing schools is accounted for as one major project, although comprised of 500 sub-projects, with each school computerization implemented as a sub-project.

Out of 140 completed major projects, only 9 projects were completed behind Schedule, which represent 6% of the total number of completed projects. This delay was due to various reasons mostly involving Poor planning due to lack of capacity in some line ministries, nevertheless, there were other projects that were delayed due to justified reasons involving the nature of the project, or external factors such as the weather.

SETP Schedule Performance of Project's Funded by USAID

By the end of 2005, 43 out of the 68 SETP projects funded by USAID have been completed, which represent 63% of the total. Of these 43 projects, 12% have been completed behind schedule. For those, the main reasons for the delay related to lack of project management capacity, poor planning, and poor implementation as mentioned in the **Line Ministry Financial Performance** section above.



Out of the 25 projects still under implementation, the study and design phases of 5 of the projects have been completed and they will start implementation at the beginning of 2006.

For further details, please see this Report's Annex II.

Major Problems and Solutions by Project

The project	The problem	The solution	Responsible body	Date of completion
Building Fidan Dam/Drilling Fidan Wells Project	During 2002-2003, the Ministry of Water did not implement the Fidan dam in Aqaba governorate for agricultural purposes because the cost of the project (US\$ 15 million) was higher than the estimated cost (US\$ 10 million).	The Cabinet approved transferring the budget allocated for the construction of the dam to drilling 4 wells in Fidan area to be used for agricultural purposes.	Ministry of Water and Irrigation/Jordan Valley Authority	Tender for drilling the wells was awarded during the last quarter of 2005, and implementation will start 2006.
Construction of the Food Control Lab	Part of the Drug Control building, which was funded by USAID, was used as the Food Control Lab. To remedy this, a plan has been prepared to construct a separate building for the Food and Drug Corporation.	A redesign and blueprints for the administration building have been completed by the Ministry of Public Works.	Food and Drug Corporation	Tender will be issued at the beginning of 2006.
Expansion of 11 Primary Health Centers	Low institutional capacity of the Ministry of Health in the fields of planning, technical studies, implementation and follow-up. The change in the priority list of health canterers which was initially prepared.	Enhance the institutional capacities of the Ministry of Health.	Ministry of Health	End of 2006
West Zarqa Wastewater Treatment Plant	This project is integrated (design and implementation), and needs additional funding in 2006 of US\$1.4 million	Secure the funding and issue the tender.	Ministry of Water and Irrigation	The first quarter of 2006
Water Conveyance from Jordan River to Al-Karama Dam	Poor design of the project.	Revision of some studies and designs, issue necessary Change Orders to the contractor, and secure the additional funds for the change orders.	Ministry of Water and Irrigation/Jordan Valley Authority	Mid 2006

4. Managing for Maximum Impact — New Developments

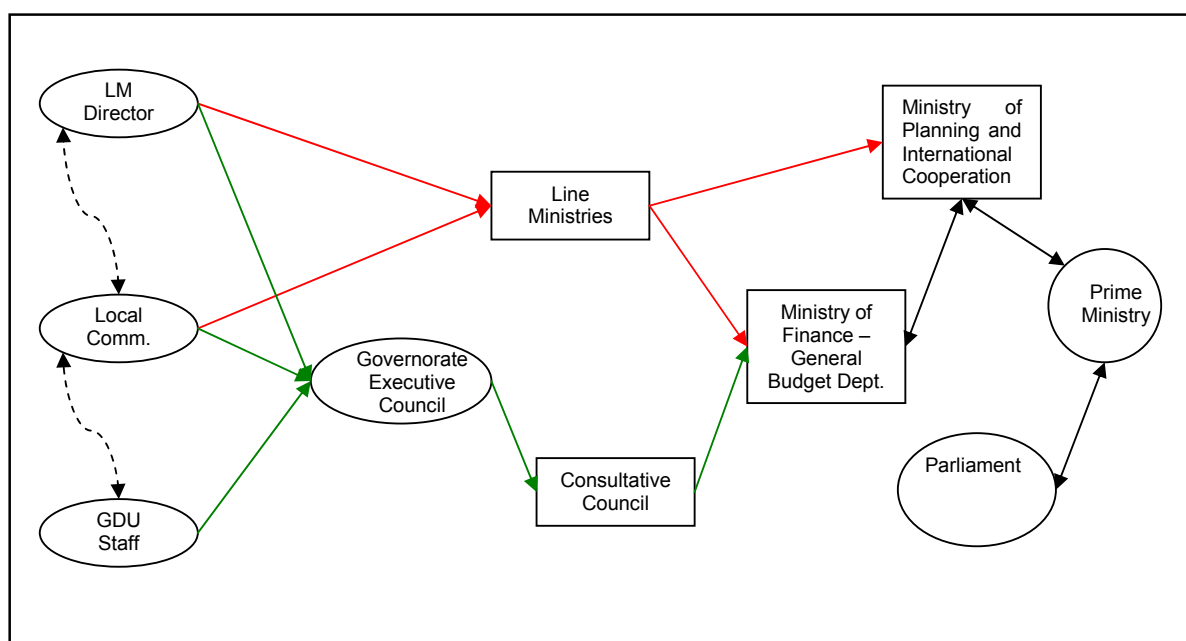
A. PROJECT SELECTION

Projects are forwarded for funding by two routes: via the Line Ministries and via the Governorate staff. This reflects a change in Government of Jordan policy meant to gradually move local development authority from the central authorities to the governorates, as shown in the figure below.

The process of fund allocation to the SETP is governed by the strict laws and regulations of the GOJ and conducted in a clear and transparent manner, as it is part and parcel of the Budget Law. Furthermore, all SETP funded projects are subjected to the audit of the Audit Bureau, which submits its annual report to the Parliament.

In order to maximize the benefit of the Public Investment component, and due to

the shortage of funds, the projects included in the SETP have been identified using a prioritization model that ranks projects by their most significant impact on the standard of living of all Jordanians, subject to budget constraints. The model uses the group of economic, social, and implementation capacity indicators that are used in the process of identifying the projects. Other indicators employed by the model include the ratio of current expenditures to capital expenditures, estimated future recurrent expenditures, the share of domestic inputs and imported inputs needed for each project, the sequencing of implementation of various projects, and the multi-project capacity of implementing ministries and departments. Moreover, the prioritization process includes priorities within each sector and between the different sectors.



B. CAPACITY BUILDING

In order to examine the efficiency and effectiveness of SETP implementation, the GOJ and USAID conducted a comprehensive management process review for the SETP. The study was conducted in 2004 by Grant Thornton and:

- Documented the SETP Program's policies, procedures and management controls.
- Reviewed and assessed the capacity of the Program.
- Recommended improvements for the SETP Program's operations and procedures.

In June 2005, MOPIC and USAID followed-up on the Management Review Assessment recommendations and commissioned Management Systems International (MSI) to implement six recommendations related to management processes and human resource capability enhancements, as follows:

1. Develop and implement a comprehensive Management Reporting Plan for SETP Operations.
2. Clarify procedures, criteria and guidelines for identifying SETP projects.
3. Develop a comprehensive program management framework.
4. Improve project performance indicators.
5. Build common understanding of evaluation concepts and methods.
6. Develop and implement a comprehensive training plan for the SETP-TU.

MSI and MOPIC have developed project selection criteria that support a transparent selection process, giving smaller organizations the confidence that the time and effort they put into project conception and design is not wasted. In addition, MSI

developed Project Design Guidance which aims to provide the basic information needed to request funding for any project.

Using these tools, the Monitoring and Evaluation Department of MOPIC conducted workshops in Jerash, Balqa, and Tafileh Governorates to enhance the capabilities of the participants from Governorates Development Units, Line Ministries Directorates' staff, Municipal employees, and NGO's in project selection criteria and introduce them to the project design guidance.



Eng. Lamia Al-Zou'bi lectures at Tafileh Governorate

Working collaboratively with MOPIC staff, MSI also prepared *Managing for Impact – A Best Practices Program and Project Management Manual*, and conducted six weeks of training for 25 participants from the Ministries of Planning and International Cooperation, Education, Health, Public Works, Water and Irrigation, and Interior) between July 4 and September 21, 2005.

The training was held in two phases. The first phase was a four-week Program and Project Management Training (comprised of a 2-week classroom training and a 2-week On-the-Job Training), and the second was a two-week classroom training in concepts and methods for project performance and program impact evaluation.

The training provided the participants with the necessary skills to manage, monitor and evaluate programs and projects implemented on behalf of the Jordanian government. The participants were

introduced to international best practices in program and project management. In addition to theoretical training, they applied the new skills to real projects currently underway throughout the Kingdom.

A graduation ceremony was held on September 27, 2005 at MOPIC for the participants under the patronage of His Excellency Mr. Maher Madadha, the Secretary General of MOPIC. Ms. Anne Aarnes, Mission Director for Jordan, represented the United States Agency for International Development (USAID), which sponsored the training program.

In his remarks at the graduation, Secretary General Madadha stressed the importance of building program and project management capacity throughout Jordan's ministries and government institutions. MOPIC is completely committed to nurturing the introduction of a culture of monitoring and evaluation throughout the public sector. He also expressed Jordan's appreciation of USAID's support for continued capacity building at all levels of Jordan's development community.

Ms. Aarnes praised the successful partnership between MOPIC and USAID, and expressed her delight in the commitment shown by the students to the rigorous course.

One MOPIC Monitoring and Evaluation Department participant, Eng. Lamia Al-Zou'bi, summed up her experience with the MSI training and technical assistance intervention by saying: "Having a thorough training in Program and Project management, widened my horizons in getting to practice and connect the new theoretical concepts with real projects; and, through a Training of Trainers course, it enabled me to transfer the knowledge I had to other people by conducting three governorate workshops in the importance and guidance of having an efficient Project design. Such trainings deeply influence my personal outlook on life and nurture in me a sense of responsibility towards my country and the Jordanian people."

Mr. Ed Comstock, MSI's Team Leader, echoed Ms. Aarnes' comments, saying, "Our Jordanian colleagues have shown incredible dedication to absorbing and applying world-class standards of monitoring and evaluation to their work."



The Graduation Ceremony at MOPIC

C. SETP COORDINATION COMMITTEE HOLDS THIRD MEETING

The third meeting of the Coordinating Committee for the SETP was held on November 21, 2005 at MOPIC. The meeting was chaired by H.E. Suhair Al-Ali, Minister of MOPIC and Charge d'Affaires David Hale.

At the beginning of the meeting, the Minister welcomed the participants to the meeting, and expressed the gratitude of the GOJ for all the support the United States has afforded to Jordan, especially to the SETP.

The participants then discussed the agenda items in detail, including reviews of the progress of SETP projects; the status of the MSI contract to implement the SETP Management Review Recommendations; the progress of SETP evaluation; and the status of the internal USAID reviews of the SETP Project monitoring performance.

At the end of the meeting, both sides emphasized the great partnership between the two governments and agreed on:

- The importance of SETP evaluation results and recommendations for identifying existing weaknesses and exploring means and methods to improve future programs and projects in Jordan.
- The importance of continued capacity building of Jordan's ministries and government institutions.
- Holding the next meeting during the last week of January, 2006 to review the internal USAID assessment of the SETP Project monitoring performance.
- Discussing the financial needs for completing SETP projects in 2006, when USAID's budget has been approved.

D. CHALLENGES AND OPPORTUNITIES

To insure the acceptance of best practice monitoring and evaluation concepts in

Government of Jordan entities, MOPIC is facing severe challenges.

First, the weakness of some Line Ministries' program and project management capacity. This weakness is most often due to:

- The functional separation of an institutions' program and project implementation organizational structures, from monitoring and evaluation departments or sections.
- Inadequate or non-existent application of an institutionalized database for capital projects.
- A lack of qualified staff for monitoring and evaluation.
- A lack of internal coordination between departments or sections within each entity.

Second, MOPIC does not have enough employees who have the requisite Monitoring and Evaluation skills.

Third, lack of a comprehensive computerized monitoring and evaluation system. MOPIC has ProgramOne, which enables Line Ministries to manage and monitor their projects, but the system needs upgrading to integrate it with the higher level sector objectives (outcome and impact) that would enable MOPIC to more efficiently and effectively monitor and evaluate programs and projects such as SETP and the National Agenda.

To enhance the common understanding of program and project monitoring and evaluation concepts among all government entities, and thus promoting transparency and better performance, MOPIC – in cooperation with USAID – has started capacity building for five ministries, but still needs to expand the training and technical assistance to the remaining ministries. In addition, to enable MOPIC staff to transfer their knowledge to others working in the same field, a comprehensive training of trainers (TOT) program is necessary.

Annex I: Financial Performance of SETP Component/Sector Funded By USAID (in US\$ millions)

Project Name	Allocated Funds 2002	Allocated Funds 2003	Allocated Funds 2004 (88 million Grant)	Allocated Funds 2004 (100 million Grant)	Allocated Funds 2005	Total Actual Allocated 2002-2005	Total Actual Expenditure 2002-2005	% of Expenditure
I. Human Resources Development	18.3	17.6	31.8	3.0	17.7	88.3	70.1	79%
A. Public Education	13.3	10.5	26.3	0.0	14.8	65.0	49.8	77%
B. Higher Education	0.0	0.5	0.0	0.0	2.8	3.3	3.2	95%
C. VTC	0.7	0.0	4.7	2.1	0.0	7.5	7.5	100%
D. Youth & Culture	4.2	6.6	0.8	0.9	0.0	12.5	9.6	77%
II. Basic Government Services	48.0	42.1	27.7	0.6	8.8	127.3	101.7	80%
A. Water & Irrigation Total	33.0	20.9	19.0	0.0	2.4	75.3	71.1	94%
B. Health Total	0.0	0.0	8.7	0.0	0.6	9.3	5.5	60%
C. Information & Communication Technology	7.5	21.2	0.0	0.0	2.8	31.5	14.4	46%
D. Infrastructure	7.6	0.0	0.0	0.6	0.0	8.2	8.2	100%
E. Transportation	0.0	0.0	0.0	0.0	3.0	3.0	2.5	84%
III. Rural Development & Poverty Alleviation	23.7	34.8	28.5	68.4	52.7	208.1	171.4	82%
A. Governorates Development Strategy	19.3	34.8	19.4	23.2	38.8	135.5	104.4	77%
B. Ministry of Social Development	0.4	0.0	0.0	42.4	0.0	42.8	42.8	100%
C. Ministry of Municipalities	0.5	0.0	2.0	0.0	0.3	2.7	2.7	100%
D. Environment	0.0	0.0	0.0	0.0	2.0	2.0	0.0	0%
E. Tourism	3.5	0.0	7.1	2.8	11.7	25.1	21.4	85%
IV. Structural Reforms	0.0	0.0	0.0	28.2	0.0	28.2	22.1	78%
A. ASEZA	0.0	0.0	0.0	28.2	0.0	28.2	22.1	78%
Grand Total (I+II+III+IV)	90.0	94.5	88.0	100.3	79.1	451.9	365.3	81%

Annex II: Schedule Performance of SETP Projects Funded By USAID

Component/Sector Name	Total Projects	Completed on Schedule	Completed Behind Schedule	Under Implementation
I. Human Resources Development	17	11	3	3
Public Education	5	4	1	0
Higher Education	2	0	0	2
VTC	5	5	0	0
Youth & Culture	5	2	2	1
II. Basic Government Services	30	18	2	10
Water & Irrigation	20	13	2	5
Health	3	0	0	3
ICT	2	0	0	2
Infrastructure	4	4	0	0
Transportation	1	1	0	0
III. Rural Development & Poverty Alleviation	17	8	0	9
Governorates Development Strategy	6	2	0	4
Ministry of Social Development	2	2	0	0
Ministry of Municipal and Rural Affairs	2	0	0	2
Environment	1	0	0	1
Tourism	6	4	0	2
IV. Structural Reforms	4	1	0	3
ASEZA	4	1	0	3
Grand Total	68	38	5	25

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